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The Effectiveness of Job Enrichment in Increasing Work Productivity of RRI Bukittinggi's Employees

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Abstrak

Peningkatan kualitas sumber daya manusia penyiaran saat ini diperlukan untuk beradaptasi dengan era modernisasi dan produktif dalam menghasilkan program dan karya. Pengayaan pekerjaan diyakini sebagai salah satu metode yang akan berhasil. Jenis penelitian adalah kualitatif. Tekhnik pengambilan data dengan menggunakan wawancara, observasi dan dokumentasi. Peneliti memperoleh informasi dari 5 orang informan. Hasil penelitian menunjukkan bahwa pengayaan pekerjaan di RRI Bukittinggi telah berjalan dengan baik dan efektif sehingga mempengaruhi pegawai untuk bekerja lebih baik dan meningkatkan produktivitas kerja, pengayaan pekerjaan memberikan dampak positif kepada pegawai, pegawai mendapat kesempatan mempelajari keterampilan baru dan beragam serta meningkatkan kreativitas. dan inovasi. Hasil penelitian ini juga menunjukkan bahwa metode pengayaan pekerjaan berpeluang untuk dilanjutkan di RRI Bukittinggi, karena tidak hanya memberikan dampak positif bagi karyawan dan organisasi tetapi juga bagi rekan kerja yang mempunyai pengalaman baik sejak bekerjasama dengan tim RRI Bukittinggi. Selain itu juga terdapat beberapa kendala dalam keberlanjutan metode pengayaan pekerjaan di RRI Bukittinggi. Seperti fasilitas untuk bekerja, pola pikir dari beberapa orang karyawan yang tidak ingin berkembang, dll.

Kata Kunci : *Pengayaan kerja, produktivitas kerja, multitalenta, keterampilan, RRI Bukittinggi*

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Abstract

Improving the quality of broadcasting human resources is currently needed to adapt to the era of modernization and be productive in producing programs and works. Job enrichment is believed to be one method that will work. The type of research is qualitative. Data collection techniques using interviews, observation and documentation. Researchers obtained information from 5 informants. The research results show that job enrichment at RRI Bukittinggi has been running well and effectively, influencing employees to work better and increasing work productivity, job enrichment has a positive impact on employees, employees have the opportunity to learn new and varied skills and increase creativity. and innovation. The results of this research also show that the job enrichment method has the opportunity to be continued at RRI Bukittinggi, because it not only has a positive impact on employees and the organization but also on colleagues who have had good experiences since collaborating with the RRI Bukittinggi team. Apart from that, there are also several obstacles in the sustainability of the job enrichment method at RRI Bukittinggi. Such as working facilities, the mindset of some employees who do not want to develop, etc.

Keywords: *Job enrichment, work productivity, multitalent, skills, RRI Bukittinggi*

PENDAHULUAN

Human resources is vital in supporting efforts to achieve the institution's goals. It can be achieved through a proactive attitude, competence, quality, creativity, and innovation. So, companies and institutions are trying to develop theirhuman resource capacity. One method that helps HR and institutions grow well is job enrichment. (Azeez, 2020) states that job enrichment is a crucial tool for all organizations to motivate employees to increase their performance at work and institutional growth. This view reinforces the importance of efforts to increase HR capacity through job enrichment.

Madhani (2013) states that job enrichment is a managerial attempt to motivate employees by giving them enough opportunity to use all their abilities. Those opportunities which given to employess will make them become more productive because they can explore the abilities they have and use it to the benefit of the organization. Isiramen (2022) states that jobs are enriched to motivate employees by adding to their responsibilities with a higher need for skill varieties in their jobs.

Job enrichment is one of the methods to develop human resources in an institution. The expected result of this method is that the human resources involvedin the institution have high competence, quality, motivation, and productivity. It can be achieved because job enrichment allows employees to develop themselves.

Job enrichment is explained as a form of enrichment on the job and mandategiven

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to the employee with a higher portion of responsibility than their primary job. (Riffat et al., 2023) in his study, revealed that job enrichment techniques provide opportunities for any aspiring worker to grow, acquire a variety of out-of-the-box thinking skills, and achieve desired tasks.

