The Influence Of Job Characteristics And Placement On Performance At Lampung Bank

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Abstract — **The study here aims to analyze the impact of variables such as characteristics and placement on the performance of Bank Lampung, using the analytical method implemented was multiple linear regression. The population that was the focus of the research was all employees of the Central Bank of Lampung and the sample used was 70 people employee Lampung Central Bank Bandar Lampung who became research respondents using sampling techniques purposive sampling. It is hoped that this research recommendation can increase motivation and job satisfaction with a positive impact on improving employment at the Central Bank of Lampung. In addition, it is necessary to continuously improve performance through optimizing work placements in accordance with employee abilities and skills, implementing objective job transfers and adjusting workloads according to applicable norms. The findings from this research indicate that characteristics and placement has positive and also signficant impact to the Bank Lampung performance partially. Simultaneously, the characteristics and placement variables together have a significant effect and contribute 84.6% of the relationship between variables studied by researchers.**

Keywords — Job Characteristics, Placement, Performance.

I. INTRODUCTION

HR or Human Resource play as an crucial role in a company. Correct human resource management can maximize its transformation into a company's competitive advantage. On the other hand, human resources can become a burden if not managed well. According to Dessler (2018), HRM defined as the acquiring and training also Evaluative me hanism as well as controlling work relations, employee the safety and health where the context related to justice. HR are a main element for a company, Based on the main implementers or operating and managing of HR activities within the company. To achieve maximum company performance, human resources or employees in the company must have good performance (Mathis & Jackson, 2016).

Job featured an oncoming to the job building that specified into 5 core characteristic indicators, namely task identity, significance, variety, feedback and autonomy (feed back). (Robbins et.al, 2013). Furthermore, several empirical study findings according to JR Hackman in (Pusparani, 2021) the final result of the dimensions implemented in the nature of work with the best quality includes high work performance. These characteristics will show how the results of the responsibilities are carried out in order to deliver good performance and performance manifestations. The conclusion is that there is a significant correlation between the nature of work and performance., so this research also aims to test and expand the research conducted, namely by adding work discipline variables.

Employee placement according to Mathis and Jackson (2016) are placing someone at the right position of job, how good the employee is suited to their job would impact both quality and quantity in work. Meanwhile, Gaol (2014) believes that what is

meant by placement is an arrangement of one or more employees in a new position or a different position. (Hasibuan, et.al, 2015), stated that the performa as a result that accepted to taken out the assessment given to them maintained by the skill, assignment and also the experience. Furthermore, it is a result of work that people have been achieve Based by the seriousness, time, experience, and also skill (Hasibuan, et.al, 2014). Apart from that, a person in completing the tasks assigned to him includes the quantity and quantity of output as well as obstacles in the work where someone who works well will have high performance and can produce good work too (Mahmudin, 2018).

The central bank of Lampung Province was established in Bandar Lampung in line with the Law Number 13 of 1962 at paragraf (1) considerating Regional Development Banks, as regulated in Lampung level 1 regional regulation Number 10A of 1964 August 1 of 1964 concerning the Establishment of Lampung Bank which has been Approved. Apart from that, Bank Lampung officially started operating on January 31 1996, this was based on the Central Bank Business Minister's business license No. Kep.66/UBS/1965 also maintained at Regional Regulation No. 8/PERDA/II/DPRD/73. Bank Lampung was established with the aim of assisting for the standard of living. Bank Lampung has a vision of becoming a competitive Regional Development Bank with a focus on developing MSMEs in contributing to regional development. In an effort to realize the Vision and Mission of Bnak Lampung, the company's performance and productivity needs to continue to be improved, one of which is by increasing employee performance. Apart from that, employee performance is also important in efforts to always provide the best service to customers so that Bank Lampung will be able to carry out its function as a Regional Development Bank by gaining the public's trust and becoming the first choice.

Recruitment is one of the things that is very important to support the performance of a company because it requires a rather complicated process to find employees with abilities that suit the company's needs. ProcessPT Bank employee recruitmentLampung went through various stages by prioritizing effectiveness and efficiency. PT Bank Lampung carries out employee recruitment through open recruitment to capture competent prospective employees and uses university databases to search for the best graduates who are deemed to have the abilities and skills needed by the company.

