

Employee Job Satisfaction a Case Study in a Building Materials Business

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Abstract

The goal of the study is to: 1. Knowing the impact on employee job satisfaction Building Materials Business at Ukui, 2. Knowing the effect of work culture on workers satisfaction Building Materials Business at Ukui, 3. Knowing the effect of motivation on workers satisfaction Building Materials Business at Ukui, 4. To find out the effect of leadership, work culture and work motivation simultaneously on job satisfaction of workers of Building Materials Business at Ukui. The method of data analysis is data processing using statistical calculations. Researchers collect data and then determine the tools to obtain data from the elements to be collected. The tool used in this research is a questionnaire. Using the multiple linear regression statistical analysis approach. The findings of this study are as follows: 1. Leadership has no effect on worker job satisfaction as argument by the leadership importance value greater than 0.05, namely 0.064 with a t-count value of -1.882 < t-table 1.993. 2. Work culture has no effect on workers' satisfaction as evidenced by the leadership significance value greater than 0.05, namely 0.321 with a t-count value of 0.998 < t-count 1.993. 3. Work motivation has an effect on job satisfaction as evidenced by the leadership significance value less than 0.05, namely 0.000 with a t-count value of 6.095 > t-count 1,993.4. Leadership, work culture, and motivation to work together have an effect on workers satisfaction as evidenced by the value of Fcount > Ftable which is 18,095 > 2.72 and the significance stage of 0.000 is much smaller than the significant level of 0.05. The value of the coefficient of determination (Adjusted R Square) of 0.403 or 40.3% of variance in employee job satisfaction can be described by variance of the three independent variables. Suggestions for further research, to further expand the factors that affect employee job satisfaction. Further research can add variables such as work communication, work support facilities, work discipline, etc.

Keywords

leadership; work culture; work motivation; work goals



I. Introduction

Every company organization, both in services and manufacturing, is generally divided into several management functions, namely marketing functions, finance functions, production functions and personnel or HR functions. To realize this organization, of course, it must be supported by good and organized management, so that every task and activity of each of these personnel can be carried out, according to the field they live in, so that each of these personnel can realize optimal performance results for the company. (Udayanto, et al, 2014).

Employee productivity currently is determined through how satisfied people are with their employment. Job satisfaction is a strategic problem, because not fulfilling job satisfaction will have an impact on poor work results, with low quality and targets not being met and ultimately customer and consumer satisfaction will be reduced (Irvianti, et al, 2012).

Leadership is a process through which a person can develop into a commander (leader) through a series of projects in order to effect people they lead to reach organizational or company mission.. (Nizar, 2011). Conducive leadership, corporate culture which is also a work culture will provide motivation and work discipline for employees. Then employees will make a better contribution to the company

Work culture is very important in connecting the company with employees. Robbins in Nizar, (2011) says work culture implies a organization of divided meaning held by people that diverges an institution from other institution. When studied more thoroughly, this system of shared meaning reveals a set of key features that organizations prize.

Motivation is essential since it is expected that if every person is motivated, they would work hard and be passionate in order to attain high work performance Employee productivity currently is determined through how satisfied people are with their employment. According to McClelland in Surodilogo (2010) the function of motivation for employees is 1) energizer, namely the driving force that encourages employees to do something; 2) directedness, namely determining the direction of employee actions towards the goals to be achieved; and 3) patterning, namely completing the actions that must be done in a harmonious way in order to achieve the goal.

Leadership in an organization or company plays an important role in all aspects of organizational life. A leader can provide employee job satisfaction in many ways. Through the results of the pre-survey interview, researchers at the Building Materials Business concluded that the role of a leader in providing motivation and encouragement is very necessary. This can be seen from the various expectations expressed by several employees who were sampled.

According to employees of the Building Materials Business, the leader is an important element, not only controlling but also accommodating the aspirations of employees. So that it is intended to protect the workers well. In addition to leadership in the results of the pre-survey interview, there are motivational problems given by the company. Employees expect an award in the form of a certificate or a token of service for the service that has been given. This research is the same as research conducted by Dahlan, (2017), Agustini, (2018), Irvianti, et al, (2012), Sudyanto, (2015), and Suwaji, (2019). In this study, researchers developed the indicators used more than previous studies. 2017; Teixeira & Werther, 2013; Porter et al., 2016) so that organizations can compete and maintain their existence (Bharjoo, 2005). becomes increasingly important because it is the ability to develop sustainably (Burnes, 2017; Teixeira & Werther, 2013; Porter et al., 2016) so that organizations can compete and maintain their existence (Bharjoo, 2005).

