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The Impact of Design Components and Job Satisfaction on Employee Performance

[1]Haryadi, [1]Fika Rahmanita, [2]Sutarmin and [3]Dadang Prasetyo Jatmiko
[1]Faculty of Economic and Business, Universitas Jenderal Soedirman, Purwokerto, Indonesia
[2]Faculty of Economic and Business, Universitas Peradaban, Brebes Regency, Indonesia
[3]Auditor at Badan Standardisasi Nasional, Jakarta, Indonesia

Abstract: The impact of design components and job satisfaction on employee performance. This research was conducted in one of Indonesian tax authority offices. The survey research method was used while purposive sampling was chosen as the sampling technique. The sample consisted of 106 participants based on the criteria of a permanent employee. The result shows that skill variety gives positive influence to job satisfaction, skill variety does not give an influence to performance, task identity does not give any influence to job satisfaction, task identity gives a positive influence to performance, task significance does not give any influence to job satisfaction, task significance gives a positive influence to performance, autonomy does not give any influence to job satisfaction, autonomy does not give a positive influence to performance, feedback about result gives a positive influence to job satisfaction, feedback about result does not give any influence to performance, job satisfaction gives a positive influence to performance.

Key words: Skill variety, task identity, task significance, autonomy, Indonesia

INTRODUCTION

Taxes are the largest sources of income for a country. They would be used for providing fund for building public facilities, subsidizing public needs, paying the national debt, employee expenditure and helping MSMEs (Micro Small and Medium Enterprises) in coaching and providing capital. If the the tax target is not achieved, economic activity in Indonesia can hardly be implemented. Tax revenue target is needed for preparing the Indonesian revised budget and helping the tax authorities make an activity plan according to its function.

In 2015, Indonesia had not achieved the target of tax revenue. It caused the general director of taxes to resign at the end of 2015. As quoted from the official website of taxation, the resignation of the general director of taxes is a form of responsibility for not meeting the target of tax revenue. The same problem also occurs in the tax office being researched. The realization of tax revenue in 2015 was only 91.17% of the target of Rp 958,88 M (Rp 874,16 M). The achievement percentage decreased from previous year. In 2014, the achievement percentage was 98.24% with a tax revenue target of Rp 665.06 M (Rp 653.37 M). Since 2011, only in 2012 the tax target was achieved.

Tax autohority is to execute counselling, service and observation to taxpayer. Therefore, organizational performance depends on the performance of employees. Tax authority should issue policies that can improve employee performance to achieve the target of tax realization. Moreover, every year tax target is raised. Hence, it is a must to conduct research to one of tax authority offices in Indonesia to know the factors influencing employees performance.

Tax authority should conduct organizational development and change at the individual level. Organization development is a strategy of an organization to realize organizational change. It must have clear goals and be based on an accurate diagnosis of the issues. Diagnosing factors which affects employee performance should be conducted to achieve the target of tax. The organization should be diagnosing at individual level to know the condition of job and determine the factors whichgive positive impact on employee's performance.

Performance by Bernardin and Russell (1993) cited by Sulistiyani and Rosidah is a record of outcome from particular employee function or activities performed during a specific time period. It is about discipline, ability to cooperate with other employee, employees' initiative in giving contribution more to the company actively by contributing ideas for effectiveness of the organization and group for the sake of achievement of field goal being economical and conducting prevention of damage to office facility and appliance and ability in helping other employees.

Corresponding Author: Haryadi, Faculty of Economic and Business, Universitas Jenderal Soedirman, Purwokerto, Indonesia

