



REDESIGN PROCESS OF JOB ANALYSIS AND JOB SATISFACTION: A QUALITATIVE STUDY ON THE COMBINED GROUP ON FARMER (GAPOKTAN)

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Abstract

The purpose of this study is to understand the impact of the need to redesign the job analysis of Gapoktan's (Combined Group on Farmer) management towards job satisfaction. This research is a survey research using qualitative approach. The data was collected using interviews, photos, and notes in the field. Populations in this research are stakeholders (Gapoktan committee, farmers, government) who also become a key participant in Hargobinangun, Kaliurang Sleman Daerah istimewa Yogyakarta. The Gapoktan committee's participant is 5 person, the government is 3 person, and farmers group is 4 person. The result conclude that the job analysis can be redesigned if the job was used to improve the work method, minimize failure and mistakes, eliminate the work load handling that is unnecessary and work duplication, reduce the fatigue, improve the responsibility, and eventually can increase job satisfaction of the management. All can be analyzed by job description and job specification which attached to each management so the job satisfaction can be improved.

PROSES REDESAIN JABATAN DAN KEPUASAN KERJA: STUDI KUALITATIF PADA GABUNGAN KELOMPOK TANI (GAPOKTAN)

Abstrak

Tujuan penelitian ini adalah untuk mengetahui dampak perlunya redesign jabatan pada pengurus Gapoktan terhadap peningkatan kepuasan kerja. Populasi dalam penelitian ini adalah para stakeholders (pengurus Gapoktan, petani, pemerintah) yang sekaligus sebagai partisipan kunci di Hargobinangun, Kaliurang Sleman Daerah istimewa Yogyakarta. Jumlah partisipan pengurus ada 5, pihak pemerintah 3 orang, dan kelompok petani diwakili oleh 4 orang. Penelitian ini menggunakan pendekatan kualitatif. Pengumpulan datanya dilakukan melalui wawancara, foto dan catatan-catatan di lapangan. Hasilnya menyimpulkan bahwa suatu jabatan dapat didesain ulang ketika pekerjaan dalam jabatan dipakai untuk meningkatkan metode pekerjaan, mengurangi kegagalan dan kesalahan, mengeliminasi penanganan beban kerja yang tidak perlu dan duplikasi pekerjaan, mengurangi kelelahan, meningkatkan tanggung jawab dan akhirnya meningkatkan kepuasan kerja pengurus. Kesemuanya bisa dianalisis dari deskripsi pekerjaan dan spesifikasi pekerjaan yang melekat dari masing-masing pengurus sehingga akhirnya kepuasan kerja pengurus bisa meningkat

JEL Classification: M0, M5, M54

INTRODUCTION

There are some Farmers Group Association or (GabunganKelompokTani/Gapoktan) in Yogyakarta province, one of them is Gapoktan ASTHA BUNDA. ASTHA BUNDA is an abbreviation for Asosiasi Tanaman Hias Bunga dan Daun Sleman (Association of Flowers, and Leaves Ornamental Plants in Sleman, Indonesia). The Gapoktan is located in Hargobinangun Village, Pakem Subdistrict, Sleman Regency, and Yogyakarta. This association is a place for the flower and leaves cut farmers in Sleman which aims to gather and communicate each other as to solve problems in dealing with their work in the flower and leaves cut ornamental plants farming, from the production, marketing, and any other aspects.

To achieve the aims, Gapoktan ASTHA BUNDA plays as; (a) a prime initiator of the people's economy at villages, (b) a mediator between investors and business agents, and (c) a informal education medium for the agents and society (Muafi, et al., 2015). However, some issues emerge within the organization system, mainly on the job description, job specification, and organization management which have not been run in a professional way. Therefore, a good redesign is required from the aspects of human resources (Muafi et al., 2015), organization resources, and organization strategy in order to realize the visions, missions, and goals of the organization (Sumodiningrat & Nugroho, 2005).

Beside the human resources aspect (Muafin et al., 2015), so far the organizational approach has also become the main component of the farming and village development. Unfortunately, the farmers organizational tend to be job analysis as only a means of project implementation and have not been utilized as an effort for a more basic empowerment (Syahyuti, 2015). Empirical evidences have shown that: (1) most of the farmers group have low dynamics and even statics; and (2) most of them are closed down

already yet still officially registered (Herman-to & Swastika, 2011; Margolang, 2015).

