
The Model Which Determines Job Satisfaction (Case on Company Employees in Indonesia)

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Abstract:

This study entitled a model that determines job satisfaction (the case of company employees in Indonesia). The variables used are work participation, communication, organizational culture, intellectual capital, organizational culture as endogenous variable and job satisfaction as an exogenous variable.

The purpose of this study wanted to know the direct and indirect effects of endogenous variables through intervening the work culture variables. The used research method is path analysis, which is considered to be able to predict the purpose of this study. The result of the research shows if H_0 is rejected or H_a is accepted, hence there is the significant influence of Communication, Work Participation, and Intellectual Capital which directly influence the organizational culture.

Furthermore, H_0 is rejected or accepted, hence there is the significant influence of work participation which partially influences the organizational culture, while the indirect influence of communication, work participation, intellectual capital and organizational culture affect the job satisfaction through organizational culture.

Keywords: participation, communication, organizational culture, intellectual capital, organizational culture, and job satisfaction.

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1. Introduction

The human factor is the main capital that must be considered by entrepreneurs and corporate leaders. Humans are complex and very complex to understand because they are very different from machines and have other work behaviors. Employees are deployed according to their abilities, high employment rates, high work motivation, high work participation, effective communication, high work discipline, salary. Salary wages are determined fairly according to position and education, high responsibility and a well-developed organizational culture. With such circumstances,

the company is expected to have a harmonious working situation with work productivity that can be achieved by the company.

The more comfortable an employee feels and the more satisfied he/she is with work, the more he/she works and thinks creatively about the company's progress. According to Robbins (2009: 111), there are consequences when employees like and do not master their work. Regarding the problem of job satisfaction, the problem encountered is job dissatisfaction. Employee dissatisfaction itself is influenced by several factors. Several previous research results indicate that there are several factors that affect job satisfaction such as communication, conflict, performance, compensation, organizational commitment, organizational culture, motivation, and participation.

While job satisfaction is itself a person's general attitude towards his work. A person's work is not just a machine-driven technical routine, but more than that requiring interaction with colleagues and superiors, following organizational rules or policies, meeting performance standards, living in less ideal, and similar conditions. Satisfaction in work can lead to better job performance or performance can determine job satisfaction. The individuals who loves the own work will work better, so he/she also displays her job well. Organizations with employees who have high job satisfaction will tend to be more effective and productive than organizations with employees who are not satisfied with their work.

Locke in Mangkunegara (2015) mentions that job satisfaction depends on the difference between what is earned and what is expected of the employee. If the employee gets more than what he/she has expected, then the employee becomes satisfied. Conversely, if employees get lower than expected, he/she will not be satisfied. This indicates that job satisfaction is one of the issues that must be considered by the organization. Problems that often arise due to lack of job satisfaction are usually employees will be out of work, and less motivated to work, often late to work, and often skipping work. Such issues are:

Is there an influence on work participation, communication, organizational culture, intellectual capital directly to job satisfaction?

Is there an indirect influence of work participation, communication, organizational culture on job satisfaction through organizational culture?

As a growing company, it should have superior and professional human resources, which is expected to create an effective and efficient work activity. Effective and efficient work will increase productivity with high spirits from its employees. But the current state of affairs indicates an imbalance of employees with desirable expectations.

2. Literature Review

Human resources in the company need to be professionally managed in order to realize the balance between the needs of the employees with the demands and capabilities of the company's organization. The balance is the key to the company to grow productively and reasonably.

The role of MSDM to achieve competitive advantage is to contribute more to the organization to achieve it. With this demand, it is imperative for MSDM to change its results-oriented role. Thus, MSDM should serve as a partner for other functional management. By definition, MSDM must be actively involved in planning, management, and organizational controls related to human resource allocation and development. These role changes from responsive work systems to proactive and more flexible structures and implementing strategic policies. This makes human resources play an important role in business success associated with increased profits, competitiveness, adaptability and flexibility. According to Keith Davis in Mangkunegara (2015), participation in the emotional and mental involvement of employees in group situations that encourage them to contribute to group goals and responsibility for them.