Inorder to make it work, the institution needs a developed HR method that is able to fulfill the need for human resource upgrade. This is in line with the goal of human resource development, which is to increase employee productivity in finishing tasks. In addition, good quality human resources will lead to the birth of a strong commitment in completing tasks, especially in the era of advancing technology. The rapid development of the times and technological advances have led to fierce competitive dynamics in the broadcasting world, especially radio. Media practitioners reveal that competition among radio media is becoming increasingly fierce, coupled with the emergence of various new media platforms such as Podcast, Spotify, Joox, and others (RG, 2022).

Podcasts and other audio streaming platforms have a special appeal to today's society. Anyone can be a producer and be free to explore different concepts and ideas without being bound by the regulations that usually exist in conventional radio. This allows for creative and innovative content that listeners can easily discover and connect with content that is different from what they get on conventional radio.

In addition, podcasts and other platforms allow listeners to enjoy content whenever it suits their needs and interests without time limits. The ability to download and re-listen to old episodes makes podcasts and other platforms an attractive and flexible option for listeners. Plus, it also allows listeners to have access to more content, so the content opportunities for consumption become more diverse.

Meanwhile, while radio has a long history, it also has certain challenges and limitations in producing the desired content. This is especially true for public radio or what used to be called government radio. Public radio is radio whose existence is recognized, approved, and regulated by legislation. Statutory provisions limit broadcasting rights and all activities. Not surprisingly, the content produced predominantly contains information or messages about the government's vision and mission and supports government programs that the public needs to know.

This poses its own challenges and demands for public radio broadcasters, as well as how they can develop their potential and capacity to produce these contents with more creative and innovative packaging. So that even though the production process and output is not as flexible as other podcasts and platforms, it still has more value and

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attraction for its audience.

The central KPI commissioner, Hardly Stefano, believes that the existence of radio is not disturbed despite the changing media dynamics. As the oldest broadcasting media, the public still awaits radio broadcasts. However, the model of the content must adapt to the changes. This must be balanced with continuous improvement. This improvement is related to increasing the capacity of its human resources to be able to produce compatible broadcast material so that it can be amplified (amplified) through internet multiplatforms (kpi.go.id).

Improvement and renewal of programs, updating tools and technology, and the development of human resources can be done for the existence and sustainability of radio media. In addition, radio must continue to develop and be adaptive to the development of existing information technology; radio must creatively utilize technology (social media connected) and be supported by adequate human resources and superior skills.

The development of science and technology and the swift flow of globalization have brought changes and created a new paradigm in the workplace. Organizations nowadays are not only solely pursuing the achievement of high productivity, but also pay more attention to the self development of the employees in the process of achieving. This phenomenon is why radio organizations strive to improve the competence of their human resources to work in a complex system. Broadcasters are also encouraged to have the ability and expertise and be productive in producing creative and innovative works or programs in order to compete. They are no longer just struggling with the daily routine of being a broadcaster, reporter, or even administrative personnel only, but also master other creative skills required by the industry (Belias & Sklikas, 2013).

According to the former Director of RRI, human resource competence plays a strategic role in determining program quality. Of course, they are also equipped with knowledge and skills to become reliable, professional and productive broadcasters who produces healthy and quality broadcasts. On another occasion, member of Commission I of the House of Representatives Junico BP Siahaan said that digital development is rapid. The challenges will be greater in the future, and many platforms will emerge. Surely more platforms will continue to erode RRI listeners, so existing human resources must be competent. HR at RRI Public Broadcasting Institution must be creative and able to compete with content creators on social media platforms.

Regarding the challenges and demands for RRI to be able to adapt with the changing times and technology, RRI's President Director I Hendrasmo in his remarks

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during RRI's 78th-anniversary celebration on September 11, 2023, stated that 78 years is a momentum for RRI's transformation into a radio-based multiplatform media. Transformation is not only symbolic and technology transfer, but also increasing human resources capacity and changing behavior to become the competency standards of every RRI employee. Human resources throughout Indonesia must have high creativity and dedication with both local and national content needed by the public.

Efforts in capacity building are needed to increase the capacity of broadcasting human resources and encourage the multiplatform transformation goals targeted by the institution. Multiplatform transformation towards an advanced Indonesia gives meaning and direction, making RRI become a radio-based 6 multiplatform media that serves the public to advance the nation. This thing requires RRI's human resources to have reliable capabilities in multiplatform content, not only creative but also have strong multiplatform skills.