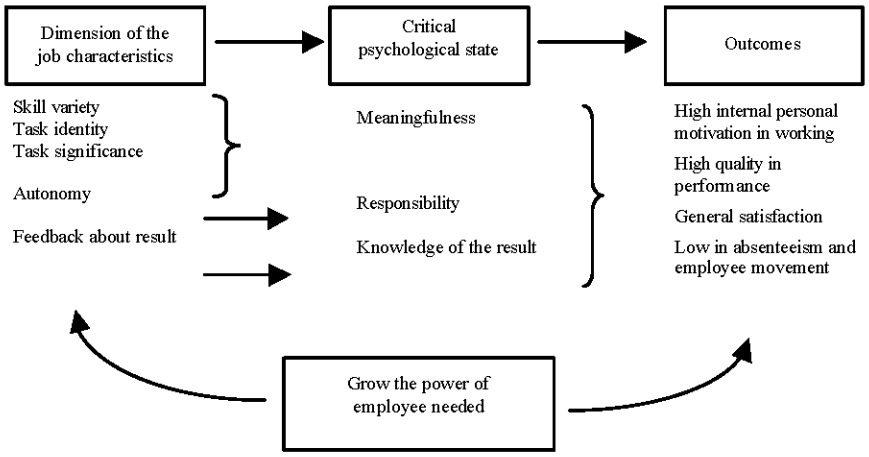

Fig. 1: Job Characteristics model by Hackman and Oldham (1976)

One of the factors that influences performance is job satisfaction. Luthans (2006) stated that job satisfaction is an emotional feeling that is happy or a positive emotion that comes from a job or work experience ratings. If employees are not satisfied with their job, the organization has to be ready for the risk of high turn over and high indicipliner while the employees will be more active in worker federation.

Cummings and Worley (2008) in their book entitled "Organization Development and Change" statedat the diagnoze level in an individual level, the design components give positive impact on performance and job satisfaction. Design components consist of skill variety, task identity, task significance, autonomy and feedback about result. Skill variety, task identity, task significance, autonomy and feedback about result can make employees be able to work more effectively and improve their satisfactionwith the job (Cummings and Worley, 2008).

Cummings and Worley (2008) argued: skill variety identifies activities and abilities used to perform the work for example; generally having limited skill variety because employees perform monotonous activities; task identity identifies how the job requires the completion of the whole task and it can identifiedas piece of work. Employees can see their job from input to output; task significance identifies how job has a significant impact on other people's lives; autonomy indicates how job provides freedom and discretion in scheduling the work and determining work methods for example, lecturer usually can determine how teaching methods are even though they may prepare what will they say over class scheduling; feedback about results involves the degree of how job provides employees with direct and clear information about the job effectiveness.

Those five variables are also stated in job characteristics theory by Hackman and Oldham (1976) (Fig. 1). Here is the job characteristics model. Hackman and Oldham (1976) stated that five dimensions of the job characteristics create. The Critical psychological state for each individu that make them react to the meaning of job, responsibility and knowledge about result. Those five dimensions are namely motivation, performance, job satisfaction, low absenteeism and low turnover rate. Employees who have skill variety, task identity and task significance will feel the meaning of job; they will have responsibility if they have autonomy and feedback about result can make them have knowledge about the result of job effectiveness. Critical psychological state affects performance and job satisfaction.

Robbins and Judge (2013) stated that skill variety is the extent to which the work is demanding diversity of activities so that the job could use a number of different skills and talents; task identity is the extent to which the work is demanding the completion of the whole piece of work as a whole and recognizable; task significance is the extent to which the work is to have a considerable impact on the life or work of others; autonomy is the extent to which the job provides freedom, independence and freedom sizeable to individuals in the work schedule and determining the procedures used in completing the work and feedback is the extent to which the implementation of the work required by the job resulted in obtaining the information directly and clearly by individuals regarding effectiveness of their performance. According to Munandar (2001), definitions of these five variables are: skill variety, refers to various skills required to do the job. Task identity is the degree to finish the work as a whole and could be seen from the results and could be identified as a result of a person's performance; task significance is

the degree to which the work has a significant impact on the lives of others; autonomy is the degree of freedom of work holders, who have a sense of independence and flexibility required to schedule jobs and feedback is the performance level of work activities in obtaining information about the effectiveness of their activities. Sujak (1990) suggested that skill variety is the level of a job that requires different activities; task identity is the level of job that requires a certain activity from the start to the end for the perfection of the work; task significance is the level of job, its effect on other jobs or an influence on other employees in the organization; atonomy is the degree to which a job provides freedom to individuals in managing working time and feedback is the degree to which individuals acquire firsthand information about their work and behavior.

Positive job satisfaction can contribute to improved employee performance. Job satisfaction is closely relate to employee attitudes toward work itself, the work situation, the cooperation between the leader and other employees. If employees think that those factors are good, it will give effects to improve the employees effectiveness.

Job satisfaction is one of variabels that affects performance (Handoko, 2002). Job satisfaction is believed to push and influence the spirit of employees to do better in work completion.

