

**HUBUNGAN ANTARA CIRI-CIRI KERJA, KEPUASAN
KERJA, DAN PRODUKTIVITI DI BADAN
PEMULIHAN SUNGAI CITARUM
REPUBLIK INDONESIA**

OWIN JAMASY DJAMALUDIN

ASIA e UNIVERSITY

2019

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ABSTRAK

Badan Pemuliharaan Sungai Citarum Republik Indonesia dengan seluruh pihak berwajib telah bekerja lebih daripada tiga puluh tahun untuk menguruskan dan memulihara Sungai Citarum yang tercemar dan berbahaya kerana kotor dengan sampah dan berbau busuk yang terhasil daripada sisa buangan domestik dan sisa bahan kimia daripada kilang-kilang disekitar Sungai Citarum. Pekerjaan yang selama ini difokuskan kepada pembangunan infrastruktur dengan kos yang sangat tinggi, ternyata tidak dapat menyelesaikan masalah. Keadaan persekitaran Sungai Citarum tidak berubah menjadi lebih baik malahan semakin tenat. Ini berertinya produktiviti pengurusan Sungai Citarum berada pada tahap rendah. Kondisi ini menegaskan bahawa reka bentuk pekerjaan dengan memfokuskan kepada pembangunan infrastruktur sahaja tidak dapat menyelesaikan masalah pembangunan dan produktiviti. Hasil kajian ini, telah memberikan kesimpulan bahawa faktor yang memiliki pengaruh signifikan terhadap peningkatan produktiviti dan kepuasan kerja iaitu ciri-ciri pekerjaan dengan semua dimensinya. Melalui SEM-PLS, telah terbukti bahawa pemboleh ubah ciri-ciri kerja dengan pemboleh ubah pengantara kepuasan kerja, memiliki pengaruh yang nyata terhadap produktiviti dengan nilai kiraan t sebesar 4.42 (>1.96). Pemboleh ubah ciri-ciri kerja memiliki pengaruh yang nyata terhadap kepuasan kerja dengan nilai kiraan t adalah 11.058 (>1.96). Dimensi pelbagai kemahiran mempunyai pengaruh positif terhadap kepuasan kerja dengan statistik T sebesar 2.542 (>1.96). Dimensi identiti tugas mempunyai pengaruh positif kepada kepuasan kerja dengan statistik T sebesar 2.042 (>1.96). Dimensi signifikan tugas berpengaruh positif terhadap kepuasan kerja dengan statistik T sebesar 3.963 (>1.96). Dimensi autonomi berpengaruh positif kepada kepuasan kerja dengan statistik T sebesar 2.506 (>1.96). Dimensi maklum

balas berpengaruh kepada kepuasan kerja dengan statistik T sebesar 5.241 (>1.96). Pemboleh ubah kepuasan kerja memiliki pengaruh yang nyata terhadap produktiviti dengan nilai kiraan t sebesar 9.600 (>1.96). Kesimpulan yang didapati daripada kajian ini adalah kepuasan kerja pekerja dan produktiviti boleh dicapai melalui reka bentuk kerja di tempat kerja.

Kata kunci: *Ciri-ciri Kerja, Kepuasan Kerja, Produktiviti Sungai Citarum, Indonesia,*

ABSTRACT

The Citarum River Rehabilitation Agency of the Republic of Indonesia has been working for more than thirty years for the recovery of dirty and smelly rivers due to excessive waste and rubbish, but their performance has not succeeded in improving productivity despite of high cost infrastructure. This means, the reconstruction of work by prioritizing infrastructure development alone is unable to solve the problem of work satisfaction and productivity. Factors that have significant influences on productivity and job satisfaction are job characteristics. The argument that productivity gains can be achieved through motivation is justified, but the nature of motivation will only grow significantly if it is supported by the source of the birth of motivation that is the job characteristics with all dimensions. If workers and program managers can understand and even master the job characteristics, it will give birth to motivation and job satisfaction and increase productivity. The results of the study through SEM-PLS have proven. Job satisfaction variable has a significant effect on productivity with t-count value of 9600 (> 1.96). Job characteristic variable with job satisfaction mediator variable, has a significant effect on productivity with t-count value of 4.42 (> 1.96). The job characteristic variable has a significant effect on job satisfaction with the t-count of 11,058 (> 1.96). Dimensions of skill variety positive effect on job satisfaction with T-statistics of 2,542 ($> 1, 96$). The dimension of task identity positively effects on job satisfaction with T-statistics of 2,042 ($> 1, 96$). The dimension task significant positively effects on job satisfaction with T-statistics of 3,963 ($> 1, 96$). The dimension of autonomy has a positive effect on job satisfaction with T-statistics of 2,506 ($> 1, 96$). And dimensional feedback positively effect to job satisfaction with T-statistics of 5.241 (> 1.96). The results of the study concluded

that the employees' job satisfaction and productivity can be achieved through job design on workplace.