Syahyuti (2015) stated that there are at least three main roles expected for the Gapoktan to take place: (1) Gapoktan is functioned as a central institution within the well-built system. Gapoktan is a strategic institution which will cover all the activities of the farmers institutional in the area. Gapoktan can be utilized as the main basis of the farmers' and breeders' efforts in each village, (2) Gapoktan is also responsible for the food security in the local level. Since 2006, the Food Security Agency has conducted a "Program of Food Autonomous Village" as an effort to prevent unsafe and poverty in villages. The reduction on poverty and food unsafe is carried out through society empowerment approach in participative way, and (3) in the year 2007, Gapoktan was considered as Village Economy Business Body (LUEP) so that it could receive Capital Reinforcement Fund (DPM).

This fund is considered as a loan that could be used to purchase the farmers' crops during the harvest season in order to ensure the price will not fall to deep. In this context, Gapoktan plays as a "crops trader", where it will purchase crops from the farmers then sell it to the market, including all the other marketing functions. Indonesian government through the Agriculture Department has given its fullest support through many programs. To avoid any intersected activities, the coordination in managing the involvement of each Gapokton is under the local Agriculture Agency and working together with on field elucidators where the Gapoktan is located.

Syahyuti (2015) added that there are some mistakes in developing Gapoktan, i.e. (1) the established institutionalis restricted to reinforce the horizontal relations, not vertical, (2) most of the institutionalwas established for assistance distribution purposes and control duty facilitation for the program executor, not to realize the improvement of the society

social capital, (3) implementing the generalization pattern, that creates relative similar established organizational structures, imitating the institutional pattern of the technical irrigation farm rice farmers in the North Coast of Java, (4) the conducted educations tend to be individual, which means for the management only, (5) always looking for structural path and weak in the cultural aspect development, and (6) happen only when the material support is adequate.

In the near future, the institutional development should be designed as an effort to enhance the society capacity itself to become autonomous or independent. It would be established and developed Gapoktan in every village should be based on the local social capital with local autonomous principles which could be achieved through autonomy and empowerment (Syahyuti, 2015). Hence, organization restructuring is required as one of approaches for the economic recovery, business, and job opportunity (Ginting, 2010). Generally, the organization restructuring is carried out for some reasons like mismanagements in the aspects of selling, production, organization management, and organization profit (Soegiono & Sutanto, 2013).

The main issue with Gapoktan ASTHA BUNDA is that some officials feel dissatisfied especially for the responsibility and authority aspects, mainly for the infrastructure, production, and promotion aspects. Therefore, one effort can be done is by job redesign for the Gapoktan's officials that hoped will improve the satisfaction of the officials and members of Gapoktan. In line with the changing demand of the business environment and organization dynamics, the job analysis description should be redesigned consistently and constantly (Ogho-jafor & Adebakin, 2012).

It is suggested that the job analysis redesign should be carried out in Gapoktan ASTHA BUNDA to improve satisfaction of the officials and members. Researches by Irsan (2011), Tampubolon (2011); Abid et al. (2013), Saleem et al. (2013) revealed that job analysis design could affect individual satisfaction in job. Boulanger (2013) concluded that job analysis, beside

improving the job satisfaction (Parvin, 2011), also able to improve job productivity, selling, customers' satisfaction improvement, well improved routine duty, decreasing job stress, well-performed job execution, and even job redesign is able to improve job satisfaction and organizational commitment (Badran & Kafafy, 2008). Research question for this study is whether job analysis redesign give significant effect towards job satisfaction improvement among officials of Gapoktan.

The emerging demand on the flatter, slimmer, and more flexible organization and also the demand to own organization members with high skill, knowledge, and ability will trigger the organization to perform immediate practice changes on human resources on to strategic ways. Human resources management has developed through refocusing process from traditional personnel administration function moves to contemporary human resources management which puts its emphasize on people business issues and development orientation (Muafi, 2008).

The changes would affect the function development and human resources practice and also institutional aspect in the organization. However, to design an organization and change human resources practice will take time and challenging process. It needs patience and confidence that the decision will be successful. The top management support is required to prevent the organization from returning to the formerly practices. An organization with a success goal in this 21st century should start to decide the job analysis of the human resources activity today. Failure in managing the organization and human resources would lead to the decreasing or performance of the organization, either in big or small one.

