

MEASURING THE LEVEL OF JOB SATISFACTION AND IDENTIFY FACTOR INFLUENCING JOB SATISFACTION USING JOB DESCRIPTIVE INDEX QUESTIONNAIRE : CASE IN PT HEARTWARMER'S MAIN OFFICE

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Abstract-PT Heartwarmer is the pioneer of woman accessories who has been running for more than 15 years. In 2014, they have 300 employees and 60 stores around Indonesia. The main theme of this research are to measure the level of employee job satisfaction and to identify which factor influencing most towards job satisfaction in the main office of PT Heartwarmer. It also investigate the relationship between job satisfaction's factor with overall job satisfaction. It focuses on the five facets based on Herzberg two factor theory and measured by Job Descriptive Index questionnaire which are job, pay, promotion opportunity, supervision and coworker. This research is using descriptive statistic and SPSS 19 to analyzed collected data. The result of this research shows that the level satisfaction of employee in the main office of PT Heartwarmer is neutral. Eventough the multivariat regression analysis has been selected for the research because they are currently undergoing continued to growth while the employee could perform and work well. In order to gain advantage and adapt to competitive environment.

Introduction

Job satisfaction becomes a major research in recent days for all organization and business. Job satisfaction has linked into employee performance, absenteeism and turnover. Satisfied employee tends to work harder than the employee who does not satisfied. Furthermore, job satisfaction gives an image to the company about how their employee perceives about their work. It is very crucial issue when the level of employee job satisfaction in the low level because it could made high absenteeism since the employee who does not satisfied naturally will seek reasons to do not work or even worsen they will seek for the other work opportunity. PT Heartwarmer as the pioneer of woman accessories producer which has running for 15 years has duty to identify whether their employee satisfied or not. They have to maintain the loyalty and performance of their employee if they want to survive in this competitive environment. The main office of PT Heartwarmer which is the main brain of the entire business has major role in running the company. It is believed that is why this research tries to figure the level of employee job satisfaction in the main office of PT Heartwarmer.

Literature Review

Definition of Job Satisfaction

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspect of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C. R. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J. P. Wanous and E.E. Lawler (1972)

refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow (1954) suggested that human need a five level hierarchy ranging from physiological needs, safety, belongings and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researcher from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

Frederick Herzberg: Two Factors Theory 1966 (TFT)

Herzberg developed a content theory known as the two-factor theory of motivation. This theory identifies motivators' factors as primary causes of job satisfaction and hygiene factors as primary causes of job dissatisfaction.

Table 1. Herzberg Two Factors Theory

Hygiene Factors (Job Dissatisfaction)	Motivator Factors (Job Satisfaction)
Organizational policies	Achievement
Quality of Supervision	Recognition
Working condition	Work itself
Relationship with Coworkers	Responsibility
Status and security	Advancement
Base wage or salary	Growth

Job Characteristic Model

Developed by J. Richard Hackman and Greg Oldham, the job characteristic model (JCM) proposes that any job can be described in terms of five core job dimensions (Boston; little, brown, 1981)

- Skill variety : The degree to which a job includes a variety of different activities and involves the use of a number of different skills and talents.
- Task identity : The degree to which the job requires completion of a whole and identifiable piece of work, end with a visible outcome.
- Task significance : The degree to which the job is important and involves a meaningful contribution to the organization or society in general.
- Autonomy : The degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and determining the procedures used in carrying it out.
- Feedback : The degree to which carrying out the work activities provides direct and clear information to the employee regarding how well the job has been done.

Job Descriptive Index Questionnaire

The most used method to measure job satisfaction is the Job Descriptive Index (JDI) (Smith, Kendall & Hulin, 1969). The scale provides a multifaceted approach to the measurement of satisfaction in terms of specific identifiable characteristics related to the job (Luthans 2002). This scale assesses five subscales namely (Spector, 1997): Work, Pay, Promotion, Supervision and Co-workers. The scale has a total of 72 items with either 9 or 18 items per subscale. Each item is an evaluative adjective or short phrase that is descriptive of the job. Responses are yes, uncertain or no for each subscale, a brief explanation is provided, followed by the items concerning the subscale. Each of the items or phrases has a numerical value that reflects how well it describes a typical satisfying job. The scale also contains both favorable or positively worded and unfavorable or negatively worded items.