Based on the above definition, there are three aspects that are very important in the work participation, namely emotional and mental involvement of employees, motivation to contribute (contribution) and acceptance of responsibility. Participation means engaging emotionally and mentally rather than physically. The psychological involvement of employees is greater than the physical. Employees who have high work participation will be seen in the behavior of creative work activities and high morale. Similarly, managers with high work participation will be active in providing information, explanation of instructions to their subordinates, and empathy, sympathy to their subordinates, Mangkunegara (2015).

Keith Davis in Mangkunegara (2015) argued that communication is the transfer of information and understanding others. Sikula in Mangkunegara (2015) is an information communications processor, understanding, and understanding of a person, place, or something for something, place, or someone else. Meanwhile, according to Gibson and Ivan proposed by Ardiansyah (2016), communication is the process of transfer of understanding in the form of ideas or information from one person to another.

From the opinion of experts above can be defined as the process of transfer of information from one person to another. Effective and efficient communication that benefits management in performing its functions to plan, organize, implement, direct, and oversee all organizational performance. Communication will direct management to perform effective and efficient managerial tasks.

According to Sutrisno (2007), organizational culture can be accepted as a tool of value system, belief, principle (assumption), or old norm, agreed and followed by member organization as an organization. Organizational culture is also called

corporate culture, a set of values or norms that have long been done, owned by members of the organization (employees) as a norm of behavior in solving organizational problems (the company). Meanwhile, according to Kilman et al. in Sutrisno (2007), organizational culture is the soul of the organization and members of the soul of the organization.

According to Tunstall in Sutrisno (2007) who is considered to represent a holistic group, said corporate culture can be described as a general constellation of beliefs, customs, habits, values systems, behavioral norms, a unique way of doing business for each company, which sets out the implicit and emerging patterns of behavior and emotions that characterize life in the organization. Meanwhile, according to Drucker in Tika (2006), organizational culture is the main issue of solving external and internal problems. The implementation is done consistently by a group which then inherited new members as a proper way to understand, think and feel towards the related problems. Based on the above definition, it can be concluded that the organizational culture is a fundamental concept for the company, where employees adhere to the concept which is the values and norms that have been attached to the company.

Robbins (2007), job satisfaction can be defined a positive feeling about a person's work which is the result of a characteristic evaluation. Each job seeks interaction with colleagues and superiors, follows organizational rules and policies, meets performance standards, accepts often unhealthy working conditions, and so on. A person with a high level of job satisfaction has positive feelings about the job, while an unsatisfied person has negative feelings about the job. When individuals talk about employee attitudes, what is often meant is job satisfaction.

According to Purwono (2007), companies with superior performance and world-class using the method of formal and informal assessment size to determine the level of welfare, satisfaction, and employee motivation. A government organization can also conduct several surveys and censuses on employee satisfaction, among others through an employee satisfaction survey.

Hypotheses:

There is a positive and significant influence of work participation, communication, intellectual capital, directly affect the work culture.

There are a positive influence and significant work participation, communication, intellectual capital and organizational culture directly affect job satisfaction.

There is a positive and significant influence on organizational culture directly affect the job satisfaction.

There is a positive and indirect effect of work participation, communication, and intellectual capital on job satisfaction through organizational culture.

3. Methodology

The sampling method used by using Slovin formula in Hadari Nawawi (2008) is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

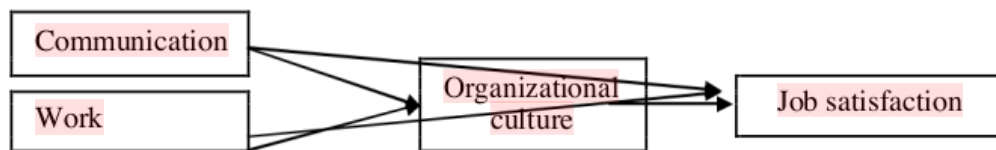
n= large sample

N = large population

E = the desired margin of error, in sampling and population here, used 5% failure rate which means the level of confidence 95%.