Being adaptive and open to technological advancements and the demands of the times is something that broadcasters cannot deny. Although radio is still one of the main sources of information for millions of Indonesians, the production of healthy and quality content must follow this. Healthy and quality content can only be produced by competent and skilled broadcasters.

RRI Bukittinggi, one of the institutions where broadcasts human resources can be found. It realizes that increasing HR competence and capacity is crucial. Thus, since 2022, the job enrichment-based HR development method has begun to be implemented. This is an effort to create a more expansive space for HR to learn new things, and master various skills in supporting productivity.

Implementing the job enrichment method at this institution takes the form of giving assignments in broadcast activities that are held, outside of the employee's primary duties. Employees are given the space to try new things and a new atmosphere. For example, a broadcaster at a specific moment can be enriched to become a program director or floor director, even an employee whose main task is in general administration, but at a particular moment is given the trust to occupy the team leader position (Choudhary, 2016).

The job enrichment method is also a new place for employees to try new things that are more diverse and challenging outside the routine of leading tasks and functions. It also shows that RRI Bukittinggi's human resources must be capable of 3 mastering many things and ready to adapt in certain conditions. It aligns with (Azeez, 2020) that job enrichment aims to make employees' work more useful, interesting, challenging, and fun for them.

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Also, make them more responsible.

The development of HR skills and expertise with the job enrichment method at RRI Bukittinggi is believed to be necessary because the times continue to develop. There is a need for breakthroughs and efforts to mix creativity and good competence to have high competitiveness and productivity. The presence of competent HR which relate to the needs of broadcasting industry will provide opportunities for RRI to compete more competitively with other broadcasting institutions or media in terms of showing the orientation and innovation of its broadcast programs that closer to the public to realize the mandate of the Constitution of the Republic of Indonesia's opening .

In line with Government Regulation (PP) Number 12 of 2005 Article 4 about Public Broadcasting Institution Radio Republik Indonesia, which states that RRI has to provide information services, education, healthy entertainment, control and social glue, and preserve the nation's culture for the benefit of all levels of society through radio broadcasting operations that reach all regions of the Unitary State of the Republic of Indonesia. These duties and responsibilities will undoubtedly be increasingly challenging to achieve if technological developments and times are not followed by the development of human resources that are relevant to the times.

This task is manifested through programs about arts and culture, education, entertainment, sports, politics, health, and others packaged in the form of dialogue, interactive, and others. It is also implemented through journalistic works such as features, documentaries, fillers, and vox pop that raise the dynamics of society's life. Several times, RRI also hold certain activities or events involving RRI's human resources and in collaboration with various community groups. This cooperation can be seen as an opportunity to create creative and collaborative programs to sharpen the competence of human resources in the institution.

The role and competence of human resources is quite complex, also conveyed by RRI President Director M. Rohanudin in the opening of the 1st Featured Broadcaster Training in 2017, that RRI's human resources are expected to be not only people which only stay in the box studio, but also able to be multitalented broadcaster, mastering announcing skills, musical touch, operating skills, and radio journalism.

RRI's human resources must have the qualifications to take roles in many things, not only finishing the everyday tasks according to the placement position, but also ready to be placed anywhere and anytime. They are able to be a presenter, program director, gatekeeper, reporter, and even a producer (Dwi, 2023).

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By understanding the importance of developing qualified human resources in this era, as well as the dynamics that have emerged since the implementation of the job enrichment method, researchers are interested in exploring how the effectiveness of the implementation of the job enrichment method that has been running, especially at RRI Bukittinggi, can increase the work productivity of its employees.

METODE PENELITIAN

This research uses a qualitative approach. (Creswell, 2018) explained that qualitative research operates on a theoretical basis with in-depth exposure focused on a particular topic. The scope of this qualitative research object includes all fields or aspects of human life so that research procedures will produce descriptive data in the form of written or oral sentences from research sources. Data Collection Techniques Observation, Interview and documents (Sugiono, 2010). The data analysis technique utilized in writing this thesis is the model developed by Miles and Huberman (1992) in their book Qualitative Data Analysis. Miles and Huberman (1992) describe 3 rounds of data analysis, namely: Data Reduction, Data Presentation, Conclusion Taking and Verification Process. The technique for checking data validity is the data triangulation process. Creswell (2018) explains, there are several stages that need to be carried out by researchers, namely;