However, several previous studies show different results on the effect of each variable on performance. Therefore, further research is needed to determine the effect of variables of skill variety, task identity, task significance, autonomy, feedback about result and job satisfaction on performance of employees.

Hypothesis: The concept from Cummings and Worley (2008) is used as a reference for variables of skill variety, task identity, task significance, autonomy and feedback about result. To analyse job satisfaction, Luthans (2006) concept is used the indicators of job satisfaction are satisfaction of salary, job, opportunities for promotion, how the boss handles subordinates and relationships with colleagues. Moreover, the concept of performance by Bernardin and Russell (1993) cited in Sulistiyani and Rosidah (2003) stated that there are six criteria for assessing the performance of the quality, quantity, timeliness, cost effectiveness, need for supervision and interpersonal impact.

Design components consist of skill variety, task identity, task significance, autonomy and feedback about result (Cummings dan Worley, 2008). Skill variety, task identity, task significance, autonomy and feedback about result affect performance and job satisfaction (Hackman and Oldham, 1976; Cummings and Worley, 2008; Robbins and Judge, 2013).

Chairuddin adapted the model of Hackman and Oldham. The study found that the task identity, task signficance and feedback gave a positive effect on job satisfaction while the influence of skill variety and autonomy is not significant. Lubis showed that there are significant influences of skill variety, task identity, task significance, autonomy and feedback on satisfaction. Fadhillah (2014) showed that the ability to work is a significant effect on employee productivity. Astuti (2015) revealed thatautonomy has not affect on performance and job satisfaction but the study is able to prove the effect of feedback on performance. Cholik and Pradana indicated that: skill variety, task identity, task significance, autonomy and feedback have asignificant effect on employee's job satisfaction; job satisfaction has a significant effect on performance; skill variety, task identity, task significance, autonomy and feedback have no significant effect partially on performance. Then, Muqiit proved that competence and satisfaction show a very strong correlation with competence and job satisfaction on performance. Among 68% of the performance variation is explained by the independent variables: competence and job satisfaction while 32% is explained by other variables outside the existing variables. Sulianti showed a positive influence of job satisfaction on performance.

Skill variety is how the job needs various activity and requires the usage of many skills in completion. Job that needs many activities and gives opportunity to employees to perform many skills will improve satisfaction of employees.

Job needs limited skill variety if employees perform a small number of repetitive activities (Cummings and Worley, 2008). If the job is too monotonous, it must have a small scope and do not need many skills in task completion; then, it would create boredom and no job satisfaction would be resulted (Akbar, 2009). Other research also showed that skill variety has a significant influence on performance (Fadhillah, 2014).

Employees who have skill variety can complete various tasks easier. Skill variety supports the employees to work and be active in the achievement of organizational goals and high work effectiveness. Employees who have skill variety will have opportunities to do various activities and determinethe appropriate skill to be able to do the job in a more effective way. Based on that framework, the following hypotheses can be compiled:

- H_1: skill variety gives apositive influence to employee job satisfaction
- H_2: skill variety gives a positive influence to employee performance

Task identity is how job needs completion of the whole work and employees can identify part by part of the work. Task identity can make employees identify their task easily while identifying result of the task. Employees will be more proud to the result of job that considers task identity; simultaneously, job satisfaction will increase.

According to Handoko (2002), when the job does not have an identity, employees would not responsible and might have less pride of their job. Employees would be more satisfied when they analyze their results as a whole rather than doing a small part of the whole job. Previous research identified task identity gives an influence to job satisfaction.

Employees given task identity will find it convenient toidentify the task. Task identity makes the result of the task look real then it can motivate employees to do better work.Based on that framework, the following hypotheses can be compiled:

- H_3: task identity gives apositive influence to job satisfaction
- H_4: task identity gives apositive influence to performance

Task significance is regarding employee perception about the affect of job to other people in the organization and also outside organization. Employees will be more proud to the result their job if the job gives benefit to other people.

Tasksignificance canimprove employee satisfaction, especially if their work gives meaning to organization and that the employees have done something for the sake of public in general specially for organization (Akbar, 2009). Previous research clarified that task significance gives a positive effect on job satisfaction. Task significance will motivate them to perform their job well. Based on that framework, the following hypotheses can be compiled:

- H_5: task significance gives a positive influence to job satisfaction
- H_6: task significance gives apositive influence to performance

Autonomy is employee perception about their freedom to determine methods used in job completion and arrange schedules. Freedom to determining methods in completion of the task, makes the employes able to reach a decision in an urgent condition and freedom in scheduling will increase their responsibility. In the end, responsibility will increase their job satisfaction.

