RELATIONSHIP BETWEEN FIVE DIMENSION OF JOB CHARACTERISTIC MODEL WITH JOB STRESS

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ABSTRACT

This study aims to analyze the relationship between five job characteristic model dimension and job stress on insurance agents. The sample used in this research is agents of AsuransiJiwaBersamaBumiputera in Solo Raya with the number of respondents as many as 97 agents.The data retrieved by using purposive sampling. Tests in this study using the test instrument in the form of validity test with Confirmatory Factor Analysis (CFA) method and reliability test by Cronbach's Alpha method. Hipotesis test using Multiple Regreesion Analysis method.

The result of this research suggest that all of five dimension job characteristic model does not entirely have negative relationship and is not significant to job stress. Skill variety has positive relation with job stress, task identity and task significance have negative relation with job stress, autonomy and feedback have not significant relationship with job stress.

This study has limitations that most of the questionnaires distributed are not given directly to the research subjects, but deposited in each division head or section head so as to increase the likelihood of bias.

Keywords : skill variety, task identity, task significance, autonomy, feedback, job stress.

Job stress is a general problem experienced by all workers on the workplace (Slocum & Hellriegel, 2009). Job stress has been defined as the situation wherethe characteristics of employees interact with the characteristics of the work to producechanges in their psychological or physiological state negatively affect performance (Beehr & Newman, 1978). Quoted from news edition okezoneSeptember 2012, a study conducted by one of the major companies in Indonesia says that 64 percent of workers in Indonesia feel the level of work stress increased from the previous year. Based on this, one of the factors that affect job stress is a job characteristic. Job characteristics are a capable dimension describes the work experience, responsibility, core of a job, knowledge related to the work (Loher et al., 1985).

Hackman and Oldham (1976) identifies that there are five important dimensional characteristics a job called Job CharacteristicModel (JCM). Five dimensions used in this theory include variety skills, task identity, task significance, autonomy and feedback.This research means to elaborate the relationship between the five dimensions of the job characteristics model and job stress with research setting on worker of Asuransi Jiwa Bersama Bumi Putera in Solo Raya. The unit of analysis used in this studyis an agent because it has a five-dimensional model of job characteristics. Research resultis expected to be used as one of the considerations of the company in minimize job stress on the insurance agent. Based on that background, this research is interesting to do further.

LITERATURE REVIEW AND HYPOTHESES

Work stress

According to Matteson and Ivancevich (1987), there are hundreds of definitions of stressthat can be found in research and professional literature. Job stress reflectsemployee assessment of threats (Grandey et al., 2004) and experienced asan unpleasant emotional event associated with an element of fear,anxiety, disorders, anger, sadness, and depression. Job stress isreactions from unfavorable conditions of work environment and incompatibility between the ability and job characteristics in the midst of high job demands (Jamal, 1990).

Five dimensions of job characteristic model

Hackman and Oldham (1976) identify five dimension of job characteristic models. Threedimensions contribute to meaningfulness, one dimensioncontribute to responsibility, and one dimension contribute toknowledge of result. Three dimensions of job characteristics are combined fordetermine the psychological diversity of a job such as variety skill, taskidentity and task significance. One dimension explains about autonomy and other dimension explain about feedback.Skill variety is stage of job that needs many different activities in doing the job. It involves the use of some different skill and talent of person.Task identity is stage of job that needs a solutionworks as a whole. This means that workers do the work from beginning to endwith visible results. Task significanceis stage of job that has substantial impact in life or work of other people, either in direct activities or indirect activities that called the external environment. Autonomy is stage of job that giving freedom, independence, and substantial wisdom tothe individual in scheduling the job anddetermining the procedure to explain it. Feedback is stage of achievementimplementation of work activities that make an individual get the clear informationand direct about performance effectiveness.