Table I. Number of Employees at PT Bank Lampung Head Office in 2023

No	Part	Amount
1.	Commercial Desk	9 people
2.	Construction Desk	6 people
3.	Micro and Program Desk	5 people
4.	Accounting Division	11 people
5.	Internal Audit Division	16 people
6.	Funds and Services Division	13 people
7.	Human Capital Division	10 people
8.	Compliance Division	8 people
9.	Consumer Division	6 people
10.	Risk Management Division	7 people
11.	Strategic Planning Division	10 people
12.	Operations Center Division	16 people
13.	Information Technology Division	26 people
14.	Treasury Division	9 people
15.	General Division	15 people

16.	UKK Marketing and Communication	4 people
17.	UKK Credit Rescue and Settlement	11 people
18.	UKK Corporate Secretary	11 people
	Total	193 people

Resource: PT Bank Lampung Human Capital Division in 2023

Education and training programs to improve the competence of PT Bank Lampung Head Office employees in 2022 have been implemented comprehensively at every level of the organization. By the table above, it shows that the training percentage reached 100%, which means that all employees at PT Bank Lampung Head Office have received training. PT Bank Lampung must focus on achieving this target by taking several steps, one of which is strengthening its structure and competitive advantage. PT Bank Lampung routinely carries out performance evaluations every six months. Evaluation is carried out using an engagement questionnaire to find out what needs to be improved and developed further. The evaluation results of the last few years show that there are still employees who are not optimal or lack enthusiasm in working, this is in line with what was said previously that there are several individuals who have not maximized their performance. Based on the background above, the problem formulation that can be proposed in this research is 1) Do job characteristics and placement influence employee performance at Bank Lampung? 2) Do job characteristics influence employee performance at Bank Lampung? 3) Does placement affect employee performance at Bank Lampung? The objectives of this research are 1) to find out the influence of job characteristics and employee placement together on performance at Bank Lampung, 2) to know the influence of job characteristics on performance at Bank Lampung, 3) to know the effect of employee placement on performance at Bank Lampung. The research carried out is expected to provide benefits in theory and practice by providing information regarding the influence of job characteristics and placement on performance at Bank Lampung and as material for consideration and evaluation regarding employee placement policies applied to performance at PT Bank Lampung

II. THEORETICAL BASIS

2.1. Job Characteristics

Job characteristics are the scope of tasks and their characteristics such as the degree of satisfaction and type of tasks and when individuals try to interpret each nature of the job then they are judged to be more productive. As for the definition and characteristics of the job as expressed in (Tiurmaida & Izzati, nd) Job characteristics are internal aspects of a job which refer to the content and conditions of the job. Definition and understanding of job characteristics according to(Linda, 2002)Job characteristics are a job description that provides information and collects work related to the duties and responsibilities of carrying out tasks assigned to employees. Meanwhile, the definition and understanding of job characteristics according to (Daenuri & Pitri, 2020) Each job characteristic is defined as an approach to prove how a job design can be implemented in 5 aspects. According to Robbi and Judge (2018) there are several indicators of job characteristics including skills, task identity, the meaning of the task, autonomy and back pay.

2.2. Placement

UnderstandingJob Placement is a company or organization policy to place employees in work positions that suit the abilities, skills and knowledge of the employee/employee as well as the needs of that position within the company to create job satisfaction and optimal performance. Definition of internship according to staff/employee recruitment policies according to experts: Definition and meaning of internship according to Schuler and Jackson (2018) "The definition of an internship is related to the assignment of someone whose position will be filled in line to the position and the employee's knowledge, skills, abilities and personality .According to (Nabila et al., 2021) regarding job placement, placing someone at the right the position of job how employees get a good treatment is with to the job would impact to the quality and quantity.

Objective Job placement is to provide the right job to the right employee so that the work they do can be completed effectively and efficiently. Apart from that, the aim of work placement is to provide a comfortable place for employees. Efforts made to improve employee performance (Haryati & Hajar, 2016). Because of that placement the work carried out must meet several criteria, namely:

1. Employeble to carry out the work assigned to him.

2. Place where employees work is where they fit in Work. and pursue a career.

3. Employee can be accepted and liked by people in the workplace, such as colleagues, superiors and subordinates.

According to Sastrohadirwiryo (2019) there are several placement indicators including, educational background, knowledge, skills and experience.