METHOD

This study is a qualitative research. The team examined the Participatory Action Research (PAR) by identifying problems required by the Gapoktan officials to enabled them finding good planning and development based on

their need and desire (White, 1991). The researcher could be more identify and accommodative towards the officials need and desire, more sensitive and aspirative towards them (Muafi et al. 2016). Research method involved stakeholders (Gapoktan officials, farmers, government) which also acted as the key participants. There were 5 participants from Gapoktan, 3 from government, 4 farmers. The research validity checking technique is based on credibility, dependability, and conformability criteria (Guba & Lincoln, 1994; Muafi et al., 2016).

The interview was classified as open, unstructured, and led to the variable being observed which were job description, job specification, and job satisfaction. The data collection was gathered through interviews, photos, and on field notes as suggested by Bratton and Gold (2007). Triangulation was used to test the validity, i.e. *reference* (with some support data to prove the data found on the field, *member check* (data checking process conducted by the research to the source people), and consultations to the experts in relation to job description and job specification. Whereas, data reliability was done by the researcher's diligence during the observation. Data presentation was carried out through descriptive way by describing the simplified, selective, and easily understood information to draw conclusion (Walker, 1985; Muafi et al., 2016).

RESULT AND DISCUSSION

Based on the findings, it is concluded that job description, job specification, and job satisfaction are highly considered by the stakeholders (officials, government, and farmers group). All of those are needed to make the Gapoktan institutional runs effectively and efficiently in line with the expected goal. Redesign was done by redesigning tasks on job description and job specification of the officials and farmers group that were incorporated in Gapoktan ASTHA BUNDA. The redesign included to the job analysis of Head, Secretary, Treasurer, Farmers Group, Infrastructure Section, Production and

Seeding Section, and Public Relation Section. From the interviews with the respondents showed that there should be some redefinition on the changes of job analysis names, additional duties, and required qualifications to run the institution in effective and efficient ways. Moreover, more detailed descriptions on job specification, job relation, job condition, job output were also needed. All of those were needed in each job analysis which was redesigned.

Professional implementation on organization management and human resources aspect is very crucial to create competitive and continuous excellence. Competitive excellence can be achieved when the company succeeds in managing the organization and human resources practice in effective and efficient ways (Muafi, 2008). There are four building blocks of organizing which need to pay closer attention, i.e. (1) division of work, (2) departmentalization, (3) hierarchy or relation among division within organization, and (4) coordination (Stoner et al., 1995).

First, Division of work is an effort to simplify all the complex activities and works in order to make them simpler and more specific. Each person will be placed and assigned at those simple and specific activities. Work division is often associated with employee division, though the point of division here is actually for the work not the people. For small organization means its various works and relatively lower volume, then it will be very possible for one person to handle different kinds of works. However, the higher the volume of works in the higher and more complex organization, the solution will be adding new people more.

Second, Departmentalization. After dividing the work more specifically, then those works are classified again into certain criteria which have similarities. The point of departmentalization the process of classifying and naming parts or groups of work based on certain criteria. The bases commonly used in departmentalization are: functional, divisional, and matrix. Nevertheless, the real implementation either in big or medium organization usually can combine

from those three criteria. The step often applied by organization with specific goals and limitations on job environment characteristics within the organization.

Third, Deciding relation among division (hierarchy) both vertically and horizontally. There are two hierarchy concepts here, they are: (1) Span of control, to measure how far and how effective someone in the higher job analysis could manage and control his direct subordinates. The far-range of this span of control also depends on the structure characteristics adopted by the organization. An organization with mechanistic structure, the span of control will usually narrower for the tight task specialization existence. Conversely, an organization with organic structure will own a wider span of control for the existence of strong team work orientation. However, the wider span of control might cause difficulties for the leader in controlling his subordinate that will bring into ineffectiveness operation of the division under him. (2) Chain of command, a chain that display the command line within an organization from the highest hierarchy down to the lowest one. Chain of command also elaborates constraints of authority and responsibility to each job analysis in the organization. Who gives order to whom and who responsible to whom are the main questions for the design of chain of command?

Fourth, Coordination or mechanism determination in integrating activities among divisions of an organization. An organization with various divisions or functions should be able to synergize to achieve its goal. The main point of coordination is synergizing among departments, to avoid sector ego of each department, to achieve the organization goal as one unit (Stoner et al., 1995).