1. Comparing results data, results observations with interview results
2. Comparing what informant say in public with what they say in private
3. Comparing what informant say about the research situation with what they say daily.
4. Comparing the circumstances and perspectives of several informant
5. Comparing interview results with related documents

HASIL DAN PEMBAHASAN

The Effectiveness of Job Enrichment in Increasing Work Productivity of RRI Bukittinggi

DeCotiis in Azeez (2020) revealed that employees make extra efforts to increase their productivity and to achieve organizational goals when the organization fully supports them. When an organization gives importance to employees, it will ultimately affect the commitment and productivity of not only employees but also the entire organization. This shows that job enrichment is one of the methods that can increase employee productivity.

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Figure 1. Gerakan Cerdas Memilih Program, handled by team of RRI Bukittinggi and ISI Padang Panjang



Figure 2. Team of RRI Bukittinggi and ISI Padang Panjang

Both picture above reflects that RRI Bukittinggi's team has competencies to handle the big event collaborate with ISI Padang Panjang. All the chosen employees which their job is enriched are involved in that event. The effectiveness of job enrichment is determined by the characteristics of the workers whose jobs are redesigned. Enriched jobs can be intrinsically motivating for workers who have a need for success and independence. To achieve high job effectiveness, organization must manage job enrichment appropriately and through vertical job enhancement. Well- designed work augmentation will be able to increase employee motivation which in turn increases the overall productivity of the organization.

According to H. Emerson quoted by Soewarno Handayaningrat S. (1994: 16) states

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that “Effectiveness is a measurement in the sense of achieving predetermined goals”. Based on this understanding that effectiveness is a process for achieving goals, in accordance with what has been planned from before.

Based on the results of interviews that the authors have conducted, there is harmony between the objectives of implementing the job enrichment method and the results. Where, it is expected that when the employee's work is enriched, they will experience increased competence and self-development which will lead to personal and organizational work productivity.

This is reflected in the interviews the author conducted with several informants. Employees whose work is enriched get job satisfaction, opportunities for growth, and empowerment of potential, which in turn increases productivity.

Employees get satisfaction at work, and this is important for personal happiness. Because when work is enriched, employees feel more valued by the organization and get greater job satisfaction for their achievements. In addition, employees also gain new skills and experiences when their work is enriched. They master more things and try new things outside their routine.

Job enrichment gives employees greater control over their work, making them feel empowered. This, in turn, leads to job satisfaction and engagement that is critical to the success of any organization. A person's optimization at work is certainly inseparable from how their existence is valued. Job enrichment shows that people will feel valued at work if leaders provide opportunities to develop their personal capacity.

Effectiveness can be realized if it has clear and measurable goals that provide a definite direction in achieving these goals. This requires a mature process so that it can provide quality results, quality, and benefit the community. The direction of a goal will map the steps that must be taken in implementing the vision and mission of the work. Clarity of direction will make the series of work more accommodated and not floating.

Job enrichment involves giving employees greater responsibility, autonomy and significant challenges in their work. By providing opportunities to take initiative, make decisions, and contribute to strategic projects, companies can increase employee motivation and engagement. In implementing job enrichment, it is important to align tasks and responsibilities with employees' interests and abilities, and provide the necessary training and support. Effective job enrichment has a positive impact on job satisfaction, motivation and employee engagement.

The Opportunity and The Obstacle in Sustainability of The Implementation of Job

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Enrichment at RRI Bukittinggi

Job enrichment is a work method that has great potential or opportunity to improve employee development, motivation, job satisfaction, and productivity. It has great potential to create a healthy and productive work environment. However, there are several opportunities and challenges related to the sustainability of this method.

First, the opportunity is that this method can increase employee creativity and innovation. By enriching work tasks and responsibilities, employees have more opportunities to think critically and creatively and come up with exciting new ideas. Moreover, job enrichment can increase employees' sense of belonging and loyalty to the organization. Employees will feel more valued and trusted by being given broader responsibilities.

Second, job enrichment gives employees the opportunity to try out and develop new skills and expand their knowledge. These opportunities can increase job satisfaction and employee motivation, which contributes to retention and sustainable career development. Employees who are empowered through job enrichment methods tend to work more efficiently and productively. They better understand their role in achieving organizational goals and are motivated to make greater contributions. Furthermore, there is appreciation, recognition and appreciation from related parties that the quality and work of RRI Bukittinggi employees are very well received and even awaited by the community. This gives satisfaction and pride, both for employees and for the organization. And this is the main capital for the continuation of this work method.

