The Impact of Employee Job Satisfaction towards Employee Job Performance at PT.Y

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ABSTRACT

This research is done to analyze The Impact of Employee Job Satisfaction towards Employee Job Performance at PT.Y. The decreasing in employee job performance for the past 3 years has indicated the author to analyze the impact of employee job satisfaction towards job performance. The elements that used are 9 job satisfactions to measure the impact of satisfaction at PT.Y. The author got 100 respondents from PT.Y and use simple random sampling method.

The analysis technique that used in this research is multiple linear regression analysis to describe the relationship between job satisfaction and job performance. The result of this research is show significant impact of employee job satisfaction towards employee job performance.

Keywords: Job satisfaction, Job performance, Employee, Spector's Theory

ABSTRAK

Penelitian ini dilakukan untuk menganalisa Dampak Kepuasan Kerja Karyawan terhadap Performa Kerja Karyawan di PT.Y.Adanya penurunan performa kerja yang telah terjadi 3 tahun terakhir menarik perhatian peneliti menganalisa dampak kepuasan kerja yang berpengaruh terhadap performa kerja.Elemen yang digunakan adalah 9 job satisfaction untuk mengukur Dampak Kepuasan Kerja Karyawan di PT.Y. Dari kuisioner yang telah tersebar, peneliti mendapatkan 100 responden dari PT.Y dengan menggunakan metode simple random sampling.

Teknik analisa yang digunakan dalam penelitian ini adalah multiple linear regression analysis untuk menjelaskan hubungan antara kepuasan kerja dan performa kerja.Hasil dari penelitian ini menunjukkan dampak yang signifikan pada kepuasan kerja terhadap performa kerja.

Kata kunci : Kepuasan kerja, Performa kerja,Karyawan, Teori Spector

INTRODUCTION

In timber manufacturer, employee has important roles to run the mill and producing the woods. It is very important for the company to make sure the entire employee to work the best. Since all the productions are being done by the employee.Moreover, human capital can affect the effectiveness and efficiency of the company because human capital is the assets to utilize the resource that company has. In order to do that, highly satisfied work force is an absolutely necessity for achieving a high level of performance advancement of an organization (Pushpakumari, 2008). Employee Job satisfaction can be defined as the degree of needs satisfaction that is derived from and or experienced on the job (Dessler, 1978). The satisfied employee will enhance their productivity and quality of work. To get employee satisfaction, an organization needs to recognize about what employee think, feel, and desire.

Furthermore, an organization must recognize what factors that influence the job satisfaction. As an example, a company that gives high salaries and good working environment is possible to have satisfied work force (Luthans, 1985). Moreover, if company can maintained the employee satisfaction it can impact in give greater effort to job performance (Pushpakumari, 2008). Employee performance is crucial factors in increasing the overall organization performance. When an employee is able to perform effectively and understand more the job that expected to meet, it means they have good job performance and know how to satisfied customers and give benefits to company (Pushpakumari, 2008).

With the explanation above, the author believe that there are relationships between employee job satisfaction and employee job performance. Therefore, this research will provide the analysis regarding employee job satisfaction towards employee job performance in organization.

LITERATURE REVIEW

There are many different definitions of Job satisfactions defined by scholars. One of the most definitions used is from Locke (1976) who states that job satisfaction is positive affect that employees have towards their jobs. It is also stated by Schermerhorn et al.(1991)That Job Satisfaction is the degree to which individuals feel positively or negatively about their jobs. It means that, how individuals' satisfaction can be measured from highly satisfied until dissatisfied in one's task and with their workplaces. Furthermore, the theory of job satisfaction from Spector (1997) stated that job satisfaction can be defined as a feeling from employee about different aspects of their jobs. He continued stating that Job Satisfaction Survey can be used to measure the satisfaction feelings of the people towards job. There are 9 facets of satisfaction can be found in Spector's Job Satisfaction Theory : pay,promotion,supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of works, and communication.

According to Porter and Lawler (1967), employee performance can be defined as the work of employee ability and skills in any given tasks. In addition, organizations can see how well the employees perform during their work (Jex, 2002).Job performance also can be defined as the result of individual's work in terms of quality and quantity (Mangkunegara, 2001) .Moreover, employees are valuable asset in organizations because to achieve long-term goals it will be depends on how well is the performance of each individual (Pushpakumari, 2008). She continued by stating that employee who able to perform effectively and understand the job, it means they have good job performance and knowhow to satisfied customers and give benefits to company. Furthermore, by measuring the employee performance the organizations will know what to improve in the company so they can achieve the goals. According to U.S Office of Personnel Management (2011) employee performance can be measured from the outputs and activities. In outputs, the organization can measured it from how much is the output can be produced by the employee.