In dealing with job analysis, Dessler (2003) explained that job analysis is a procedure to determine tasks and natures of a job analysis and a kind of person which fits for the job analysis. Based on the Minister of Domestic Affairs Regulation No. 12 Year 2008, job analysis or more specifically called as work load analysis is carried out to measure and calculate work

load for every job analysis/ unit to create efficient and effective work realization and to improve the organization capacity which is professional, transparent, proportional, and rational.

In other words, job analysis supplies data about job requirements which are used to arrange job description (job desc) and job specification (job spec). Job analysis includes collecting data activity which is closely related to job desc, job spec, and job standard. The analysis is done by interviewing the employee and giving questionnaire on job analysis which is used as a tool to find information about duty, responsibility, capability, and performance standard on a specific job (Bratton & Gold, 2007). Job description is the real and well-regulated expressions about duties and responsibilities of a certain job analysis (Flippo, 1983; Dessler, 2003). Based on the Minister of Domestic Affairs Regulation No. 12 Year 2008, job analysis or work load analysis can be very beneficial for: (a) arranging/perfecting organization structure; (b) assessing work achievement of a job analysis and a unit; (c) a material in perfecting work system and procedure; (d) a means of institutional performance improvement; (e) arranging job analysis/institutional workload standard, arranging employee arrangement list or a material in deciding the echeloning of structural job analysis; (f) arranging real planning of employee need based on the organization work load; (g) employee mutation program from the overloaded unit to the shortage one; (h) employee promotion program; (i) reward and punishment towards unit or job analysis; (j) a material of training and education perfection; and (k) a material of policy making for the leader as an effort to improve human resources efficient usage.

Meanwhile, job satisfaction is defined as the length of people's like or dislike towards their job (Spector, 1997; Nazenin & Palupiningdyah, 2014). Mullins (2005) stated that job satisfaction is a complex concept and hard to measure in objective way. Furthermore, Kreitner and Kinicki (2007) added that there are five domination models of different causes of job satisfaction. The five models are *need fulfillment*, *discrepancy*,

value attainment, equity, and disjob analysisal/genetic component.

Job design is one of the special factors that influence job satisfaction beside the other factors like individual, organization, social, culture, organizational culture, and environment. Job design here means all activities or actions done by the head of Gapoktan in determining duties and responsibilities of the officials and members to be carried out well based on the pertinent tasks and authorities. Job design covers *skill variety, task identity, task significance, job autonomy, and feedback* (Ali & Zia-ur-Rehman, 2014).

Job design also includes *job rotation, job enlargement, and job enrichment* (Parvin, 2011). Griffin (1987) imply that job design is a specification of activities related to Bowdith and Buono (1985), Robbins & Judge (2007), Irsan, (2011), also elaborated that job design is changing the specific job value or process that enables to improve someone's job satisfaction and performance. Purpose of this study is to figure out the effect of job redesign requirement among officials of Gapoktan towards job satisfaction improvement.

Gapoktan ASTHA BUNDA has some farmers group, includes: Amanah, Ngudi Makmur Sidorejo, Ngudi Makmur Banjarsari, Mekar Arum, Mekar, SAE, Udi Makmur, Asri, Puspita, Srihandi, Tunas Merapi, Sri Rejeki. Based on the research result of participant perceptions that refers to Minister of Agriculture Decree No. 41 Year 1992 (Margolang, 2015), in Gapoktan ASTHA BUNDA, mainly on the farmers' group capability, the identifications are as follows:

Planning capability, the farmers group has owned activity planning to improve the productivity. Based on the respondent responses to the questionnaire, the highest rank is respectively as follows: (a) the farmers group has understood stages in arranging group activity plan for they have routine discussion on it; (b) the farmers group has realized problems especially in dealing with the production tools availability; (c) the farmers group is able to arrange activity plan, though not written in detail, which is based on the agreement during routine group

deliberation; (d) the farmers group has realized their local potential, i.e. mum cultivation in the medium land, even some ideas to diversify the mum product (like mum tea) come to the surface; (e) the farmers group knows how to utilize and cultivate their local agricultural sources;

Integrity capability, the capability to execute and obey the treaty made. Based on the questionnaire, the highest rank is respectively as follows: (a) the farmers group considers to create a treaty with the other parties when transaction occurs; (b) the farmers group holds the agreement made with other groups or parties;