On the other hand, some of the challenges of job enrichment are the mindset of some employees who tend not to want to grow and are satisfied with their comfort zone. In addition, many employees are not ready to handle more extensivetasks and responsibilities due to their limited abilities, time and commitment to the organization. This can certainly hamper their productivity and performance. The next challenge is the availability of adequate core and supporting facilities and infrastructure. It also requires adequate training and competency development for employees. Without this support, job enrichment will not succeed.

Therefore, to empower the opportunities and overcome the challenges, a strong commitment from management and continuous support through training, career development and adequate compensation for employees are required. Thatway, the long-term benefits of implementing job enrichment can be achieved.

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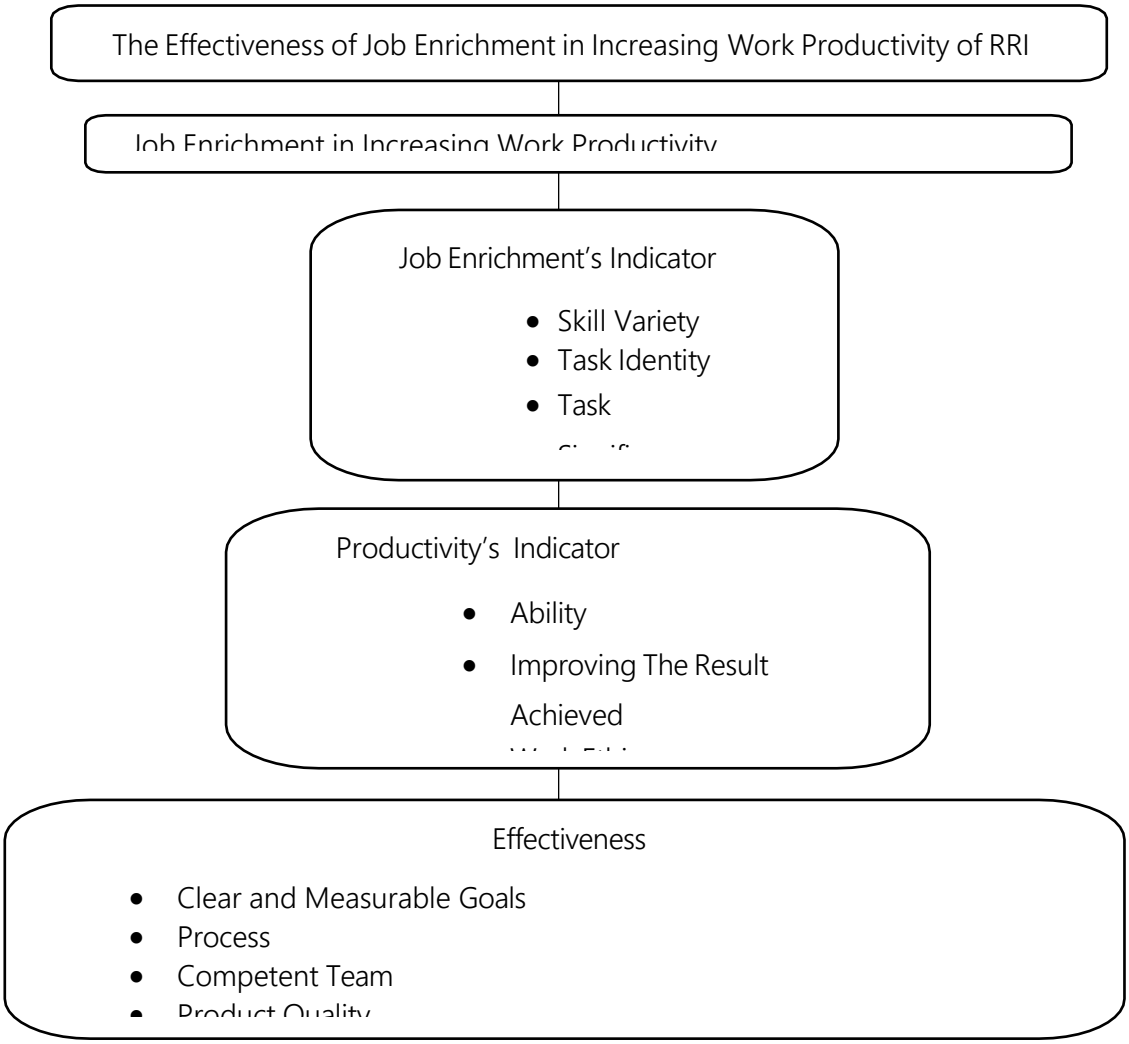
Table 1. Matrix of Interview Result