According to(Linda, 2002) Performance placement involves several indicators, namely:

1. Autonomy includes autonomy, decision making, work feedback, coworker feedback, and presentation of ideas.

2. Task significance includes understanding the process, significance of the work, influence on policy, and value of the work.

3. Job feedback includes meetings and evaluations, cooperation with colleagues, teamwork, helpful colleagues, and credibility.

4. Skill diversity includes skill diversity, knowledge diversity, and knowledge acquisition.

5. Task identity consists of technical skills, responsibility, and work pride.

2.3. Performance

Andrian et al (2017) stated that performance is included in the quality aspect and quality which can be used as an achievement goal for employees so that they can carry out their responsibilities and is also interpreted as the degree to which employees can carry out their work in accordance with the provisions. Robbins and Judge (2017) stated that both quantity and quality are dependent on the form of performance and conclusions can be drawn from these theories where the urgency of employee performance is considered to be an indicator for considering how a company can progress or not and in accordance with expectations to manifest. optimal performance when carrying out tasks so that the final results of the work can be reviewed based on company standards and also volume. The performance of employees is described to reflect attitudes while studying and what is gained during work and the concept is said to be increasingly developing and is very important for organizations and individuals, namely employees. Abloush et al. (2018) explained the overall increase in terms of productivity and processes. Kianto et al (2016) stated that the relationship or communication between employees and the organization is a proxy for achieving performance goals and when carrying out any work in an organization. John Minner (2018) indicators that have an impact on employee performance include:

1. Factors being knowledge motivation skills as well as job insecurity and commitments made.

2. Leadership factors include support and enthusiasm from employees.

3. Team factors include cohesiveness in work.

4. System factors include facilities and also anything related to work systems and performance culture.

5. Conditional or contextual factors which include changes or transformations in the environment, both internal and external, as well as existing pressures

John Minner (2018) also stated that there are various performance indicators namely quantity in work, quality UN work, responsibility, 4. collaboration, and initiative.

There are 5 indicators which impact performance achievement, namely personal/individual factors, leadership, team, system and factors. Based on the research title, there are several variables, namely Job Characteristics (X1) and Work Placement (X2) as an independent variable, and Employee Performance (Y) as a dependent variable, to find out the research that the author used here:
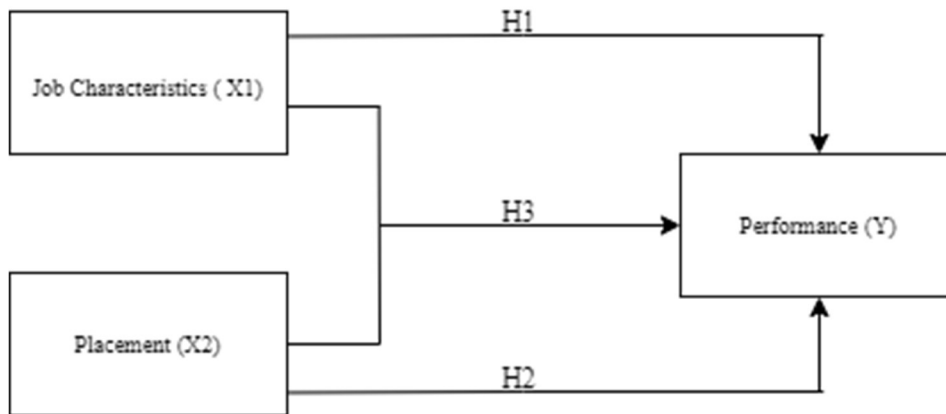
2.4. Framework of Thought

Fig I. Framework of Thought

2.5. Hypothesis

H1: Characteristic variables have a significant and positive influence on performance

H2: The placement variable has a significant and positive effect on performance

H3: The characteristic and placement variables has signficant impact to the performance

