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Employees Traits and Their Perceptions on Working Time

Umar Baihaqki*, M.Si, Meila Riskia Fitir

Department of Sociology, ²¹ Faculty of Social Science, Universitas Negeri Jakarta, Jakarta, Indonesia

*Corresponding author

umar_baihaqki@unj.ac.id

HP.085718926028

Abstract

Working time arrangement create a new challenge for the worker to adapt. Previous studies suggest that job satisfaction indicates employees' adaptation to organizational environment. Thus, using dispositional theory, this article measure the adaptation process of employees in a model that depict employees' personal traits influence their perception on working time. Based on the survey results of 320 respondents who have worked for at least one year, personal traits has a linier influence to employees working time perception.

Key words: dispositional, job satisfaction, sociology of organizaiton

Introduction

Working time is part of organizational work arrangements that affect employee performance. In the management system, working time is positioned as a work standard that determines the productivity of the organization. Recently, there have been aspirations from the industry to increase the total working hours from 40 hours a week to 48 hours a week¹. This aspiration is due to Indonesia applying a shorter working time then its nerbouring country such as Malaysia,

¹⁴ ¹ <https://www.cnbcindonesia.com/news/20190922151005-4-101263/jam-kerja-diusulkan-ditambah-jadi-9-jam-per-hari-setuju>

Vietnam, and Philippines countries that are also considered as Indonesia's competitors for foreign investment. In fact, the number of workers who work more than the statutory provisions is also quite high. based on the government's statistical agency report, in recent years more than 40% of the workforce in Indonesia work ²⁴ more than 45 hours a week.

Table 1 The Number of Worker who Work More than 45 hours per week

Year	Workers	Portion from Total Workers (%)
2017	54794568	45%
2018	55554456	45%
2019	54979429	42%

Source: www.bps.go.id

Work arrangement modify organizational environment to which employees can adapt as they live their organizational lives. Working time is part of the work arrangements established by the management to regulate employees' productivity. Workers respond to working time as part of their workload (O'Carroll, 2015). Several studies on working time have concluded that working time has a nonlinear correlation to productivity (Beherens, 2013; Bannai and Tamakoshi, 2014). Employee working time only supports productivity levels until it reaches a turning point where additional working time will further reduce worker productivity.

Dispositional theory focuses on individual characteristics as a reference in responding to the environment. In relation to work arrangements, this theory can explain how the characteristics of employees become factors that can explain their response to a longer or a shorter working time. This article continues the assumption of dispositional theory from that the nature of workers influences the strategy of completing work within a certain time. To explain worker characteristics objectively, job satisfaction can be used as a reference variable that describes a worker's assessment of their work in the organization (Judge et al., 2000; O'Carrol, 2014). The

employee's decision to spend overtime may be motivated to get more incentives. The benefits then affect their job satisfaction. For that, they also need to have complete knowledge about the relationship between working time and incentives.

Dispositional theory see individual behavior influence worker behavior. In this sense, employees traits can influence his/her perception on the working time in their work place. This view leads employees to arrange strategie in order to finish their job within a certain time. Regarding working over-time, employee consider that they will receive rewards, be it financial or other form of credit for career advancement. The reward then affects their work satisfaction because it is obtained from the success of managing self-esteem, being confident in their skill and being able to control the situation in the form of pressure from supervisors (Ford & Collinson, 2011; Weed, 2018), team members (Zhai et al., 2017), as well as the working time (Okulicz-Kozaryn & Golden, 2018). Therefore, this article discusses the effect of employee characteristics on perceptions of working time

Employees' personal traits

The adaptation of workers to the dynamics of their work environment in organizations varies according to their personal nature. Dispositional theory explains the importance of personality traits to regulate a person's mood towards their environment. Several studies have used this theory ²³ to explain the relationship between employee personality as a job satisfaction factor. The first study group focused on self-determination as an internal drive of individual action that supports its approach to adapting to organizational change (Shogren et al., 2015). Other groups of studies consider personal attachment to organization as a factor that determines the form of relations between workers and their supervisors (Frazier, et al, 2015) or colleagues (Peng & Mao, 2015). Personal disposition takes in to account when employees perceive the work setting. Wemployee who suite to his / her organizational environment have a higher job

satisfaction and performance. A prominent study in dispositional theory by Judge et al (2000) recommends four dispositional dimensions to measure personal traits in responding to work arrangements, namely ¹⁸ self-esteem, self-efficacy, locus of control, and neuroticism (Judge et al., 2000).

Working time perception

Working time is part of the indicator of decent work. Referring to the stipulated working hours per week, excess or shortage of working time is an indication of improper working conditions. In Indonesia, working less than 35 hours a week is considered an underemployment condition that has a negative impact on workers' welfare (Tadjoeddin, 2014). However, working than 44 hours in a week is also classified as overwork which can disrupt work-life balance (Berg et al., 2014).

Employees view work time as part of their workload. They realize that their labor is paid for by their productivity, and the number of hours they spend working is one of the bases for assessing their performance. They consider that having more working hours can generate more income for them (Van Wanrooy & Wilson, 2006; Wielers et al., 2014). Employee also adapt to the working time arrangement from their office, especially when the arrangement makes work timing is unpredictable (Henly & Lambert, 2014). Working hours that are not proportional to the workload make employees use their working time for unproductive matters. Therefore, workers' discipline towards their working time is also part of the reference for employees' working time perceptions.

Referring to previous research, we measure the perception of working time variables in three dimensions, namely working time knowledge, working time incentives, and working time discipline.