Autonomy is the ability and freedom to do the job to make their own decisions, determinetheir own procedure and be responsible to their job and when they find urgent cases, it will enhance the feelings of trusted and appreciated among employees to perform such tasks, so that it would increase their satisfaction (Akbar, 2009). The result of Lubis's research indicated a significant effect of task significance on job satisfaction.

Autonomy gives freedom and authority to arrange schedule and procedure in job implementation as well. It will display a sense of responsibility and motivate the employeesto do better in completion of their job. Based on that framework, the following hypotheses can be compiled:

- H_7: autonomy gives apositive influence to employee job satisfaction
- H_8: Autonomy gives apositive influence to employee performance

Feedback about the result, enables employees to access information on job effectiveness. Employees are proud of the good work thus their job satisfaction increases. If feedback about result shows the employee's performance is not good they will ask for guidelines that can be used as a benchmark that is clear in doing the next job as the consequence their job satisfaction tends to increase.

Noe and Hollenbeck (2010) stated that feedback is how employees receive clear information about their work effectiveness. Feedback is the scope in which an employee receives direct and clear information about how effective he is carrying out the work (Kreitner and Kinicki, 2005). A good assessment would lead to a high level of job satisfaction (Akbar, 2009). Previous researchshowed feedback about result affects job satisfaction (Astuti, 2015).

Feedback about result provides information about how good or bad a work is. Feedback about result provides information about how well the work that has been done. If the work is considered less good, it can be used as reflection that cause the employees to avoid mistakes. Feedback about result improves knowledge of the results that can be used as a benchmark in conducting further activities. Employees can create an action plan that is structured to provide better working results.

If the jobs provide feedback on how well the implementation of employment, the employee will have

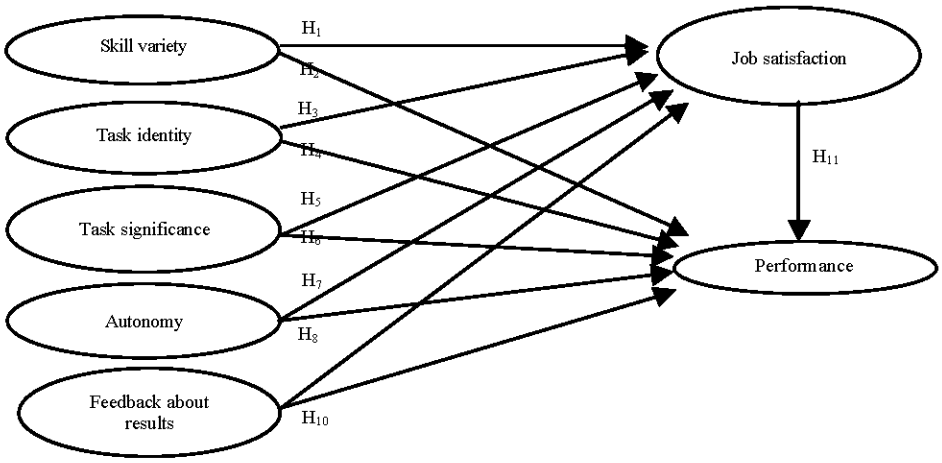

Fig. 2: Development of research model

guidelines or motivation to perform better (Handoko, 2002). Based on that framework can be compiled the following hypothesis:

- H_9: feedback give positive influence to employee performance
- H_{10}: feedback give positive influence to employee job satisfaction

Job satisfaction is a relieved feeling gained from the work performed. Employees who have job satisfaction tend to increase thier spirit of work, have initiative to contribute more, improve discipline and lower levels of absenteeism, finish the job before the deadline, work without orders by supervisor have the initiative to maintain and prevent the damage of tools and office facilities, become more confident and have more desire to cooperate with colleagues.