III.   RESEARCH METHOLOGY

The study here implements the quantitative techniques based on multiple regression analysis, according to (Fatih et al., 2023),Quantitative research is defined as a category that manifests various findings so that indicators can be obtained to measure and procedures in terms of statistics, then positive proportion sampling is defined as a technique for taking samples based on certain considerations or assessments. to study and draw conclusions. The research was conducted on all employees of the Lampung Central Bank, Bandar Lampung as many as 70 people. The questionnaire contains 5 items from each statement for the job characteristics, placement and performance variables. Respondents were taken from all employees of the Central Bank of Lampung who were asked to provide responses according to their respective opinions regarding 5 statement items related to a Likert scale of 1 to 5 where the categories were strongly agree 5, agree 4, neutral 3, disagree 2, and strongly agree 1.

The population in this study is all over Lampung Central Bank employees, about the reason that carried by the population should be truly representative. Meanwhile the samples number used in this research was 70 respondents. The initial step is after obtaining all the data from the respondents, then grouping the data according to variables, explaining the data for all the variables studied, running calculations to solve the problem formulation, then running calculations to verify the hypothesis.

Before carrying out a multiple linear regression test, according to (Ghozali 2018) the conditions that must be met in multiple linear regression are the classic assumption test consisting of normality, multicollinearity and heteroscedasticity to see the quality of the data and ensure that all data is normal so as to provide certainty that the regression equation is correct. was found to have appropriate data estimates.When you want to carry out tests in the linear professional category, there are several criteria that need to be adhered to, including the various tests that will be carried out in order to review the quality and validate the data, there are regression equations that are declared correct and each of them has a predetermined time period.

The initial step is after obtaining all the data from the respondents, then grouping the data according to variables, explaining the data for all the variables studied, running calculations to solve the form of problem, then running calculations to verify the hypothesis (Purba and Warganegara, 2023). To match the Rcount and Rtable values where (df) = n-3 and $\alpha = 0.05$, a validity test is carried out. A question is considered valid if Rcount > Rtable and the R value is positive. The SPSS software ver 21 provide a tool for telling reliability with α statistic test used to take out the reliability test. As long there is a value of alpha more than 0,60 so it is considered reliable.

Hypothesis testing will be completed using a multiple linear regression model, and with the help of the SPSS software ver 21 provide a tool for telling reliability with α statistic test used to take out the reliability test. As long there is a value of alpha more than 0,60 so it is considered reliable. By searing of each value independent varaibles is more than or less than 0,05. As for the Ttable value, it is obtained at a sig level 0,05 df (n) – (k). The f test carried out to look how much independent varaibles effect the dr dependent variable whether it is > 0.05 or < 0.05 and comparing Ftable with Fcount, where Ftable is obtained at the sig level (a = 0.05), df = (n) – (k-1).

IV. RESULTS AND DISCUSSION

4.1. Respondents

Table II. Frequency Distribution of Job Characteristics (X1)

Intervals	Category	F	%
21 - 25	Very good	43	61
17 - 20	Good	23	33
13 - 16	Neutral	1	1
9 - 12	Not good	3	4
5 - 8	Very bad	0	0
Total		70	100

Resource: Excel Tabulation, 2023.

As maintained so from 70 respondents, we can prove that 43 respondents or 61% stated that the job characteristics were in the strongly agree category, while 33% were categorized as agree, while 1% were categorized as neutral and 4% were categorized as disagree, then it can be concluded that the job characteristics were in the very good category.

Table III. Placement Frequency Distribution **(X2)**

Intervals	Category	F	%
21 - 25	Very good	37	54
17 - 20	Good	28	40
13 - 16	Neutral	2	3
9 - 12	Not good	2	3
5 - 8	Very bad	1	1
Total		70	100

Resource: Excel Tabulation, 2023.

As maintained from 70 respondents, it showed that if 37 respondents or 54% stated that the placement was in the strongly agree category, while 40% categorized it as agree, while 3% categorized it as neutral, only 3% categorized it as disagree, and 1% categorized it as strongly disagree, it shows that the placement in the very good category.

Table IV. Placement Frequency Distribution **(X3)**

Intervals	Category	F	%
21 - 25	Strongly agree	41	59
17 - 20	Agree	23	33
13 - 16	Neutral	3	4
9 - 12	Don't agree	1	1
5 - 8	Strongly disagree	2	3
Total		70	100

Resource: Excel Tabulation, 2023.