Below is the relationship between both theories that author has constructed.
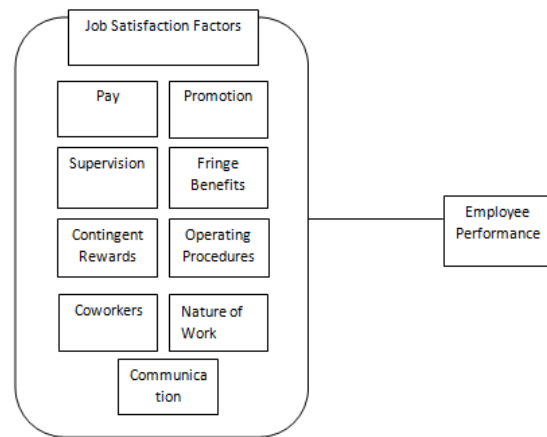
Figure 1. Relationship between concepts

The author has developed two hypotheses regarding the research outcome, which are:
H1: employee satisfaction factors simultaneously influence employee performance at PT.Y
H2: employee satisfaction factors individually influence employee performance at PT.Y

RESEARCH METHOD

The author wantsto analyze the relationship between job satisfaction and job performance at PT.Y through theories and by conducting hypotheses testing. Based on the types of research method, conduct explanatory study is suitable with this research.

Explanatory research explained causal relations between variables with hypothesis testing by conduct survey in order to find the final result of the relationship of variables used in the research. To collect the data, the simple random probability sampling method is suitable to fit the research design because in random sampling method the chance to be selected is equals to every individual.

Furthermore, nominal scale is used to identify the respondents' profile by grouping the screening questions .The interval scale covers the questions prepared by author by using likert scale.

To determine the sample size, the author will use Slovin's formula (Husein, 2005)

$$n = \frac{N}{1 + Ne^2}$$

Where:
n = Sample of population
N= Number of Population
e = Tolerance of error level (α =95% ; e = 5%)

Furthermore, to see the validity of data it can be shown in corrected-item total correlation. Before that, the author should obtained the value from r-table based from d(f) = n-2, where n is number of population. By comparing the value from r-table with

value from corrected item total correlation, the author can get concluded it is valid if the value in corrected item total correlation is higher than value from r-table. Meanwhile, reliability test is conducted to analyze whether the instruments used are free from random error and consistent. This test indicated the consistency when the Cronbach's Alpha is closer to 1.Furthermore, if the Cronbach's Alpha is indicated higher than 0.6(Sekaran & Bougie, 2009) it is acceptable as reliable and those above 0.8 are good.In contrast, when cronbach's alpha is indicated lower than 0.6, it can be concluded as irrelevant

RESULTS AND DISCUSSION

Based on the results from regression analysis, there are 4 factors that affect employee job performance such as pay, supervision, operating procedures and nature of work. After conducting classical assumption test, the author has found the results for this research is passed the cut off point for each of assumption tests. The validity test is above the value in r-table where the author got from d(f)= 100-2 with r-value is 0.1966. For the reliability test, the entire variable is above 0.6. It is can be concluded that the entire variable is valid and reliable. This finding is different with the result of the previous research done by Khan, Nawaz, Aleem, Hamed (2011). In this research, promotion has no significant relationship with job performance. Moreover, co-workers also have no significant relationship with job performance which has the same finding with the author. However, in this previous research nature of work has significant relationship with job performance. This finding has the similarity with one of the finding results done by the author. In addition, from the finding result done by Pushpakumari(2008) the significant influence that affecting the organization to reach better job performance is financial benefits, which is means pay factor in this research. Pay itself can increase the productivity of the workers Lazear (2000). Furthermore, she also revealed that financial benefits has 20.06% has greater affect for the private sector employee in Sri Lanka to attend the work. In this research the beta value for standardized coefficient, pay contributes the .326 which is the highest to the variation of dependent variable. The value of pay indicates the highest significant t followed by nature of work, operating procedures and supervision. It means that pay give significant impact towards employee job performance.Below is the table of t-test result from regression analysis

Table 1. T-Test Result

Variable	Unstandardized Coeeficients	t	Sig.	Explanation
Pay	.326	3.581	.001	Significant
Supervision	-.207	-.2380	.019	Significant
Operating Procedure	.219	2.999	.004	Significant
Nature of Work	.259	3.510	.00	Significant

Table 2. Multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.159	.836		.190	.850		
	PayAVG	.326	.091	.389	3.581	.001	.410	2.441
	PromotionAVG	.124	.077	.115	1.615	.110	.952	1.050
	SupervisionAVG	-.207	.087	-.169	-2.380	.019	.955	1.047
	FringeBenAVG	.105	.070	.106	1.486	.141	.956	1.046
	ConRewardAVG	.032	.091	.024	.345	.731	.969	1.032
	OprProcedureAVG	.219	.073	.254	2.999	.004	.675	1.482
	CoWorkerAVG	-.112	.087	-.114	-1.283	.203	.606	1.649
	NatOfWorkAVG	.259	.074	.334	3.510	.001	.531	1.882
	CommunicationAVG	.063	.068	.067	.927	.356	.931	1.074