Relationship of the Five Dimension of Job Characteristic model and Job Stress

Originally proposed by Hackman and Oldham (1975, 1976), a job characteristic modelprovides a theoretical foundation to explain how factors are related job affects the work result, such as stress, job satisfaction, turnover, exhaustion, andabsence (Fried and Ferris, 1987; Griffin et al., 2010; Saavedra and Kwun, 2000;Tiegs et al., 1992).Skill variety explain about the various capabilities that worker have to complete a job. Low skill variety will associated with higher levels of work stress (Wiesner et al., 2005). Task identity allows the worker to be responsible for the task that should be completed from beginning to end. Successful completion, knowledge and skills need to be maximized. The sense of worth over the completion of the task will reduce stress levels of workers. Task significance explains the level of significance created by the task encourage how meaningful an experience will motivate performance workers. The task significance also makes the worker make the perception that the job they are meaningful to others. (Zawawi & Nasurdin, 2017). Autonomy refers to the ability of workers to control the situation and their level of freedom of employment in making work-related decisions (Griffin et al., 2012). The high of job autonomy level sustains an employee to feel proud with their job that can cause a lower job pressure or job stress (Regoli& Poole, 1980).

Feedback is the information that workers receive about good and bad work that has been done. Receiving feedback of performance isan important element of feeling (Deci et al., 1999). Good feedback will influential in increasing the satisfaction of the work and reduce the level worker's stress. Based on the description of each job characteristic dimension and job stress, can be taken hypothesis:

H1: Five dimensions of job characteristic model have a negative effect on job stress.

RESEARCH METHODS

Population and Sample

Population is defined as the whole of a group of people, events, or interesting things to research (Sekaran & Bougie, 2013). In this study, the populationused is insurance agent in Solo Raya. Number of indicators obtained from 15 item measurement of each dimension of the job characteristic model coupled with 4 items of job stress, so that in a single test the correlation consists of 19 items of measurement.Sampling technique used is nonprobability sampling, while theselectionof members to be respondents using purposive sampling technique, which meansrespondents must fulfillthe criteria set by the researchers, so the respondents are workerswhich includes the five dimensions of the job characteristic model. Based on the formulacalculation of the number of samples then obtained the minimum sample size of this studyis 95 samples and maximum sample size of this research is 190 sample.

Test Validity and Reliability

Validity test aims to measure the level of accuracy of an instrumentmeasurement of measured variables (Sekaran & Bougie, 2013). The higher validity of a measurement instrument it means thatmore precise the measuring instrument that describes the variables measured. Test validity is usingConfirmatory Factor Analysis (CFA). To achieve the validity criteria, each itemmeasurement must achieve factor loading value> 0.5. Reliability test is measuredusing Cronbach's Alpha, which is a reliability coefficient that refers to the levelpositive correlation of a set of measurement items. When Cronbach's Alphacloser with 1,so the higher reliability of the measurement items can be used.

Hypothesis testing

To test the hypothesis of the relationship between five dimensions of job characteristic model with job stress then using multiple regression analysis.

RESULTS AND DISCUSSION

Validity test

Measurement instrument must have factor loading values> 0.4 and KMO and Barlett's Test> 0.5 valuesto be valid. Results of KMO values and Barlett's Test can be seen in Table 1. In addition to each instrument the measurements must be perfectly extracted into each instrument group measurement of the same variable. The item which is not perfectly extracted in the Rotated Component Matrix table removed to fulfill the condition. The results of the validity test can be seen in Table 2 below.

Table 1. Results of KMO and Bartlett's Test
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.616
Bartlett's Test of Sphericity	Approx. Chi-Square	792.995
	df	171
	Sig.	.000

Source: Primary data that is processed, 2018

The KMO Test results in table 1 are already above 0.5 with the number 0.616 indicates that the sample used is sufficient. The resultshows that the instrument qualifies the validity and factor analysis test can proceed. Furthermore, the extraction test was

conducted to know the extent to which the indicator of all the question items in the research questionnaire precisely measure the variables used in the study.

Table 2. Validity Test Results
Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
SV1			.895			
SV2			.882			
TI1					.748	
TI3					.813	
TS2						.710
TS3						.754
A1		.863				
A2		.808				
A3		.783				
F2				.799		
F3				.843		
SK2	.908					
SK3	.768					
SK4	.835					

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 7 iterations.
Source: Primary data that is processed, 2018

Based on the validity test results obtained 14 valid measurement items with an overall factor loading value above 0.4 and each measurement itemextracted perfectly. So all items that have fulfilled the valdity test can be continued for reliability test.