Based on the results above from 70 respondents, it can be concluded that if 41 respondents or 59% stated that the performance was in the strongly agree category, while 33% categorized it as agree, while 4% categorized it as neutral, only 1% categorized it as disagreeing, and 3% categorized it as strongly disagreeing, it can be concluded that the performance in the very good category.

4.2. Test Assumptions

1. Normality Test

   Kolmogorov Smirnov Z test to determine among the distribution data is normal Ir not from seeing the sig value of Kolmogorov Smirnov Z test.

Table V. One – Sample Kolmogorov Smirnov test results

		Unstandardized Predicted Value
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.08264787
Most Extreme Differences	Absolute	,112
	Positive	.103
	Negative	-.112
Kolmogorov-Smirnov Z		,939
Asymp. Sig. (2-tailed)		,341

Resource: SPSS V.21. data analysis, 2023.

Results of the Kolmogorov-Semirnov Z test in table V, the job characteristics, placement and performance variables have a residual value of > 0.05 so it can be concluded that all variable data has a normal distribution.

2. Multicollinearity Test

Table VI. Multicollinearity Test Results

Model	Niali Tolerace	VIF	Results
Characteristics	.131	7,640	Does not experience multiconierity
Placement	.131	7,640	Does not experience multiconierity

Resource: SPSS V.21. data analysis, 2023.

Based on the results of the multicollinearity test in table 3, it shows that the independent variables in the performance model, characteristics and placement do not experience multicollinearity, this is because the Tolarance value is > 0.1 and the VIF value is < 10.
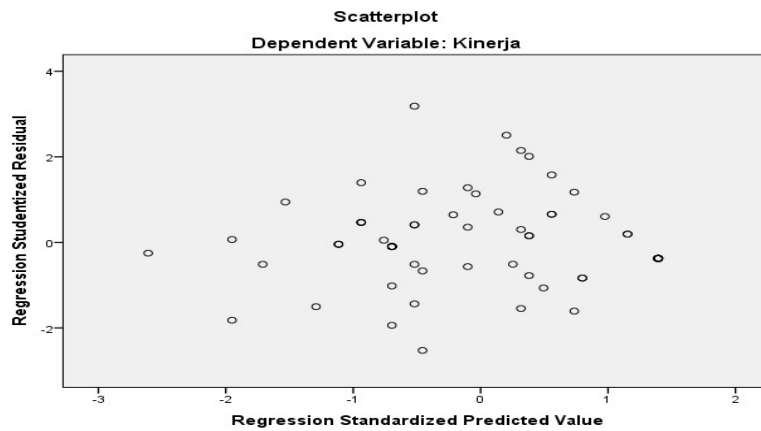
3. Heteroscedasticityi Test

Fig II. Scatterplot Graphics

Resource: SPSS V.21. data analysis, 2023.

Based on the scatterplot graph in graph 2, it proves the grains spead and also the number below has no heteroscedasticity this is sowh that the model is good so the conclusion which there no heteroscedasticity's symptoms of heteroscedasticity or the equation meets the assumptions.

4.3. *Validity test*

The test here implemented to gauge whether there are exist the validation of questionaire or not which can be said if the statement is true used can explain something to gauge.

Table VII. Validity Test Results

Variable	Statement Items	r Count	r Table	Information
Characteristics (X1)	X1.1	0.355		Valid
	X1.2	0.703	0.1954	Valid
	X1.3	0.522		Valid
	X1.4	0.375		Valid
	X1.5	0.482		Valid
Placement (X2)	X2.1	0.472		Valid
	X2.2	0.329	0.1954	Valid
	X2.3	0.658		Valid
	X2.4	0.722		Valid
	X2.5	0.578		Valid
Performance (Y)	Y1	0.608		Valid
	Y2	0.585	0.1954	Valid
	Y3	0.692		Valid
	Y4	0.539		Valid
	Y5	0.800		Valid

Resource: SPSS V.21. data analysis, 2023.