Keywords: *Job Characteristics, Job Satisfaction, Productivity of Sungai Citarum, Indonesia.*

APPROVAL PAGE

I certify that I have supervised/read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and fully adequate, in quality and scope, as a thesis for the fulfillment of the requirements for degree of Doctor of Philosophy.

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DECLARATION

I hereby declare that the thesis submitted in fulfillment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the program and/or exclusion from the award of the degree.

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PENGHARGAAN

Segala puji dan syukur bagi Allah atas segala limpahan rahmat, nikmat, dan perlindungan sehingga tesis yang bertajuk “Hubungan Antara Ciri-ciri Kerja, Kepuasan Kerja dan Produktiviti di Badan Pemulihan Sungai Citarum Republik Indonesia” sebagai persyaratan akhir dalam mencapai gelaran PhD di Fakulti Pengurusan Perniagaan, Asia e University, dapat diselesaikan tanpa ada hambatan atau rintangan.

Sepanjang penulisan tesis ini, saya telah mendapat sokongan daripada pelbagai pihak termasuklah : (1) Kedua orang tua tercinta Almarhum Kyai Haji Djamaludin Bin Safari dan Almarhumah Umi Halimah Binti Madiyah; (2) Prof. Dr. Juhary Haji Ali, S.D.K., sebagai Dekan SAHUSS, Asia e University dan penyelia tesis yang mempunyai sifat kesabaran yang tinggi dalam memberikan arahan serta bimbingannya; (3) Prof. Dr. Siow Heng Loke, sebagai Dekan Fakulti Pengajian Siswazah dan Pengerusi, Jawatankuasa Peperiksaan; (4) Prof. Dr. Mohd Zambri Jaafar, sebagai Pemeriksa luar 1; (5) Prof. Dr. Azman Ismail, sebagai Pemeriksa luar 2; (6) Prof. Dr. Suhaimi Mohd Shariff, sebagai Pemeriksa luar 3; (6) Ir. MG. Ana Budi Rahayu, ME, yang selalu memberi sokongan, inspirasi dan motivasi; (7) Malkan Kasbi, S.Tr., serta anak tercinta yang selalu mendampingi dalam suka dan duka; dan (8) Keluarga besar Kementerian Lingkungan Hidup dan Kehutanan, dan Kementerian Dalam Negeri Republik Indonesia. Semoga Allah membalas kebaikan mereka. Aamiin.

Tesis ini tentu belum sempurna, tetapi diharapkan agar dapat memberi manfaat yang berguna kepada para Pembaca, Pengkaji lingkungan di Sungai Citarum dan sungai-sungai

lain di Indonesia, dan Pengkaji-pengkaji lain tentang hubungan ciri-ciri kerja, kepuasan kerja dan produktiviti di Badan Pemulihan Sungai Citarum Republik Indonesia. Kritikan dan saranan dari semua pihak amatlah dihargai dan diharapkan.

Sekian,

Owin Jamasy Djamaludin

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SENARAI SINGKATAN

Ac	:	<i>Achievement</i> Pencapaian
Ad	:	<i>Advancement</i> Kemajuan
AMDAL	:	<i>Analisis Mengenai Dampak Lingkungan</i> Analisis Kesan Alam Sekitar
AMOS	:	<i>Analysis of Moment Structure</i> Analisis Struktur Momen
Aut/Au	:	<i>Autonomy</i> Autonomi
AVE	:	<i>Average Variance Extracted</i> Purata Variasi Ekstrak
BPS	:	Biro Pusat Statistik
CFA	:	<i>Confirmatory Factor Analysis</i> Analisis Faktor Pengesahan
CSO	:	<i>Civil Society Organization</i> Pertubuhan Masyarakat Awam
DAS	:	Daerah Aliran Sungai
DLH	:	<i>Dinas Lingkungan Hidup</i> Perkhidmatan Alam Sekitar
Dp	:	<i>Desain Project</i> Reka Bentuk Projek
E	:	<i>Existence</i> Kewujudan
Efe	:	<i>Effective</i> Efektif
Efi	:	<i>Efficient</i> Efisien