Test Reliability

Reliability is a set of measuring tools that have consistency if measurements made with the measuring instrument are repeated (Sugiono, 2005). Reliability test conducted to determine the level of consistency of measuring instrument ondifferent situations. A measurement item is stated to be reliable if it can produce consistent answers at different times. The reliability test is performed using Cronbach's Alpha method on the program SPSS. To qualify for reliability, a measurement item must reach the value of Cronbach's Alpha ≥ 0.60. The results of the reliability test can be seen in table 3 below.

Table 3. Reliability Test Results

Variabel	Cronbach's Alpha	N of items	Reliabilitas
Skill Variety	0,807	2	Very High
Task Identity	0,466	2	Medium
Task Significance	0,302	2	Low
Autonomy	0,759	3	High
Feedback	0,612	2	High
Stress Kerja	0,823	2	Very High

Source: Primary data that is processed, 2018

From result of reliability test known that there is one variable having value low relibility, which is variable task significance. This is because of some itemsthe

measurement is not reliable. In addition there is one variable that has medium realibility, between 0.40 - 0.59,two variables that have high reliability, between 0.60 - 0.80 and two variables have a very high degree of reliability, between 0.80 - 1.00.

Hypothesis testing

In this research Multiple Regression Analysis method will be used to hypothesis test. Multiple Regression Analysis is used to find out how the effect of a variable (referred to as an independent variable) toother variables (referred to as dependent variable). Regression test between variety skill,task identity, task significance, autonomy, feedback and job stress.

Table 4. Regression Coefficient Results Regression (R²)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595[a]	.354	.318	.58706

a. Predictors: (Constant), Feedback, SkillVariety, Autonomy, TaskIdentity, TaskSignificance

Source: Primary data that is processed, 2018

The results of the analysis show the value of R Square or coefficient of determination obtainedis 35.4%. So that only about 35.4% working stress variables canexplained by variable variety skills, task identity, task significance, autonomy, andfeedback.

Table 5. Significant Test Results
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.158	5	3.432	9.957	.000[b]
	Residual	31.363	91	.345		
	Total	48.521	96			

a. Dependent Variable: StresKerja
b. Predictors: (Constant), Feedback, SkillVariety, Autonomy, TaskIdentity, TaskSignificance

Source: Primary data that is processed, 2018

Based on the above table 6, we get the F test value of 9.957 and the Sig value. of 0.000, which means less significance than the significant criterion that is 0.05. Thus the value of Sig. shows a significant influence which means the model of the regression equation meets the criteria.

Table 6. Regression Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.650	.916		3.985	.000
SkillVariety	.481	.075	.638	6.424	.000
TaskIdentity	-.250	.124	-.190	-2.023	.046
TaskSignificance	-.481	.123	-.414	-3.908	.000
Autonomy	.074	.054	.120	1.377	.172
Feedback	.040	.149	.028	.265	.792

a. Dependent Variable: StresKerja

Source: Primary data that is processed, 2018

Based on result of regression analysis test between variety skill and job stress presented in Table 6, states that the value of Standardized Coefficients Beta (β) which is the path value in this regression analysis is positive as 0.638 with value significance of 0.000 (Sig <0,05) and result of t value as 6,424. These results show that variety skills are significantly positively related to job stress. It means that relationship on this study is not supported.

Based on the results of regression analysis testing between task identity with job stress presented in Table 6, states that the value of Standardized Coefficients Beta (β) which is the path value in this regression analysis is negative at -0.190with significance value 0,046 (Sig <0,05) and result of t value at -2.023. These resultsshows that the task identity is significantly related to negative job stress. Thus it can be said that the relationship in this study is supported.

Based on regression analysis result relation between task significance with job stress presented in Table 6, states that the value of Standardized CoefficientsBeta (β) which is the path value in this regression analysis is negative at -0.414with a significance value of 0.000 (Sig <0,05) and result of t value at -3.908. These resultsshows that task significance is significantly related to negative job stress. Thus it can be said that the third relationship on this research is supported.

Based on the results of regression analysis testing the relationship between autonomy with job stress presented in Table 6, states that the value of StandardizedCoefficients Beta (β) which is the path value in this regression analysis is positive at 0.120 with significance value of 0.172 (Sig> 0,05) and result of t value at 1,377. These resultsshows that autonomy is not significantly related to job stress.Thus it can be said that the relationship in this study is not supported.