Job satisfaction is a common attitude of an individual toward his work (Robbins and Judge, 2013). Positive job satisfaction is a positive emotional or feeling of pleasure derived from the assessment of job or work experience (Luthans, 2006). Positive job satisfaction will give a positive influence on the work of employees (Asad, 2001). There are studies that show the effect of job satisfaction on performance (Fadhillah, 2014). Based on that framework, the following hypotheses can be compiled (Fig. 2):

- H_{11}: job satisfaction gives apositive influence to performance

Based on the hypotheses which have been mentioned above, the model to be used shall be:

MATERIALS AND METHODS

This study was conducted in one of the offices of tax authorities in Indonesia. The method that was used was survey research that systematically asks same questions in large quantities, then records the answers of respondents (Neuman, 2013). Sources of primary data were derived from questionnaires and interviews, while the secondary data sources were derived from data and documents relating to the object of research. The sampling method used was purposive sampling. The number of employees who became the respondents were 106 people. The sampling criterion was the employee's status as a permanent employee. Employees with the status of permanent employees have more time and experience in working, so that they can identify the appropriate answers to the questions in the questionnaire related to the study variables. The questionnaire was using Likert scale with five answer choices.

Data analysis was performed using SEM (Structural Equation Modeling) based variants software while PLS (Partial Least Square) was engaged to determine the effect of exogenous latent variable to endogenous latent variables. The strengths of PLS compared to SEM are: it does not require the data to be normally distributed; the parameter estimates can be directly performed without the requirement criteria of goodness of fit; it does not require the data free of multicoloniarity problems between exogenous variables; the sample size should not be large and the model should not be supported by a powerful theory as well as CBSEM (covariance based SEM) (Ghozali, 2006).

Job satisfaction and performance variables were involved as endogenous latent variables as a result of the formation of the latent exogenous variables. Five elements

were included in the design of components influencing job satisfaction and performance as latent exogenous variables, namely skill variety, task identity, task significance, autonomy and feedback about the result.

RESULTS

Analysis of effect of performance variables with its components

Outer model (model measurement): The phase of outer model evaluation to perform the tests of validity and reliability on each latent variable uses the software Smartpls. According to Ghozali indicators can be said to be valid if they have loading factors above 0.70. However, in the research while in development of the scale stage, the loading factors range from 0.50-0.60 and thus considered acceptable (Table 1).

Load factor showed a direct influence on the inter constructs. This study uses a standard loading factor of at least 0.7. All indicators have a good loading factor that is> 0.70 so there should be no indicators or variables to drop (Fig. 3). Therefore, all indicators can be said as valid indicators so that the research can go into the next stage (Table 2).

AVE value is >0.5, therefore the indicators can be said as valid indicators. The next stage is the reliability analysis which is done with composite reliability. The value of composite reliability in this model is >0.7 then, it has met the criteria (Table 3).

Inner model (Structural model): Evaluation of structural models is using the R^2 value for the dependent variables. The R^2 value in this study can be seen in Table 4.

The R^2 value for the variable of job satisfaction is 0.626. This suggests that variations in job satisfaction could be explained by skill variety, task identity, task significance, autonomy and feedback about result that amount to 62.6 and 37.4% is explained by other variables which are not in the research model. R^2 value of performance is 0.793. This indicates that the performance variation can be explained by the skiil variety, task identity, task significance, autonomy, feedback about result and job satisfaction by 79.3% while the rest or 20.7% is explained by other variables not included in the model.

PLS model evaluation is also conducted by examining the Q^2 value predictive relevance or it is usually called "predictive sample reuse" which can be employed in testing the goodness of the structural model. Q^2 value calculation is:

Table 1: Validity and reliability in the PLS measurement model

The validity and reliability	Parameters	Rule of thumb
Convergent validity	Loading Factor	≥0.7
	Average Variance Extracted (AVE)	≥0.5
Reliability	Composite reliability	≥0.7

Table 2: AVE

Variables	AVE
AU	0.781092
FD	0.801770
JS	0.664598
PERF	0.664847
SV	0.859840
TI	0.836057
TS	0.859863

Table 3: Composite Reliability

Variable	Composite reliability
AU	0.877079
FD	0.889980
JS	0.908048
PERF	0.922388
SV	0.924628
TI	0.910709
TS	0.924649

Table 4: R-square (R^2)

Dependent variables	R^2
Skill variety	
Task identity	
Task significance	
Autonomy	
Feedback about result	
Job satisfaction	0.626
Performance	0.793

$$Q^2 \text{ predictive relevance} = 1- (1-R1^2) (1-R2^2)$$
$$= 1- (1-0.793) (1-0.626) = 1- (0.207) (0.374)$$
$$= 1-0.07 = 0.92$$

The Q^2 value ranges from $0 < Q^2 < 1$. Q^2 in this research is 0.92, thus it is close to 1. Hence, the model is fit to the data and able to demonstrate the circumstances that exist in the field. It can be concluded that this study is valid and reliable.