Based As maintained validity test that have been described using 70 respondents, it proves Characteristics (X1), placement (X2), and performance (Y) have a value of Rcount > Rtable, so there all statements confirmed valid

4.4. Reliability Test

A questionnaire is declared reliable if the Cronbach's Alpha (α) value is more than 0.60.

Table VIII. Reliability Test Results

Variable	*Cronbach's Alpha*	*Realibility*
X1	0.817	Reliable
X2	0.783	Reliable
Y	0.868	Reliable

Resource: SPSS V.21. data analysis, 2023.

As maintained of including 70 respondents, so the reliability test results have a Cronbach's Alpha (α) > 0.60, so there all statements confirmed reliable.

4.5. Multiple Linear Regression Analysis Discussion

This is used to determine the estimation results which will produce regression coefficient values.

Table IX. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-1,079	1,208	
	Characteristics	,610	,150	,540
	Placement	,449	,151	,395

Resource: SPSS V.21. data analysis, 2023.

As maintained there so independent variable in this regression is performance (Y), while the independent variables are characteristics (X1) and placement (X2) so the equation for this model above is: Y = a + B1X1 + B2X2 + e.

Y = -1.079 + 0.610X1 + 0.449 + e

Discussion

1. The value of the constant a is -1.079 where the assumption is 0 so the constant has a minus value.

2. The value of the variable regression coefficient is 0.610, so performance that increases by one unit can optimize the assumptions of other variables by around 61.0%.

3. The value of the same coefficient is also related to placement, namely 0.449 where performance will increase by around one unit, impacting placement by around 44.9%.

4.6. T Test (Partial)

Table X. *T Test (Partial)*

Variable	Tcount	Table	Sig	*Information*
Characteristics (X1)	4,072	1,667	,000	Significant
Placement (X2)	2,976	1,667	,004	Significant

Resource: SPSS V.21. data analysis, 2023.

Based on the results of the t test above, it can be obtained as follows:

1. Characteristic variables with a significance level of 5% (α = 0.05) are 0.000 < 0.05 and Tcount (4.072) > Ttable (1.667), so there is an acceptance of H1 and rejection of H0 so the characteristic varaibles has signficant impact to the performance.

2. The placement variable with a significance level of 5% (α = 0.05) is 0.004 < 0.05 and Tcount (2.976) > Ttable (1.667), so there is an acceptance of H2 and rejection of H0 so the partially placement has signficant impact to the performance.

4.7. F Test (Simultaneous)

Table XI. *F Test (Simultaneous)*

Model	Ftable	Fcount	Sig	Information
1	3,128	183,481	0,000	Significant

Resource: SPSS V.21. data analysis, 2023.

As stated there so the Fcount value 183,481 and sig value is 0,000 so the Fcount is more than Ftable and sig value < p value or 0,000 < 0,05, then H3 acceptance of and rejection of H0 so there was a signficant impact to the performance.

4.8. R Square(Coefficient of Determination)

R Squareused to specify the relationship between variable, or used to measure how much variation that occurs here simultaneously by independent variables that influence performance

Table XII. *R Square*

Mmodel	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920[a]	.846	.841	1.099

Resource: SPSS V.21. data analysis, 2023.

As maintained above so the value of R square was 0,846 and the result of 84,6%. Performance effected from the placement and characteristic when 15,4% is effecte from the other variables not included in the research variable.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

Based on the results of research conducted by researchers entitled "The influence of job characteristics and placement on performance at Lampung Bank ", conclusions can be drawn:

1. Job characteristics have a significant and positive effect on the performance of Lampung Bank partially.

2. Placement has a significant and positive influence on the performance of Lampung Bank partially.

3. Job characteristics and placement together or simultaneously have a significant effect on Lampung Bank performance.

5.2. Recommendations

Based on the results of this research, three suggestions that can be taken are:

1. Bank Lampung needs to improve the design of job characteristics to provide space for increasing employee motivation and job satisfaction.

2. Objective optimization of job placement and job transfers needs to be carried out to improve employee performance according to their abilities and expertise.

3. It is important to pay attention to applicable business processes so that the delegation of tasks is appropriate to the field of work, as well as ensuring that each employee works professionally according to their respective skills and fields.

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