This study uses an associative type of research. According to Sugiyono (2007), associative research is a research that aims to know the operationalization of variables is an explanation of the meaning of the theory of variables, so it can be observed and measured by determining the things needed to achieve certain goals. The relationship between two or more variables. The research method used is survey while the frame of thought as follows:

Figure 1. Conceptual Framework



4. Result and Discussion

F-test is to know the test simultaneously / stimulant significance of the relationship between independent variables and dependent variable with a confidence level of 95% (a = 5%). The results of this F test calculation will also be compared with F-tables with a = 5%. If the result of F test (F-count) is bigger than F-table, then H0 is rejected which means independent variable together influence the dependent variable. Processing using SPSS 22 for test analysis (ANOVA test) with the following results:

Table 1. The Result of F-test Mode I

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1103,266	3	551,633	56,646	,000b
	Residual	1100,424	113	9,738		
	Total	2203,690	115			

a. Dependent Variable: Organizational culture

b. Predictors: (Constant), Communication, Work Participation, Intellectual Model

Source: data processed (2017)

Based on Table 1 above the probability (Sig) value in the F test is 0,000 smaller than 0.05 and F-count is 56.646 larger than F-table of 3.08, then H0 is rejected or Hais accepted, hence there is significant influence Communication, Work Participation, and Intellectual Capital directly affect the organizational culture.

Table 2. The Result of F-test Mode II

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1389,909	4	463,303	62,649	,000b
	Residual	828,264	112	7,395		
	Total	2218,172	115			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Work Participation, Communication, Intellectual Model and Organizational culture

Source: data processed (2017).

Based on Table 2 above the probability (Sig) value in the F test is 0.000 smaller than 0.05 and F-count is 62.649 greater than the F-table of 3.08, then H0 is rejected or Ha accepted, hence there is significant influence Communication, work participation, and organizational culture directly affect job satisfaction.

The t-test is used to test the relation of each independent variable to the dependent variable separately with a confidence level of 95% ($\alpha = 5\%$). So, in this case to test the significance of the influence of independent variables on dependent variables.

Based on table 2 above the probability (sig) value of Work Participation in T-test 0.000 is smaller than 0.05 and T-count is 4.945 bigger than T-table equal to 1,981, H0 is rejected or Hais accepted, hence there is significant influence partial work participation affects the organizational culture.

The result of hypothesis testing one (H1) shows that work participation, communication, and organizational culture influence job satisfaction. This can be seen from the significance value of 0.005 or less than the significance level of 5% or 0.05 which means that the first hypothesis is accepted. Based on the result of path coefficient analysis got unstandardized direct effect 26%, 46,9%, and 30,4%. This means that work participation, communication, and organizational culture have a positive effect on job satisfaction. Which means the better the work participation given by the company then the job satisfaction will increase.

The result of hypothesis testing (H2) shows the indirect effect that communication, work participation, intellectual capital and organizational culture influence to job satisfaction through organizational culture. Based on the result of path coefficient analysis got unstandardized undirect effect 7% and 9%. This means that work

participation has a positive effect on job satisfaction through organizational culture. Which means the higher job satisfaction perceived employees, the better the organizational culture that is formed.

5. Conclusion

So, the results of the study can be summarized as follows:

There is a positive and significant influence of work participation, communication, intellectual capital, directly affect the work culture. This is based on the results of research with a coefficient value of 26% and significance of 0.005.

There are a positive influence and significant work participation, communication, intellectual capital and organizational culture directly affect job satisfaction 46.9% and significance of 0.000.

There is a positive and significant influence on organizational culture directly affect the job satisfaction. This is based on the results of research with a coefficient value of 30.4% and significance 0.000.

There is a positive and indirect effect of work participation, communication, and intellectual capital on job satisfaction through organizational culture. This is based on the results of research with a coefficient value of 30.1% and significance 0.000.

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