Materials and Method

The criteria for respondents in this survey are those who have worked for more than 12 months. They are employees who work in government or private agencies with official employment agreements, so that all respondents have salaries above the legal minimum wage in the city. Respondents were recruited using the snowball sampling technique. They were given a questionnaire link through their social media accounts.

Respondents were given questions with five answer categories that were coded with numbers 1 to 5 with the following meanings: 1 = very low, 2 = low, 3 = medium, 4 = high, 5 = very high. 320 Responses were collected and included in the statistical analysis.

We follow Timothy Judge's work in describing employee attitudes through perceptions of job satisfaction (Judge et al., 2000). Employee characteristics are then divided into four predictor variables, namely self-esteem, self-efficacy, locus of control, and neuroticism.

The dependent variable in this study is job satisfaction which consists of four dimensions, which include: work time discipline (Xd1), work time incentives (Xd2), and working time knowledge (Xd3).

Results and discussion

Most of the respondents are satisfied with their job. This aspect can be seen in the mean value of the personal traits variable dimensions, which are all in the range of 4, which means good. However, the four dimensions of these variables have varying values so that they can be compared with one another. Respondents seem to have a positive internal drive to work. Self-esteem and self-efficacy scores indicate that direction. This can be explained by the fact that all respondents have worked in their agencies for more than one year. This time period is sufficient to evaluate the suitability of the organization's environment with their personal characteristics, or to adapt to the work environment (Peng & Mao, 2015).

Table 2. Means and Varians of Predictor Variables and Dependent Variable

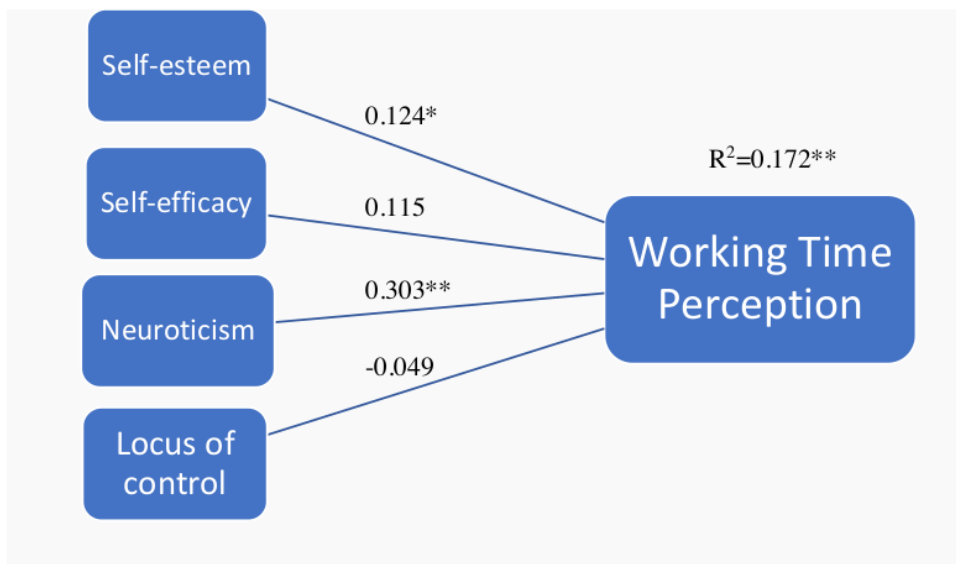
Predictor Variables	Mean	St.dev	Meaning
Self-esteem	4.39	0.80	High
Self-efficacy	4.31	0.73	High
Locus of control	4.15	0.765	High
Neuroticism	3.69	0.88	High
Work Time Perception			Meaning
Dimension Variables	Mean	St.dev	
Work time discipline	3.63	1.03	High
Work time incentive	3.57	1.12	High
Work time knowledge	3.94	1.08	High
Work time commitment	3.05	1.16	Fair
N = 320			

Respondents also have a good locus of control score. This value indicates that respondents can deal with uncertainty about working time. They can adjust to when they start work, when they return home, or how to balance work time with other needs (Henly & Lambert, 2014). however the respondents appear to be stressed by their jobs. Even though the neuroticism score can be concluded with a meaningful value as good, the margin between good and poor on this

dimension is very small. This work pressure can be caused by the desire to complete the task perfectly or the expectations of superiors and coworkers.

The respondent's perception of working time is measured in four variable dimensions. The scores on these dimensions are in a good range, with an average rounded off to a value of 4. Similar to the four predictors of the variable, the scores on the 4 dimensions of working time also vary and can be compared with one another. Work time commitments have the lowest score. the meaning is even closer to the value 3 which means fair. This value reflects the tendency of workers to seek work-life balance (Okulicz-Kozaryn & Golden, 2018; Ruppanner & Maume, 2016).

Figure 1. Regression Model of Four Predictor Variables influence to employees' working time perception



Five variables were tested using a linear regression model. Based on the results of the regression test, it was found that a statistically significant relationship was the effect of the four predictor variables simultaneously on employees' perceptions of working time. The partial test

results of each predictor variable show that only the nature of self-esteem and neuroticism that have an influence on the perception of working time. Self-efficacy and locus of control variables do not have a significant effect on perceptions of working time. However, 17.2% of employees' perceptions of working time can be explained when the four predictor variables are present simultaneously. The findings of this study are in line with the assumptions of dispositional theory, that the personal characteristics of employees affect their responses to the work environment, including on working time arrangement.

Conclusion

1. Based on the regression model the four predictor variables are simultaneously influence employees job satisfaction.
2. Based on this finding it is reasonable to conclude that employee adaptation to working time arrangement is influenced by their personal traits.
3. Employees perceive working time as part of the work arrangement that influences the rewards they receive from their work.
4. Working time accompanied by appropriate incentive would support employees job satisfaction.

12

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