II. Review of Literature

2.1 Definition of Human Resource Management

Human Resources is where humans are able to work to produce a service or goods from the work effort. Being able to work means being able to carry out various activities that have economic value or in other words these activities can generate commodities and services to address basic human needs. The following are a number of operational functions of human resource management, including: 1. Human resource planning, 2.

Recruitment and selection, 3. Human resource development, 4. Compensation, 5. Integration, 6. Maintenance, 7. Stopping. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

2.2 Job Satisfaction

Job satisfaction, also known as job satisfaction, is a measurement of employees' happiness with their sort of work as it relates to the nature of their job responsibilities, work results, the type of supervision received, as well as a feeling of ease and pleasure for the work they are performing. (Celluci in Nizar, 2011). Job satisfaction refers to a person's feelings or attitudes regarding the work that he or she does, which can be altered by a variety of internal and external circumstances.

The following are some well-known ideas of job satisfaction:

- a. Discrepancy theory : This idea calculates the difference between something that should be and the perceived reality to determine a person's job satisfaction.
- b. Equity theory : People will feel delighted or dissatisfied depending on the existence or absence of justice in a scenario, particularly at work, according to this concept. The key elements of the concept of justice, according to this idea, are inputs, justice outcome, and unfairness.
- c. Two factor theory : Job satisfaction and job unhappiness, according to this view, are two separate concepts. The level of job satisfaction and unhappiness is not a continuous variable. This theory divides job qualities into two categories: those that satisfies or motivates and those that dissatisfies.
- d. Motivator – hygiene theory : motivator – hygiene Job satisfaction is a result of theory. However, research suggests that work happiness and HR turnover, as well as job satisfaction and HR commitment, have a positive association.

In this study, indicators based on Celluci in Nizar shape the explanatory variables of employee work satisfaction (2011). The indicators are as follows:

1. Satisfaction with Pay
Is the company's remuneration to employees for the work done, how much is the level of employee satisfaction with the salary received.
2. Satisfaction with Promotion
Is the step taken by the company to employees who excel or who do a good job to be promoted, how big is the level of this promotion to achieve the maximum level of employee satisfaction.
3. Satisfaction with Co- Workers
Is a co-worker who help in the work in order to achieve organizational goals. The better the co-workers the better the work results, and vice versa.
4. Satisfaction with Supervisor
It is the supervisor who gives the job instructions given to the employees for the best results.
5. Satisfaction with Work Itself
It is the work that employees do, how happy and how much they like their work. The more the employee likes and is happy with his work, the better the results and vice versa.

2.3 Leadership

Leadership is described as the ability of a leader to influence others by instilling positive emotions in those he guides in order to attain the intended objectives. Rivai (2012). Leadership may be defined as a people's ability to shift, guide, and affect the thinking of others, as well as the way they operate, so that they are self-sufficient at work, particularly in making decisions to reach predefined goals.

In this study the indicators to measure the success of a leader according to Veitzhal Rivai (2012:53) are as follows:

1. Ability to build good cooperation and relationships
2. Effective ability
3. Participatory leadership
4. Ability to delegate tasks and time

2.4 Work Culture

Culture is a complex mix of beliefs, habits, stories, legends, metaphor, and other concepts that come together to define what it takes to be a part of a certain society (Masrukhin and Waridin, 2004). Working environment, also known as enterprise culture, is described as common values and traits that all individuals in a business recognize and follow in order for them to feel like one family and to differentiate themselves from other organisations. Work culture, according to Mas'ud (2004) and Nizar (2011), is a common technique of interpretations, values, and beliefs within an organization that serves as a guide for action and distinguishes one organization from another. The work culture thus becomes the organization's identity or fundamental character, which must be preserved. The following are the indicators: Competence, separation from management, confidence in coworkers, and integration.

The indices of work culture of Hofstede, geert, Michael Harris Bond, and Chung-Leung Luk (1993) in Mas'ud (2004) are not significantly different from other opinions in this study. The following are the indications in discussion: Professionalism, distance from management, trust in coworkers, and integration are all important factors.

2.5 Work Motivation

The definition of work motivation as a force within people that affects the guidance, the depth and tenacity with which a people's voluntary action to complete projects (Hamzah, 2012) the desire for accomplishment, the desire for power or work leadership (want for power), and the desire for association are the three needs (need for affiliation). A worker will be driven to work hard if he believes he has the chance to improve his career, that the work atmosphere is friendly, and that he has the opportunity to occupy a position where he can dominate others. In other ways, if employees' needs are addressed, they will tend to behave in the manner that the organization desires.

