

Employee's Satisfaction During the Pandemic

Case Studies of Early Career Employee

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ABSTRACT

During a pandemic, employees do their jobs in different ways. Not all employees can do their job in the workplace. Some of them have to work from home. In addition, employees at the beginning of their careers who are continuing their studies must also follow their education from home. Conditions like this will affect the development of resources carried out by the company they work for and will affect their job satisfaction. The study will test and analyze the influence of human resource development on early career employees' satisfaction, which is mediated by organizational culture and individual competence. Researchers conducted a survey method at the undergraduate student at Private Institute in DKI Jakarta, Indonesia. The sample of this study is undergraduate student and employees on their early careers. First purpose of the research is to see early career employees' job satisfaction during the pandemic. This paper is the beginning of an assessment of the research to be carried out. The results obtained indicate that employees at the beginning of their careers are satisfied with their work as seen from the statement that employee satisfaction with their work is good (range 1-7). The temporary conclusion from the research results is that despite the pandemic conditions that cause employees to have to work from home, continue their education from home, job satisfaction is still good. This research will be continued by looking at how some of the conditions experienced affect employee job satisfaction.

Keywords: *Early Career Employees, Undergraduate Student, Pandemic, Job Satisfaction.*

1. INTRODUCTION

Changes in the economy, corporate practices, science, technology and society, borderless organizations have emerged. In addition, organizations face challenges in dealing with uncertainty, especially when free market companies face the global COVID-19 pandemic. Such extraordinary uncertainty has changed the fundamental tendencies of employees and employers in their work [1]

Tripon's article provides an overview of how human resources anticipate change using formal and non-formal education to provide sustainable technological innovations. From an individual perspective, these activities provide increased employability, increased income and career movement, more effortless transfer of cross-country skills, provide opportunities for dropouts, increase the likelihood of accessing formal education and training, and encourage greater learning to increase self-confidence. [2]

When new employees join an organization, they are a transition period that shows a change from adolescence to adulthood. They are not of the same age, demographics, and socioeconomic status. When starting a job, they want to know about the organization, gather information, and gain new knowledge. Since getting to know the organization, they identify themselves as part of the organization and contribute.

The theory of School to Work Transition (STWT) related to three stages, namely, anticipation, adjustment, and achievement. According to this theory, new employees who are not able to adjust to the new workplace will not stay for more than two years. [3], [4]

The pandemic condition causes changes in the daily activities of both students and employees. This study tries to describe the early career employee's job satisfaction of their careers who still have to continue their education. Activities carried out, both studying and working, are carried out from home as long as conditions do not allow.

The purpose of this article is to see the employee's job satisfaction at beginning of their career (early career) at pandemic.

2. LITERATURE REVIEW

A study conducted by Towers Watson in the discribe that companies does not understand how to keep employees from leaving. Employees consider factors like a convenient work location, opportunities to learn new skills, and retirement benefits. Meanwhile, the Company feels that other elements, such as job security, corporate image, and incentive programs, are considered important by employees, which are not among the main factors considered by employees to choose or stay in a company. [5]

The research results by Singhraul & Garwal (2019) found a very significant impact of organizational culture on job satisfaction. The impact of organizational culture on sub-factors job satisfaction, namely salary, supervision, contingency conditions, nature of work and communication, is very significant. In contrast, promotions, benefits, and operational conditions show an average significance in the increasing job satisfaction of work employees towards high cultural values. Colleagues does not show significance. In the study of the relationship between organizational culture sub-factors and employee job satisfaction, confrontations and trust sub-factors were highly correlated with employee job satisfaction while authenticity, proactiveness, and collaboration were weakly correlated. Experiments are also negatively and weakly correlated with the job satisfaction of job employees. Meanwhile, openness and autonomy are not correlated with job satisfaction of employees. [6]