Capital utilization, the capability to rise up and utilize capital in rational way. Based on the questionnaire, the highest rank is respectively as follows: (a) the farmers group feels the importance of the capital raising; (b) the collected capital is adjusted with the members' capability; (c) the farmers group members either in group or individual has adequate capacity to use the capital well;

Technological Implementation. The capability to apply farming technology and information utilization and also group cooperation which is reflected by the productivity level of the farming work of the farmers' group members. Based on the questionnaire, the highest rank is respectively as follows: (a) the group has initiative to find any information/technology needed; (b) the group works together in the technology application actively; (c) the group is willing and able to learn the information/technology received; (d) the productivity and quality of the farmers group's mum output is improving than before the farming technology applied;

Relationship capability, the capability in improving the institutional relationship between farmers group and cooperative (koperasi). Based on the questionnaire, the highest rank is respectively as follows: (a) the farmers group does not need to have a cooperation with cooperative yet; (b) the farmers group is not able to encourage their members to join cooperative yet; (c) the group officials and members are unwillingly to become cooperative officials; (d) the farmers group is unable and unwillingly

to utilize services provided by cooperative yet;

The above descriptions concluded that not all items in each indicator are able to be well executed. The description was then supported with the interview results from several participants as;

"I, up to know, do not know in detail my authority and qualification required for my job analysis. Therefore, I sometimes feel confused in doing my job correctly for I sometimes feel timid." (Participant 2 – Gapoktan official)

"We feel satisfied when we are able to manage Gapoktan well. If the members happy, we will be happy as well." (Participant 4 – Gapoktan official)

"I think the officials' duty and responsibility are very hard so the need relevant compensation based on the responsibility though it might not as much as expected. Unfortunately, the truth says that until today, we are just volunteers." (participant 1 – Gapoktan official)

"Job analysis in Gapoktan need to be redesigned based on the members' demand. There are some unavailable job analysis that are actually very crucial." (Participant 3 – Gapoktan official)

"The regulation ruling the institutional management and the officials' job analysis has to be crystal clear to facilitate the organization to work well." (Participant 3 – government)

"We think that it is very important to support the activities managed by Gapoktan for they give many benefits to the farmers' community. The Gapoktan officials should really know the infrastructure need by the members so that they will be able to achieve the expected quality of job output." (Participant 1 – government)

"Knowledge and skill provisions are very important for us (farmers) so that the product output will be competitive with the other mum farmers from outside Yogyakarta." (Participant 3 – farmers group)

"We sometimes find difficulties to achieve the target due to the inadequate work facility we have. Gapoktan has low sensitivity towards our condition." (Participant 2 – farmers group)

"We often receive some elucidations; however, they are not followed with intensive supervisions either from the government or universities

that bring difficulties to us in the implementation." (Participant 1 – farmers group)

"If our product is highly demanded in the market then we will be very satisfied." (Participant 1 – farmers group).

The researcher look further the farmers group's effort in enhance their capability based on the Regulation of Farmers Human Resources Elucidation and Development Agency No: 168/Per/Sm.170/J/11/11 on 18 November 2011, about Assessment Implementation Guidance on the Farmers Group Capability that farmers group is identified respectively from the highest rank as follows: (1) Relatively well capability in organizing activities, motivating members to learn, and group discipline and also dividing tasks of the farmers group members and officials. (2) Relatively well capability in developing farmers group leadership in activities, developing farmers group members' and officials' skills and expertise; developing leader cadres; improving the members' capability in implementing rights and duties, and improving relation with job partners. (3) Relatively well capability in the learning process activity which is conducted in conducive and order ways and follow the principle. (4) Relatively lack of capability in controlling and reporting in the farmers group evaluation activity and institutional performance. (5) Relatively lack of capability in planning the learning, production unit, and cooperation vehicles.

Those descriptions and interview results above have led to a conclusion that the farmers group has not completely has the capabilities which have been written in the Minister of Agriculture Decree No.41 Year 1992 and Regulation of Farmers Human Resources Elucidation and Development Head No: 168/Per/Sm.170/J/11/11 on 18 November 2011. It proves that Gapoktan ASTHA BUNDA still has tough jobs to do in handling responsibilities to improve the institutional performance. In the future, the Gapoktan officials need to more realize about their duties and responsibilities for the competition outside is getting tougher and tougher.