Based on the results, all the correlations values between independent variables are following the value of VIF and tolerance. The minimum limit for tolerance value is higher than 0.1. In addition, VIF is not higher than 10. Thus, the independent variables are not correlated each other and the multiple regression model used are reliable enough to be used in the further analysis

The tolerance values for all nine independent variables are much higher than 0.1. This means that there is no multicollinearity exists between independent variables. Moreover the VIF values for the nine independent variables are much lower than 10 as the maximum limit. Based on table 2, The VIF range is 1.032 - 2.441. Therefore, the author can indicated there is no multicollinearity existed between independent variables of this multiple regression model.

Table 3.Heteroscedasticity test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.499	2.908		-1.891	.062
	PayAverage	.168	.317	.079	.530	.597
	PromotionAverage	.227	.268	.082	.846	.400
	SupervisionAverage	-.569	.303	-.182	-1.877	.064
	FringeBenAverage	-.269	.245	-.107	-1.099	.275
	ConRewardAverage	.366	.318	.111	1.151	.253
	OprProcedureAverage	.448	.254	.204	1.769	.080
	CoWorkerAverage	-.207	.303	-.083	-.683	.496
	NatOfWorkAverage	.406	.256	.206	1.583	.117
	CommunicationAverage	.266	.237	.110	1.120	.266

a. Dependent Variable: lnres2

Park test can be used to examine whether there is existence of heterocedasticity or not. Theoretically, the significance F (p-value) shown in the SPSS output is higher than 0.05 then it is strongly homoscedasticity. In contrast, if the significance F (P-value) is lower than 0.05, there is heteroscedasticity. Based on the table 4.25 below, the results is indicated the homoscedasticity. As shown in the significance column is higher than 0.05. Thus, there are no heterocedasticity in this regression model.

Table 4. Skewness and kurtosis results

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Unstandardized Residual	100	.406	.241	-.442	.478
Valid N (listwise)	100				

The next tools to examine the data are skewness and kurtosis statistic.The residuals of the data are considered as normally distributed if the skewness and kurtosis ratio are between -2 and 2. The result obtained from the computation shows is as shown in the table 4 above

After got the results from the computation, the skewness ratio is 1.65.For the kurtosis ratio is -0.90 both ratios are shown between -2 and 2 which mean that the residuals of the data are normally distributed.

Table 5. F-test results

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.882	9	3.876	13.036	.000[a]
	Residual	26.758	90	.297		
	Total	61.640	99			

The confidence level in this research is 95% (Ghozali, 2011). Therefore, the significance level is 0.05. The result of hypothesis above can be known after Significance F (P-value) is compared to the significance level. When, significance F (P-value) is less than 0.05 and then H0 is rejected. On the other hand if significance F (P-value) is more than 0.05 and then the H0 is not rejected. Based on the result in table 5 above, the significance-F indicates value which is much lower than the 0.05. Therefore, using this approach in measuring the significance level, there is significant relationship between job satisfactions with job performance.

Table 6. Adjusted R square (coefficient determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752[a]	.566	.522	.54526

The result for the adjusted R square, as shown in table 4.27 below, which indicates 52.2% of the variation in the job satisfaction of PT.Y can explain the variation in the job performance

As shown by the result of adjusted R square, 52.2% of the variation in the job satisfaction can explain the job performance. It means there are 47.8% of other variables outside the regression model that have influence towards job satisfaction towards PT Y.

CONCLUSION

After conducted the regression, the author can concluded that employee job satisfaction simultaneously influences to employee job performance with the acceptance of hypotheses 1. Moreover, the author got value coefficient of determination (Adjusted R2) is 0.522. It is means that 52.2% employee job performance can explain by independent variable, such as: pay, promotion, supervision, fringe benefits, contingent reward, operating procedure, coworker, nature of work and communication. Only 4 out of 9 factors of independent variable that significantly influences the employee job performance in PT.Y, such as pay, supervision, operating procedure and nature of work. From 4 factors that significant influence the job performance; pay factor has the highest influence to employee job performance. There are limitations in conducting this research, such asthe author use job satisfaction as the independent variable. Furthermore, the result shown that 52.2% job satisfaction is influenced the employee job performance. However there are 47.8% outside the variable that can't be explained in this research. Despite job satisfaction, there are many variables can be examined to determine factors that can influence employee job performance. In this research the development tools to measure the job performance is job satisfaction theory from Spector (1997). The Author suggests expanding the factor which influences the employee job performance. As stated by Pushpakumari (2008), there are several factors can influence employee job performance such as organizational culture, leadership and other external variables

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