Significance test: Significance test is done by using t-statistics. There are five variables that have a value of t-statistic >1.96. Therefore, there are only five variables that significantly affect other variables, namely feedback about the result, job satisfaction, skill variety, task identity and task significance (Fig. 4). Therefore, there are only five accepted hypotheses, namely:

- Skill variety gives a positive influence to job satisfaction
- Task identity gives a positive influence to performance

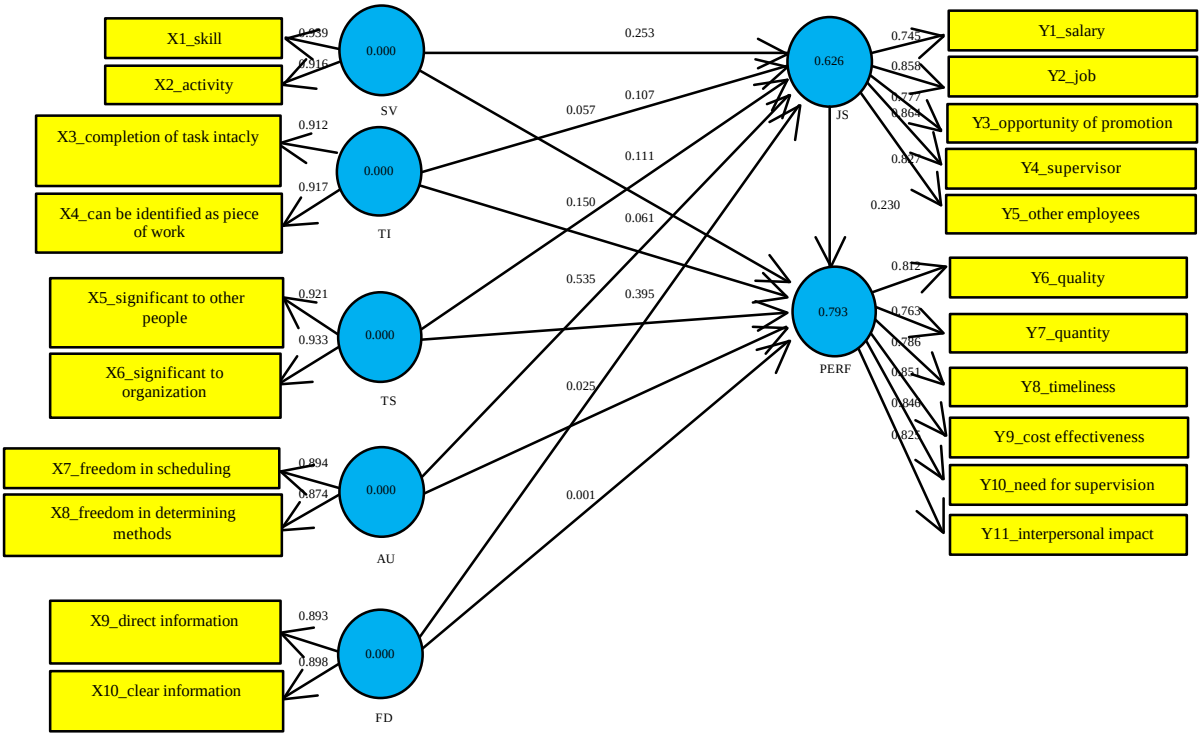

Fig. 3: Loading factor

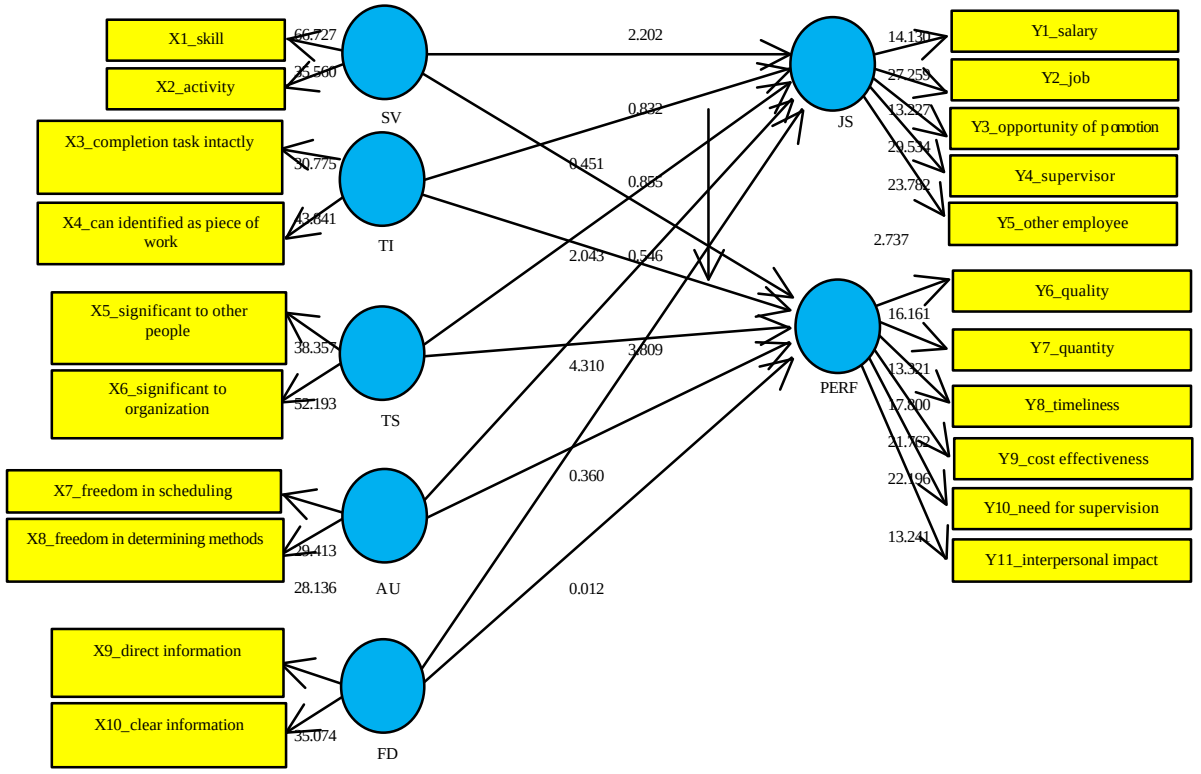

Fig. 4: Significance

- Task significance gives a positive influence to performance
- Feedback about the result gives a positive influence to job satisfaction
- Job satisfaction gives a positive influence to performance

Here are the results of the t-statistics through smartpls.

DISCUSSION

The influence of skill variety on job satisfaction is significant. This is different with statement by Akbar (2009) that too monotonous work with a small scope and no need for many employee skills to do the work will cause the employee to be bored and it will decrease their satisfaction of the job. In this case, the employees being researched have high workload. On the other side, those employees have basic skill and knowledge regarding the completion of the tasks. Hence, the employees are easily finishing the task. As according to statement of head of sub division of general and internal compliance, everyone who wants to be an officer of tax outhorities has to have appropriate education background with the job. Ability to do the task will make employees finishthe work having high workload easily which leads to increased job satisfaction.