The biggest limitation of the JDI is that it has only five subscales. However, this scale has been used extensively in industrial psychology research to measure job satisfaction of employees therefore it is proven to be valid (Spector, 2006). Internal consistency reliabilities for JDI facets are in the .8s, and mean test-retest reliability coefficients averaged across multiple studies range from 0.56 to 0.67 across the facets

Methodology

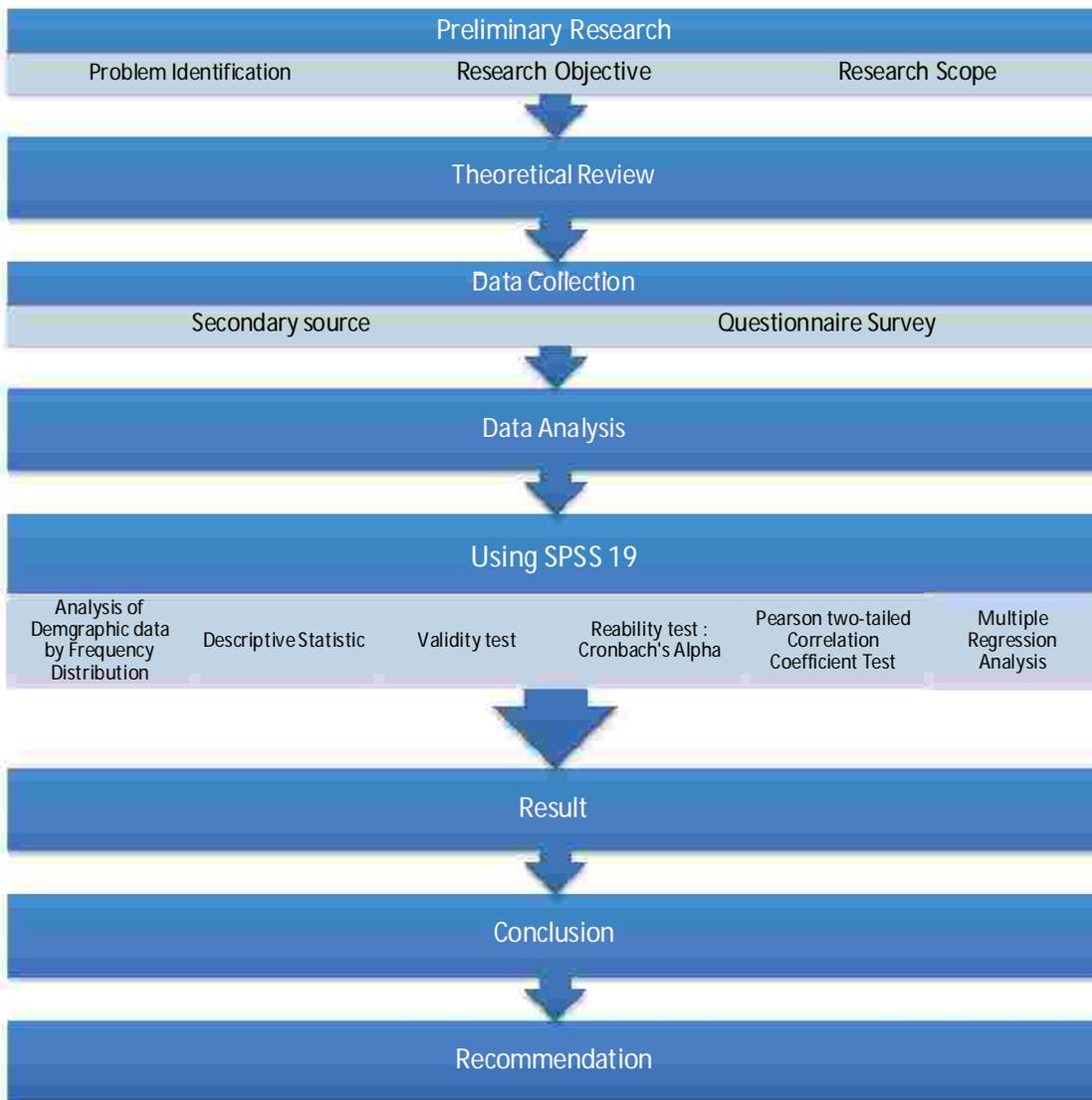


Figure 1 Methodology Framework

Data Collection and Data Analysis

Descriptive Statistic Analysis

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. The strength of descriptive statistics is its ability to collect, organize and compare vast amounts of discreet categorical and continuous non-

discreet (numerically infinite) data in a more manageable form. Not only for demographic variable, but descriptive statistic analysis also conducted to search the mean value for each independent variable to show the level of employee satisfaction.