Based on the results of regression analysis testing the relationship between feedback with job stress presented in Table 6, states that the value of Standardized Coefficients Beta (β) which is the path value in this regression analysis is positive for0.028 with significance value of 0.792 (Sig> 0,05) and result of t value at 0,265. These resultsshows that feedback is not significantly related to job stress.Thus it can be said that the relationship in this study is not supported.So it can be concluded that the hypothesis in this study is partially supported.

DISCUSSION OF HYPOTHESES

Based on the result of regression test which can be seen in table 6 then in JCM theory, variety skills that are suspected to negatively affect work stress and becomethe support of job satisfaction apparently according to research on insurance agent, skill variety significantlyhave a positive effect on job stress. According to Lazarus (1966, Lazarus &Folkman,1984) transactional theory of stress has been used as a basis for manyresearch that investigates stress in the workplace, skill variety including challenge stressors that cause job stress. Skill variety of employee cause to increased levels of job stressbecause of the stress can not be avoided. Employees who are stressedwhen they feel that their work needs more skill variety. The findings imply that efforts to enrich the work withincreasing the range of skills will actually cause additional problemsinstead of providing a solution (Zhao et al., 2016).

Task identity and task significance in JCM theory are thought to have a negative effectto job stress. According to research conducted on insurance agentsshows that task identity and task significance have a negative effect on job stress. Task identity and the significance by employees canreduce stress level of employee according to JCM theory. That strategyaims to help employees realize individual values and the importanceodtheir contribution will help in reducing job stress and improvingmotivation for employees. The results of this study is in accordance with the researchthat conducted at hotels located in China (Zhao et al., 2016) stating thatemployees with a strong task identity and a strong task significance will feellow stress levels in the workplace.

Autonomy is thought to negatively affect job stress. But according toresearch, autonomy has no relation with job stress. This research is not alignedwith previous research (Zhao et al., 2016) stating that employeeswho feel a higher degree of autonomy will feel less stress in workplace, while the perception of autonomy does not affect job satisfaction. These resultsit is suggested that more autonomy (eg, service empowerment) willhelps reduce stress levels of service staff but may not be motivating them.

Feedback has no relation with job stress. The results of this study is in accordance withresearch (Zhao et al., 2016) stating that employees are receiving moremany feedback will be happier with their work, while job stresswill not affect the amount of feedback that employees receive. Provide enoughfeedback to employees can help to motivate them, but may not reduce their job stress.

CONCLUSIONS

Conclusion

Based on the analysis results in the discussion then it can be obtainedthe conclusion that from the five dimensions of job characteristics (skills variety, taskidentity, task significance, autonomy, and feedback), skill variety haspositive relationship with job stress, task identity and task significance has a negative relationship with job stress and autonomy and feedback have no relationship with job stress

Suggestion

Based on the result of analysis from this study then researcher provide suggestion to the agent to improve the completionof taskthat performed more centrally and the task is useful for others.

Implications

In accordance with the purpose and benefits of research, the results of this study can bedeveloping the science of Human Resource Management on fivedimension of job characteristic model with job stress. Moreover it can bereference for HR managers to reduce job stress on agent of Bumiputera life insurance in Solo Raya.

Limitations of Research

This study has limitations in relation to the retrieval processdata. The data retrieval process is can not be done properly to the whole respondentdue to limited access and research permits. But the distribution of the questionnaire onalmost all samples were not given directly to the study subjects, but were entrustedon each division head or section head. The results of the study are basedin response to these variable items do not rule out the possibility of bias when fillingquestionnaires such as respondents may be less accurate in describing the situationindeed. This can be caused by the factor of the respondent lacks understanding of the itemvariable questionnaire, or it could be because of the urge to exaggeratethe actual situation for a particular purpose.

Research Recommendations

Further research should also use more samples with more diversetypes of job so it can produce depictionsthe actual state of being accurate to know the five dimensional relationship of the modeljob characteristics with employee stress and more interesting research. Recommendations that cangiven for further research is the researchers better ask for the questionnairenot given by division heads or section chiefs to avoid beingthe urge to exaggerate the real situation.

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