Skill variety does not give influence on performance. Skill variety is the scope in which the job requires employees to perform a variety of tasks that requires the use of skills and abilities. Then, the employees have a limited autonomy. The tasks assigned to the employees also has a small scope so that, skill usage is very limited.

There is no influence of task identity on job satisfaction due to the employee's monotonous tasks that lead the employees to have no pride of their work. In other words, there is no influence on job satisfaction. This research is consistent with the theory of job characteristics by Hackman and Oldham (1976) that if the task has a clear identity, employees will have the meaning of the work and make them feel satisfied. The monotonous work makes the employees less feel the meaning of the work.

The influence of task identity on performance is significant. Task identity is the scope of job that requires the employees to carry out all the work which can be identified from the beginning (Kreitner and Kinicki, 2005). In accordance with the statement of the head of sub division of general and internal compliance, the operational standard has been given clearly to the employees hence, they can easily identify their tasks that must be done.

Tasksignificance has no effect on job satisfaction. It is not in accordance with the theory of job characteristics by Hackman and Oldham (1976) that task significance will make employees feel the meaning of work and it can increase the meaning of job satisfaction. The absence of task significance influences job satisfaction because employees have less impact meaning in their work; it does not increase job satisfaction. In accordance with the statement of the head of sub division of general and internal compliance, socialization to employees concerning work impact is seldom to be given by the management.