ERG	:	<i>Existence, Relatedness And Growth</i> Kewujudan, Kaitan Dan Pertumbuhan
FB	:	<i>Feedback</i> Maklum Balas
FGD	:	<i>Focus Group Discussion</i> Perbincangan Kumpulan Fokus
FM	:	Fasilitator Masyarakat
G	:	<i>Growth</i> Pertumbuhan
H	:	<i>Hypotesis</i> Hipotesis
IDR	:	<i>Indonesian</i> Rupiah (Matawang Indonesia)
IKLH	:	<i>Indeks Kualitas Lingkungan Hidup</i> Index Kualiti Hidup
Io	:	Iklm Organisasi
It	:	<i>Identity Task</i> Identiti Tugas
Jc	:	<i>Job Characteristics</i> Ciri-Ciri Kerja
Je	:	<i>Job Experience</i> Pengalaman Kerja
JS	:	<i>Job Satisfaction</i> Kepuasan Kerja
K	:	<i>Kompensasi</i> Pampasan
Ki	:	<i>Karakter Individu</i> Ciri-Ciri Individu
Kk	:	<i>Karakter Kerja</i> Ciri-Ciri Kerja

KKM	:	Kelompok Kerja Masyarakat Kumpulan Kerja Komuniti
K1	:	Kelelahan Keletihan
KLHK	:	<i>Kementerian Lingkungan Hidup Dan Kehutanan</i> Kementerian Alam Sekitar Dan Perhutanan
Ko	:	<i>Karakter Organisasi</i> Ciri-Ciri Organisasi
Koo	:	Komitmen Organisasi
Kp	:	Kepuasan
Ks	:	Kesejahteraan
KUD	:	Koperasi Unit Desa
LISREL	:	<i>Linear Structural Relationships</i> Hubungan Struktur Linear
LSM	:	<i>Lembaga Swadaya Masyarakat</i> Pertubuhan Bukan Kerajaan
M	:	Motivasi
M	:	<i>Mediating</i> Pengantara
Mb	:	Maklum Balas
MW	:	Megawatt
M ³	:	<i>Meter Kubik</i> Meter Padu
NGO	:	<i>Non-Governmental Organization</i> Pertubuhan Bukan Kerajaan
OB/ OCB	:	<i>Organizational Citizenship Behavior</i> Kelakuan Kewarganegaraan Organisasi
Pe	:	Pemberdayaan

Pk	:	Pelbagai Keterampilan
PLS	:	<i>Partial Least Square</i> Separa Kecil
PPE	:	<i>Personal Protective Equipment</i> Peralatan Perlindungan Peribadi
Pr	:	<i>Productivity</i> Produktiviti
QWL	:	<i>Quality of Work Life</i> Kualiti Kehidupan Kerja
R	:	<i>Relatedness</i> Berkaitan
SEM-PLS	:	<i>Structural Equation Modelling - Partial Least Square</i> Pemodelan Persamaan Struktur - Separa Kecil
SEM	:	<i>Structural Equation Modelling</i> Pemodelan Persamaan Struktur
SKPD	:	<i>Satuan Kerja Pemerintah Daerah</i> Unit Kerja Kerajaan Serantau
St	:	<i>Significant Task</i> Tugas Penting
STDEV	:	<i>Standard Deviation</i> Standard Sisihan
SV	:	<i>Skill Variety</i> Pelbagai Kemahiran
Re	:	<i>Recognition</i> Penghargaan
Res	:	<i>Responsibility</i> Tanggungjawab
TI	:	<i>Task Identitiy</i> <i>Identiti Tugas</i>
TS	:	<i>Task Significance</i> Tugas Signifikan

- TL : *Time Line*
Tepat Waktu
- UPTD : *Unit Pelaksana Teknis Daerah*
Unit Pelaksanaan Teknikal Serantau
- WS : *Work Itself*
Kerja Itu Sendiri