To find out what factors influence employee work motivation, a work motivation questionnaire was used which was adopted from the concept of Hamzah (2012), which consists of aspects: Driving power, Willingness and willingness, Forming expertise, Building Skills, Responsibilities and obligations. To find out what factors influence employee work motivation, a work motivation questionnaire was used which was adopted from the concept of Hamzah (2008:138), which consists of the following aspects: 1. Driving force, 2. Willingness and willingness, 3. Building skills, 4. Forming skills, 5. Responsibilities and obligations

2.6 Research Hypothesis

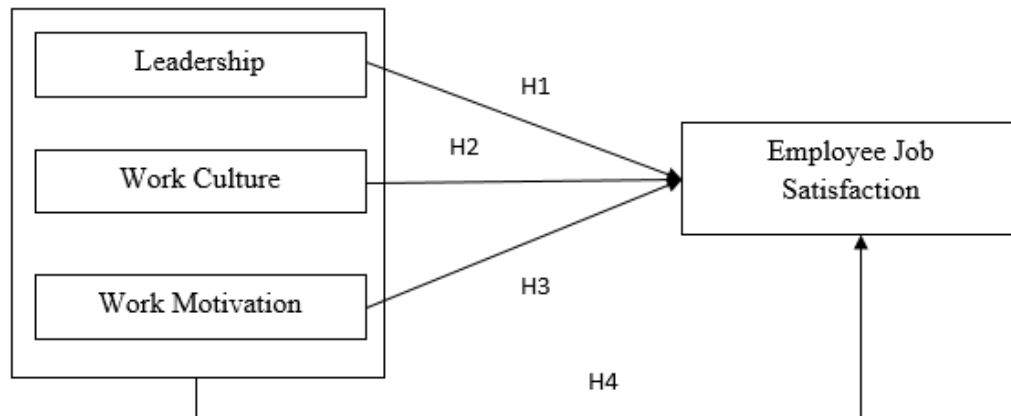


Figure 1. Conceptual Framework

The hypothesis is a short-term solution to the research study formulation (Sugiyono, (1999) in (Nizar, 2011)). The hypotheses proposed in this study are as follows:

H1: Leadership has a significant effect on employee job satisfaction

H2: Work Culture has a significant effect on employee job satisfaction

H3: Work Motivation has a significant effect on employee job satisfaction

H4: Leadership, work culture, and work motivation simultaneously have a significant effect on employee job satisfaction

III. Research Method

3.1 Research Type

A quantitative research design was used in this study. This study makes use of primary data by speaking with the data source directly. Quantitative research is a technique for investigating and testing theories based on the connection between variables. These variables are calculated so that numerical data can be studied using statistical processes (Ghozali, 2016). The research method employed in this study was explanatory study.

3.2 Population

In this research, the research population was all employees of the Building Materials Business in all Ukui Village, totaling 126 people.

3.3 Sample

The minimum sample of 77 employees as the sample in this study, the questionnaire that will be distributed is 77 people. The sampling technique uses probability sampling technique.

3.4 Data Analysis

a. Validity Test

All question items on the variables of leadership, work culture, work motivation and workers satisfaction meet the requirements because the correlation value has a value above r table 0.2242.

b. Reliability Test

All question items on the leadership variable are $0.758 > 0.6$; work culture of $0.723 > 0.6$; work motivation is $0.659 > 0.6$ and employee job satisfaction is $0.641 > 0.6$. This meets the requirements because the Cronbach's Alpha value has a value above 0.6 so it is said that the data used is reliable.

IV. Results and Discussion

4.1 Results

a. Multiple Linear Regression Analysis

The following is a multiple linear regression equation for the impact of the independent variable on the dependent variable.

Tabel 1. Multiple Linear Regression Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,184	,778		6,668	,000
X1	-,625	,332	-,578	-1,882	,064
X2	,331	,332	,298	,998	,321
X3	,915	,150	,833	6,095	,000

a. Dependent Variable: Y

Source: Processed research data (2021)

According to the table above, the research formula can be written as follows:
 $Y = 5,184 - 0,625 X_1 + 0,331 X_2 + 0,915 X_3$

b. T test

The different parametric significance test (t statistical test) was used to measure the importance of the model of the variable independent on the dependent variable while considering that all other variables stayed stable. The dependent variable's individual parameter importance assessment (t statistical test) findings profitability conducted to test hypotheses 1, 2, and 3 could be shown in table 2 as follows:

Table 2. T Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,184	,778		6,668	,000
X1	-,625	,332	-,578	-1,882	,064
X2	,331	,332	,298	,998	,321
X3	,915	,150	,833	6,095	,000

Source: Processed research data (2021)

Based on the results above, hypothesis 1 is rejected, this is because the leadership importance value is bigger than 0.05, namely 0.064 with a t value of $-1.882 < t \text{ table} - 1.993$. Which means that leadership has no effect on employee job satisfaction.