Work load analysis of the Gapoktan ASTHA BUNDA officials has to be done by determining the number of the people working time used or needed to accomplish a job in a certain time. The work load analysis can be used to determine the appropriate numbers of the members and their responsibilities or work load that can be given to Gapoktan official. In conducting the work load analysis, the working standard of a person needs to be decided. To determine the worker's standard can be done with four ways, i.e. based on the past experience, time reviewtime standard before the determination, and work sampling. When the work load analysis is carried out perfectly, then the Gapoktan ASTHA BUNDA institutional is hoped to produce: (1) Effectiveness, i.e. on target and on time job. (2) Economical, i.e. effective usage of cost, energy, material, tool, time, space, and others as planned. (3) Reliable work execution in effective and efficient ways. (4) Real work division based on the work load. (5) Authority and responsibility rationalities, i.e. similar and equal between authority and its responsibility. (6) Practical job procedure to be done.

The job analysis should really pay attention to the work load attached on the Gapoktan officials and the farmers group. When someone job analysis is classified as overloaded, then the work load condition will bring negative effect, either to the Gapoktan institutional or members. The negative effect towards the officials and members might lower down the job satisfaction that then in the long range will affect the institutional performance. This research results has also confirmed the research Irsan (2011), Tampubolon (2011), Abid et al., (2013), Saleem et al., (2012) that the job analysis design could affect someone's job satisfaction. A research from Boulanger (2013) has also concluded that beside improving the job satisfaction (Parvin, 2011), the job analysis could also increase the job productivity, selling, improve customers' satisfaction, improve routine duties, decrease work stress, and well executed job. Even more, job redesign could improve the job satisfaction and organizational commitment (Badran & Kafafy, 2008).

The reduction of the work load needs to be done in order to create optimal work load accepted by the people on the job analysis. Conversely, this research has also confirmed the explanation from Kosasih, et al. (2014) that Gapoktan is an unsettled organization in having own policies and characteristics, where the Gapoktan officials are expected to be able to survive. Most Gapoktan has low capability in giving adequate wage, unclear reward and punishment, unavailability of regular working hour and also absence of incentive or bonus.

Most officials remain to stay at the Gapoktan due to the clannish environment; they still need warm condition in doing their duties. Mostly, the officials need to be respected by the Head of Gapoktan or among colleagues. The matter is, the Gapoktan officials wish to get satisfaction within the Gapoktan environment thoroughly. One of the main important roles in assuring the officials' comfort to be active in Gapoktan is the officials' satisfaction towards communications occurs in the organization. The communication satisfaction of the Gapoktan officials is mostly influenced by communication climate or ambience happening in the Gapoktan.

CONCLUSION AND RECOMMENDATION

Based on the research output presented above, to improve the officials satisfaction in managing the institutional of Gapoktan ASTHA BUNDA is by redesigning the official's job analysis. This will give effect towards the improvement of the institutional performance in common and specifically the officials' performance. Organization structure redesign can be done by changing the current organization structure (existing condition) to a new organization structure based on the organization restructuring research. Among the changes are by adding; Cultivation Coordinator, Infrastructure Coordinator, Marketing Coordinator, Farmers Member, and separating the Production and Seeding job analysis.

This research has some limitations like the small number of participants involved, small scope of the research object, for it only covers an area in a Village Administration (Kelurahan) that is likely unable to generalize other areas in other Regencies. And so, here the researcher plays as not only as an interviewer but also as the analyst that may cause bias result. The implication of this research is an effort to aim the institutional management effectively and efficiently to bring job satisfaction improvement from for the officials and farmers that then will bring effect towards the organizational performance improvement in general and to the individual performance and region performance thoroughly. The region is aimed to become a green and competitive area.

Some of the following steps can be conducted towards green area; (1) the availability of firm and obeyed rules in relation to the officials' and farmers' authority and responsibility so the institutional will run orderly and based on principle. (2) The need of the government and university involvements and also other stakeholders members to participate in boosting the institutional of Gapoktan ASTHA BUNDA to be managed effectively and efficiently. (3) The need of the government and university roles and also industry in supporting the availability of infrastructure required by Gapoktan and mobilizing the Gapoktan members to keep actively participates in establishing green and competitive area. (4) The institutional development should be planned as an effort to improve the society capacity itself in order to make them autonomous and independent. Each establishment and development of Gapoktan in villages should apply and consider the local society capital base which can be achieved through autonomy and empowerment principles.

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