The influence of task significance on performance is significant. It shows that the impact of their work for other people can lead the employees to improve their performance. The impact of the work will lead to greater responsibility of the employee to do a better job. It has been in accordance with the statement by Akbar (2009) if the job result is meaningful for an organization, namely the employees have done something for the public interest, it will enhance the responsibility of the employees to be able to finish the job properly.

Autonomy does not influence job satisfaction. Based on job characteristics by Hackman and Oldham (1976), autonomy will cause employees to hold responsibility of the work that will result in high internal motivation, high quality of work and job satisfaction. Autonomy of employees is found to bring no effect on job satisfaction because the task identity is very monotonous. It makes the employees bored. Then, there is no influence on satisfaction.

There is no influence of autonomy on performance because of the rules limiting employees autonomy to minimize the possibility of the employeesto do the cheat.

Feedback about result gives a significant effect on job satisfaction. Hackman and Oldham (1976) stated that feedback about result is giving information about their effectiveness. Job satisfaction is manifestation of someone's enjoyment from their work (Robbins and Judge, 2013). Employees will do feel happy and be proud of the good result.

The influence of feedback about result on performance assessed has no significant effect because of lack of employee awareness about the benefits of information of their effectiveness for the next work plan. This is consistent with the statement by Handoko (2002) that if the job provides feedback on how well the implementation of employment is the employees will have guidelines to do better.

Job satisfaction significantly influences performance. This is in accordance with the statement by Asad (2001) that job satisfaction assessed positively will affect the results of the employees. The positive emotions arise as a result of a good job assessment (Luthans, 2006).

CONCLUSION

The target of organization development is repairing organizational function. In this research, diagnosing the design components consisting of skill variety, task identity, task significance, autonomy and feedback about result to analyze the influence of variable to the employees performance, so it can be determined a strategy of organization development and change. Then, it can be determined a correct strategy, so that employee performance can be improved.

This research indicates that there are some variables having a significant effect to performance but some of them do not have an effect to performance. This matter can become consideration to conduct organization development and change.

Performance is indeed affected by task identity and task significance. It means an organization should improve the factors influencing task identity and task significance so the employee performance can increase. Task identity can be improved by combining employee tasks. Nevertheless, task identity has no affect on job satisfaction because employee does not know the benefit of task identity. The influence of task identity to job satisfaction can be improved by providing socialization about the benefits of task identity for employees so that employees understand the benefitofgetting clear task identity for easy task completion. Employees can finish their task easier due to clear identity of the task. Employees can identify the phase of task and they can make activity plan based on the task identity. Employees also can see the result of the task based on that identity of the task.

Task significance can be improved by providing socialization either formally or informally about the impact of task. Task significance does not give a positive influence to job satisfaction. Organization should be providing socialization about the importance of task significance, so employees can feel the meaning of task significance; then job satisfaction increases.

Job satisfaction gives positive influence to performance. Job satisfaction is influenced by skill variety and feedback about result. In other words, performance can be improved by providing indicators of job satisfaction or providing skill variety dan feedback about result. However, this study suggests thatskill variety does not give a positive impact on performance because employees have limited autonomy. Employees have no freedom to use their skill. The organization should give some training and individual development program to improve employee's skill variety in individual task solving so that there is no risk of the employees doing cheating. Development and training program can enlarge the employee's knowledge and develop their skill variety. Because of the need to develop interpersonal skills in maintaining the client relationship, skill variety will be increased; furthermore, if the worker is given personal responsibility for deciding how to manage relationships with clients, autonomy is increased (Cumming and Worley, 2008). Feedback about result can be improved by providing information about employee effectiveness quality. The impact of feedback about result on performance is not significant because employees donotknow thebenefit of getting feedback about result. The employees can make a work plan for themselves based on the information obtained from the research of the previous period. The organization should conduct socialization about it, to increase the benefits of feedback about result on performance. Employees, at the same time, can make activity plan based on feedback about the previous result.

Employee's autonomyis very limited because avoiding insincerity and other indisipliner actions. The effect of autonomy on increasing job satisfaction and performance can be more significant by allowing autonomy in individual task completion.

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