According to the result above, hypothesis 2 is rejected, this is because the significance value of work culture is greater than 0.05, namely 0.321 with a t-count value of $0.998 < t\text{-count} 1.993$. Which means that work culture has no effect on employee job satisfaction.

Dealing with the results above, hypothesis 3 is accepted this is because the significance value of work motivation is less than 0.05, namely 0.000 with a t-count value of $6.095 > t\text{-count} 1.993$. Which means that work motivation has an effect on employee job satisfaction.

c. F Test

Table 3. F Test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111,717	3	37,239	18,095	,000 ^b
	Residual	150,231	73	2,058		
	Total	261,948	76			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Processed research data (2021)

Based on the calculation, it can be stated that $F_{\text{count}} > F_{\text{table}}$ is $18,095 > 2.72$, it says that there is a simultaneous significant effect between the independent variables on the dependent variable. These findings show that leadership, work culture, and work motivation all have an impact on workers happiness, and that the firm may improve employee job satisfaction.

d. Coefficient of Determination (R²)

The following results of the coefficient of determination R² will be explained in table 4 below:

Table 4. Coefficient of Determination Test Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,653 ^a	,426	,403	1,43456	2,347

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: Processed research data (2021)

According to the table 4.10 above, it is obtained that the coefficient of determination (Adjusted R Square) of 0.403 or 40.3% variations in employee job satisfaction could be described by variations of the three independent variables, namely leadership, work culture, and work motivation, while the rest ($100\% - 40.3\% = 59.7\%$) influenced by other variables outside the research.

4.2 Discussion

a. The Effect of Leadership Style on Employee Job Satisfaction

The test results from the study that has been finished could be seen that leadership has no effect on employee job satisfaction in the Building Business. It refers to the meaning that the existing leadership style will not affect the level of job satisfaction felt by Building Business employees. This can happen because employees are not too concerned with the existing leadership style. In addition, employees may not feel comfortable at work. This research is in line with (Dewi, 2017) where the results of this study show that leadership had negative effect and not significant with the employee commitment. However, this result is different from research (Wehelmina Rumawas, 2015) which shows that leadership has a significant effect on employee job satisfaction.

H1: The hypothesis is rejected

b. The Influence of Work Culture on Employee Job Satisfaction

Dealing with the outcomes of the tests that have been carried out, it is known that work culture has no effect on employee job satisfaction, so hypothesis 2 is rejected. These results indicate that good or bad work culture does not affect job satisfaction of Building Business workers. This is because employees already know the work portion and have a high sense of responsibility so that the environment does not affect employee appearance and work satisfaction. This research is in line with research (Nariswari & Rahardjo, 2016) which shows the results that organizational culture has a positive and significant effect on employee job satisfaction.

H2: The hypothesis is rejected

c. The Effect of Work Motivation on Employee Job Satisfaction

Work motivation was found to have an effect on job satisfaction felt by building business employees when the third hypothesis was tested. These results indicate that work motivation will increase the level of employee job satisfaction. The reason is employees really need motivation in the form of material and mental as well as intellectual (Dahlan, 2017). To meet the necessities of life and also to fulfill the curiosity of the development of employees requires motivation by the company in the form of training and increasing income. The findings of this research are consistent with those of several prior studies, one of which is Suwaji's (2019) study, which found that work motivation had an impact on employee job satisfaction. Also in line with research (Christianto & Putra, 2016) which shows that work motivation has a positive effect on employee job satisfaction.

H3: The hypothesis is accepted

V. Conclusion

According to the result above of the data and discussion of this study, it comes to the conclusion that as an answer to questions and problems which are also the goals that have been achieved, leadership and work culture have no effect on employee job satisfaction. It tells that leadership style and work culture have no significant effect on the level of job satisfaction of Business Building employees in Ukui. While work motivation has an effect on employee job satisfaction. It means that good work motivation from the company will increase work satisfaction of the building business employees in Ukui. And leadership, work culture, and work motivation together affect employee job satisfaction. Together these variables increase or decrease the stage of job satisfaction of the Building Business workers.

The suggestions in this study are for employees, in terms of job satisfaction, they should pay more attention to the environment and be more concerned with existing developments. Still have to instill a good work culture and also be responsible for whatever has been done. Be more proactive and provide advice to superiors on work and responsibilities.

For leaders, it is related to motivation and leadership style. Leaders should be able to provide better motivation and place more emphasis to workers' concerns. So that employees can work with enthusiasm and can produce the best things in the company. And motivated to continue working in the company. In terms of providing policies, it should also be decided by consensus without reducing the rights of subordinates.

The suggestions in this study are for further research, to further expand the aspects that impact employee work satisfaction. Further research can add variables such as work communication, work support facilities, work discipline, etc.

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