Effectiveness Indicator	Informant A	Informant B	Informant C	Informant D	Informant E
Clear & Measurable Goal	There is a development of potential, skill,growth mindset, appreciation.	There is a variety of job and the increase of productivity .	There is a motivation to develop many skills.	There is a will that RRI must be well know radio in society, and the employee become more qualifed and multitalent.	There is a professional and impact goal for employee and society.
Process	There is an effective and eficient process. Everything become structured and well prepared.		There is a dynamic process, everything is on the track.	There is a conceptual process.	There is an effective process, well prepared, conceptual process, and competent team.
Competent Team	There is a qualified, a harmony and solid team which will create big changes to the organization.		There is a growth mindset, an improveme nt in communica tion, a confident, and other.	There is a big change of the skill and personality of employee.	There is a solid, responsible and multitalent team
Product Quality	There is a big improvement of the product of RRI Bukittinggi.	There is an increase of productivity	There is an impact on employee and society, an increase in a work result,appr eciation from	There is a confession from the colleague that RRI's product is good and have a positive impact for society.	

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			many organizatio n.	
Employee Trust, Motivation, Satisfaction	There is a strong trust, understanding and motivation which given to the employee.	There is a motivation and satisfaction in employee.	There is a chance to try new things, a challenge, a trust, a varity in work.	There is a chance given to employee, an authority, a strong motivation given by the leader.
Good Reputation	There is good benefit for the organization, RRI become a well known radio in society.		There is a good appreciatio n and full support from any organizatio n for RRI.	There is a positive respond from the colleague.

Modified Framework



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SIMPULAN

A great and successful radio today is one that is able to optimize its function, role, and excellence. Radio that is able to read and fulfill the needs of the community, especially related to information, education, and healthy entertainment. RRI Bukittinggi, which broadcasts in 8 regencies and cities in West Sumatra, is an example of a radio that pays attention and serves what its listeners need. Based on the analysis of the research results, the following conclusions can be drawn;

1. The job enrichment method is a method implemented for HR self-development that can increase their productivity, and will lead to organizational productivity. This method has been applied at RRI Bukittinggi, as one of the media whose human resources are required to master many things.
2. The implementation of this work method has been running effectively and optimally due to the commitment of various elements in this organization to change and develop for the better so that RRI Bukittinggi has good performance and is increasingly widely known in the community.
3. Some selected employees who were enriched in their work experienced increased capacity, competence, and productivity at work. They feel valued, trusted, appreciated and given opportunities to grow.
4. The effectiveness of the job enrichment method at RRI Bukittinggi is optimal. This is known from clear and measurable goals, effective and professional processes, the creation of competent teams, good quality products or services, the satisfaction and motivation of employees, and the recognition of a good reputation from RRI Bukittinggi partners.
5. In order to make them effective and efficient, job enrichment plans should be managed such that they ensure employee participation in operational decisions. Increased scope of work and employee autonomy should empower the employees in such a way that their goal accomplishment is boosted that too within the required time. The feedback channels should be designed in a manner that the employees are enabled to evaluate their own performance, without involvement of others, especially the higher level authorities of the company. The employees can better evaluate and then manage their own performance according to their own needs and standards than being directed by others.
6. This resarch uses the concept of effectiveness because productivity is not only about how much output is produced, but also about how well that output meets the desired goals or standards. In the work context, effectiveness ensures that the workforce does not just

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work hard or produce a lot, but also produces something of value and relevance to the organization's goals. Effectiveness ensures that the effort and time workers spend is directed towards achieving the correct goals. There is no point in having a high level of production if the results do not match the organization's goals. For example, an employee can be very productive in creating a report, but if the report is irrelevant or unused, then the productivity is ineffective. Effectiveness helps ensure that workers' energy and resources are used to achieve the results that really matter. It prevents wasting effort on tasks that do not contribute significantly to the end goal.

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