Mean Value of Job Variable

It shows that the employee rarely satisfied of their job/work. It can be seen from the mean value get closer to score 3 or bigger than 2.



Figure 3 Mean Value of Job Variable

Mean Value of Pay Variable

It shows that the employees are dissatisfied of their pay. It can be seen from the mean value get closer to score 1 or fewer than 2.

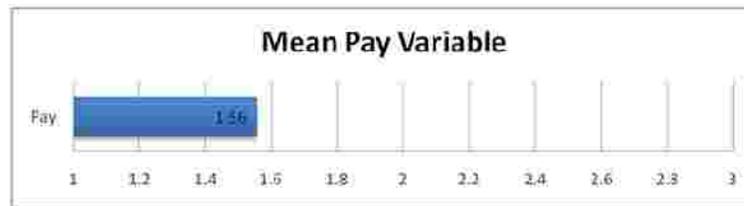


Figure 4 Mean Value of Pay Variable

Mean Value of Promotion Opportunity Variable

It shows that the employees are satisfied of their job/work. It can be seen from the mean value get closer to score 1



Figure 5 Mean Value of Promotion Opportunity Variable

Mean Value of Supervision Variable

It shows that the employees are satisfied of their job/work. It can be seen from the mean value get closer to score 3 and bigger than 2.

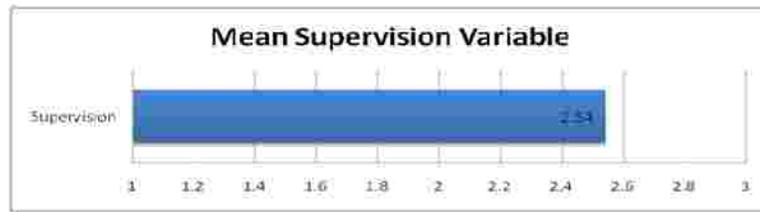


Figure 6 Mean Value of Supervision Variable

Mean Value of Co-worker Variable

It shows that the employees are satisfied of their job/work. It can be seen from the mean value get closer to score 3 or bigger than 2.

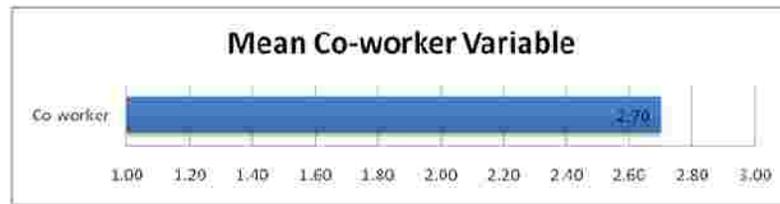


Figure 7 Mean Value of Co-worker Variable

Mean Value of Overall Job Satisfaction

The result indicates that the arithmetic means for the overall job satisfaction. An approximate mean of 2 constitutes an average level of satisfaction on these variables. It therefore appears that the employee of PT Heartwarmer in the main office is closely to neutral or not sure whether they satisfied or not with their job. It is shows that there are still huge chance for the company to enhance their employee job satisfaction by looking the factor which still has low level job satisfaction.



Figure 8 Mean Value of Overall Job Satisfaction

Validity Test

To measure the validity of each statement of the questionnaire this test is using Mc. Excel with correlation function. The first step is summarizes the total of answering all statements from each respondent. Then, calculate by comparing the answer of one statement from all respondent to the total answer from all respondents. From 72 statements there are 6 of them which have been deleted because they have validity value under 0.2158 (r table with 95% confidence n=79) which categorized as non valid statements.

Reliability Test

The measure of internal consistency that was used in this research was Chronbach's coefficient Alpha. This coefficient measures how well a set of variables or items measure a single construct (Smith, 2005: 102). Values of alpha close to 0 indicate no or little correlation between the items that makes up variable, whilst values close to 1 indicate high inter-item correlations. From the calculation, the Cronbach's Alpha of the data is 0.904 and based on level of reliability it's included as very high reliability level.