EXECUTIVE SUMMARY

It has been more than 30 years since the Government of Indonesia and the Regional Government of West Java Province carried out a program to restore the Citarum River, where the water was dirty with brown colour, contains garbage besides chemical smell due to the domestic and chemical waste from the surrounding factories. The restoration work was solely focused on developing infrastructure and it was proven ineffective in rehabilitating the river to its main functioning role as an ecosystem for the living creatures nearby. Against this background, this study hypothesizes that the restoration work of the Citarum River can be more productive through the job design for the employees, namely job characteristics, in the Citarum restoration agencies. Thus, this study was conducted on the relationship between job characteristics, job satisfaction and productivity amongst employees in the Citarum restoration agencies in Bandung, Karawang and Bekasi, West Java. A sample of 283 respondents were collected and analysed using Structural Equation Modelling (SEM). The result of the study indicated that the job characteristics and job satisfaction are the factors that have significant effects to increase the productivity in the restoration agencies of Citarum River with t value 4.42 (>1.96); whilst the job satisfaction variable has an influence on productivity with t value 9.600 (>1.96). Thus, the study concluded that the job design such as job characteristics with the increase in job satisfaction as a mediator has a significant effect on the productivity of employees in the restoration work of the Citarum River.

When the Citarum River restoration program began with an infrastructure development, it sparked contentious discussions. Many people thought that the river showed little to no change and remained dirty, smelly and toxic. This caused social science observers to step in and suggest a shift in the focus to employee empowerment

and job design in the development process, including the restoration of the Citarum River. The infrastructure development then becomes part of the empowerment-based development. Sadjiran (1983, p. 24) further highlighted this opinion with the argument that community participation is important especially if the main source of pollution in the Citarum River is from human actions. This means the people around Citarum River must participate in the river's rehabilitation. Community participation plays an important role in community-based development (Michael M. C., 1988, p. 13). It was argued that the Citarum River restoration program will not be successful if the focus is solely on infrastructure development. The effort should be accompanied by empowerment and increased participation of the community.

Social scientists such as Frederick Herzberg (1959), and Hackman and Oldham (1976) emphasized the importance of human empowerment through design theory, motivation, job characteristics and job satisfaction. Studies by Salancik (1977), Timpe (1989), Gomes (2000), Stave M. Jex (2002), Barbara (2005), Kreitner and Kinicki (2005), Robbins and Judges (2007), Robbins, Stephen P. and Mary Coulter (2007); stressed that the motivation and design theory are related to job characteristics, job satisfaction and productivity . There are five dimensions of job characteristics including task variety, task identity, task significance, autonomy, and feedback. On the other hand, the dimensions of job satisfaction are achievement, recognition, the work itself, responsibilities, and progress.

The main idea of job characteristics theory introduced by Hackman and Oldham (1980) is how the work structure can influence workers' behavior and attitudes toward work conditions. Hackman and Oldham (1975, p. 53) posits work structures or five dimensions of job characteristics capable of developing motivation and productivity. It has been argued that job characteristics are internal aspects of a job that refers to the

content and conditions of a job. The greater the level of task characteristics in a job is, the greater the likelihood that workers will be more motivated and feel satisfied in carrying out their work (Samuel, 2003, p. 75). As such job satisfaction is the attitude that workers have about their work, and it is the result of their perception of work itself (Gibson, 2007, p. 106).

Each dimension of work core includes a large aspect of work material that can affect a person's job satisfaction. Herzberg (1959) asserted that employees who are intrinsically motivated will enjoy jobs that allow them to use their creativity and innovation. Contrarily, workers who are more motivated by extrinsic factors tend to see what the organization can offer them, which in turn would result in their performance to be heavily intervened and directed by the organization. This motivation theory is reinforced by the results of empirical studies from Mohammad Sapta (2015), resulting in the formulation that job characteristics have a positive influence on Organizational Commitment, with a beta coefficient of 0.203 and a sig value of $0.000 < 0.05$.

Based on the explanation given above, especially in the literature review and research results, the study arrived at three (3) conclusions as shown below:

- 1) The development approach must be oriented towards increasing human capacity and human empowerment, because humans or society are the main goals of development. This approach is in line with the *people-centered development*;
- 2) The placement of human aspects in the center of the development emphasizes the importance of human empowerment, namely the role of humans to actively participate and the ability to actualize all their potential in dealing with internal and external problems;
- 3) A program that is empowered with people-centered development principles can be formulated based on work characteristics and work satisfaction. This