Pearson Product Moment Correlation Test

The Pearson two-tailed correlation coefficient was used to find out the degree of association among the variables (Cramer & Howitt, 2006). The result discovered that all independent variables are significant and have positive relationship with overall job satisfaction.

Table 2

Independent Variable	Job	Pay	Promotion Opportunity	Supervision	Co-worker
Overall Job Satisfaction	.533**	.598**	.433**	.596**	.493**

Multiple Linear Regression

Regression Analysis is statistical technique that supports the analysis of the relationship between a single dependent variable and several independent variable. The product should be what is known a regression model, that is, the independent's variable linear combination that may predict best the dependent variable. Classical Assumption Tests are requirement tests for multiple linear regression in order to get research model which unbiased, well design and acceptable (Gujarati, 2004). There are 4 classical assumption tests which are linearity, multicollinearity, normality, and homocedasticity test.

Linearity Test

Table 3 ANOVA

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	42.398	5	8.480	47.445	.000 ^a
Residual	13.404	75	.179		
Total	55.802	80			

a. Predictors: (Constant), Zscore(JOBITEM), Zscore(PROMOTIONITEM), Zscore(PAYITEM), Zscore(COWORKERITEM), Zscore(SUPERVISIONITEM)

b. Dependent Variable: Overall Job Satisfaction

The value of significance in ANOVA table is used for identifying the hypothesis, if the value of significance greater than 0.05, the H_0 is accepted. According to ANOVA table, the value of significance of the model shows 0.000. It represents the regression equation is linear.

Normality Test

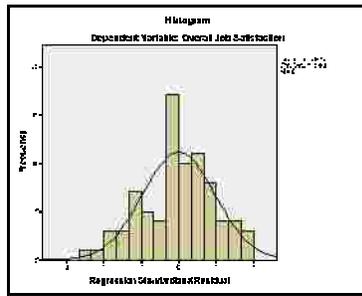


Figure 9 Histogram Normality Test

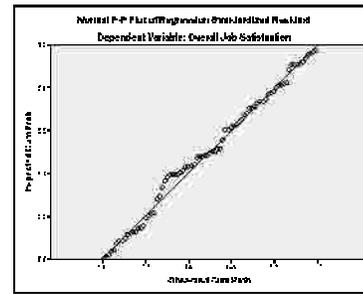


Figure 10 Normal P-P Plot

The histogram (Figure 9) shows that the curve is idealized normal. The curve shape (Figure 10) indicates the residual is normally distributed. From the Normal Probability Plot, it can be said as normal if the points are near the diagonal line.

Multicollinearity Test

Table 4 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1							
(Constant)	1.951	0.047		41.526	0		
COWORKERITEM	0.262	0.05	0.313	5.191	0	0.879	1.137
SUPERVISIONITEM	0.227	0.059	0.272	3.826	0	0.633	1.58
PROMOTIONITEM	0.198	0.051	0.237	3.884	0	0.861	1.161
PAYITEM	0.332	0.051	0.398	6.471	0	0.846	1.182
JOBITEM	0.161	0.056	0.192	2.857	0.006	0.706	1.416

a. Dependent Variable: Overall Job Satisfaction

Multicollinearity test is used to know whether there is correlation or not between independent variables. The VIF in Table 4 Coefficients shows the value $VIF > 1 < 5$, then it can be defined that there is no multicollinearity problem.

Homocedasticity Test

Homocedasticity test is used for identifying whether the variance value of Y is equal (homogeneous) for each variable X. This test is done by looking at the scatterplot; if the data is scattered randomly in both X and Y axes, it means it is good because the heterocedasticity problem does not exist.

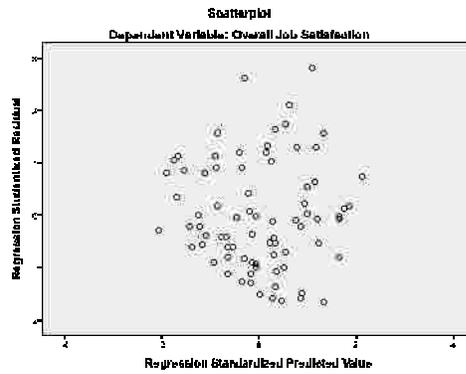


Figure 4.20 Scatterplot

Regression Model

The general model for linear regression is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5$$

Y = dependent variable

X = independent variable

β_0 = intercept (estimate the magnitude of the average increase in the value of Y when X = 0)

β_1 = slop (estimate the magnitude of changes in the value of the variable Y when the value of the variable X changes the unit of measurement)

Figure 4.9 Final Regression Equation

Variable	B	S.E	Beta	t-value	Sig.
(Constant)	1.951	0.047		41.526	
Co-worker	0.262	0.050	0.313	5.191	0.000
Supervision	0.227	0.059	0.272	3.826	0.000
Promotion	0.198	0.051	0.237	3.884	0.000
Pay	0.332	0.05	0.398	6.471	0.000
Job	0.161	0.056	0.192	2.857	0.006

The value obtained from table coefficients is shows that the model for employee job satisfaction in the main office of PT Heartwarmer should be:

$$\text{Overall job Satisfaction} = 1.951 + 0.262\text{Coworker} + 0.227 \text{Supervision} + 0.198 \text{Promotion} + 0.332 \text{Pay} + 0.161 \text{Job}$$

The model represent that an increasing value in all independent variables will give positive increasing in employee job satisfaction.

Conclusion and Recommendation

In this research, the conceptual model constructed by combines Herzberg Two Factor Theory and Job Characteristic Model. Then, to collects the data this research supported by Job Descriptive Index (JDI) Questionnaire which has been used to evaluate job satisfaction.

The first data analysis is Descriptive Statistic which has contributed to identify mean value for each independent variable and dependent variable. Mean value for job is 2.55 which shows that they are satisfied, for pay is 1.56 which shows that they are dissatisfied, for promotion opportunity is 1.66 which shows that they are dissatisfied, for supervision is 2.54 which shows that they are satisfied and

for co-worker is 2.70 which shows that they are satisfied. Whilst for overall job satisfaction (dependent variable) it has mean value 1.95. This result indicates that the employees rather are being neutral about their job satisfaction.

The result shows high validity value for 66 items from 72 items (exclude demographic questions), since the 6 of them were deleted because they have validity value under 0.3, whilst for reliability test it shows 0.904 which classified into very high reliability.

Pearson product-moment Correlation Test has found that all independent variables are significances and have positive relationship with overall job satisfaction (dependent variable). It is indicated that all independent variables have strong correlation with dependent variable. The most affect independent variables on overall job satisfaction is pay variable which has significance value 0.598.

The final regression equation is $Y = 1.951 + 0.262X_1 + 0.227X_2 + 0.198X_3 + 0.332X_4 + 0.161X_5$. It means that every increasing value of independent variable then it will give positive increasing in employee job satisfaction. The model shows that the most contribute to least contribute towards employee job satisfaction in the main office of PT Heartwarmer are pay, co-worker, supervision, promotion, then job variable.

According to the result then CEO or decision makers have to turn their attention on the factors that most affect employee job satisfaction and they are pay and co-worker variable. For pay variable it is clearly seen that money is a good motivator, all employee work for money, employee needs money to fulfill their daily needs, a good salary and a good compensation are the key factors in increasing the employee job satisfaction, then it is believed that if the company increase the amount of the employee salary it could increase the employee job satisfaction. Although it is hard for the company since they have their own reason in deciding the salary amount. But it is can be modified by reward system which has correlation with job. In this research, job has high value 2.55 it means that the employee satisfied about their job. The weakness is the company has no reward system which appreciated employee who has a good work. This is could be a way for company to increase the salary amount of the employee based on the basic concepts of Skinner's (1953) Reinforcement Theory of motivation assumes that human behavior can be engineered shaped or altered by manipulating the reward structure .

The other way is PT Heartwarmer can increase the value of co-worker variable. The relation within co-worker is important as well, since they spent most of time with another employee, their relationship could be impact to employee job satisfaction. That is why the company should aware of a problem that might happen within co-worker that impact to their performance. It is believed that by increasing the value of co-worker relation it could increase the employee job satisfaction. The company might held an event or activities that can strengthen the relationship within the co-worker. The importance in increasing co-worker variable is to create a supportive working environment (Bateman, 2009).

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