Majumder (2012) study revealed the relationship between employee job satisfaction and the practice of nine main human resource management factors. Studies reveal that all dimensions of human resource management carried out do not provide equal satisfaction to employees. Some employees' dissatisfaction relates to compensation, rewards and motivation, career growth, training and development, management style, and job design and responsibilities. Human resource management practices in Bangladesh's private banking sector are still underdeveloped and require the services of human resource professionals, consultant and researchers to establish and develop assurance of efficiency and effectiveness. Banks are expected to provide various reward so that their employees are

more loyal to their work and have high employee job satisfaction. [7]

Research Hunjra et al. (2010) showed the impact of human resource management practices, such as autonomy, leadership forms, and teamwork on satisfaction. The study results show the impact of these practices on satisfaction. The results show a positive relationship between autonomy, leadership, and teamwork environment with satisfaction. Here, leadership and the team's working environment have a greater impact than autonomy. This study is in line with Sowmya & Panchanatham (2011) which shows that job satisfaction depends on of the supervisor behavior, co-workers behavior, income and promotions, working and working conditions and organizational factors. In terms of employees, income and promotion are important factors for job satisfaction. This factor significantly influences optimistic supervisory behavior and pleasant organizational settings. The results show that the suitability of work and working conditions as well as interpersonal relationships between employees guarantee job satisfaction. Employees need attention and improvement on things that can increase satisfaction. [8] [9]

Jeet & Sayeeduzzafar (2014) describes the impact of human resource management practices on employees' job satisfaction of private sector banking, HDFC bank. This study identified that human resource management practices compensation has a significant effect on employee job satisfaction. This finding shows that employee participation has no significant effect on job satisfaction.[10]

Meanwhile, Research Cosgrave et al. (2018) found that the job satisfaction of rural-based CMH (mental health community) professionals at the beginning of their career (early career) is negatively affected by the remoteness of the rural areas of service. In their early careers, those who are significantly dealing with rural health problems.[11]

Belias et al. (2015) research shows that organizational culture can predict job satisfaction. Respondents are bank employees in Greece as measured with six dimensions of employee job satisfaction. The results show differences between all aspects of the types of organizational culture. Most employees prefer to work in a more friendly environment, have mutual trust and dominant informal relationships among co-workers, consider personal ambitions, and value teamwork. [12]

Coworkers have the biggest influence on employee job satisfaction (Dimitriadis et al., 2014). The study show that the remuneration influence on job satisfaction is the most significant. The growing economic crisis, recession, and downsizing of employees are suspected to cause this condition. Education and development policies are the second most important factor influencing job satisfaction. Job satisfaction is significantly influenced by promotion and career development policies. However, participants were not satisfied with the promotion procedure. Steps to strengthen the remuneration system and policy transparency will provide conditions of impartiality, equality, and accuracy in the employee development practice. A positive influence was also found on employee job satisfaction on operational factors, such as job security, skill utilization, and the ability and character of the job. [13]

Murrells et al. (2008) who used nurses at the beginning of their careers showed that time utilization on employee job satisfaction at the beginning of a career is highly dependent on the existing job, even for the same profession. Nurses dealing with adult, child, and mental health work under different conditions, with different organizational cultures leading to different experiences. Someone who chooses this career path differs in terms of behavior and involvement that affect job satisfaction. [14]

Burke & Ng (2006) research on women managers and professionals in their early careers. Respondents have mentor functions and show higher job satisfaction and career levels and show optimistic career prospects in the future.[15]

Rainsbury et al. (2002) study used respondents who are students and graduates of various business study programs at New Zealand universities to determine their competencies when entering the world of work This research uses questions with answers in the form of a 7-point Likert scale. Competence in the form of superior characteristics in the workplace. The results showed similarities between the two groups' competency assessments on computer literacy skills, customer service orientation, teamwork and self-confidence, and willingness to learn. There were differences between the two groups in cognitive skills and behavioral skills rankings. Graduates are more concerned with competence, so there are differences in the assessment of hard skills and soft skills. The findings

of this study indicate that cooperative education programs can help develop business students' awareness of the importance of competence in the workplace. [16]

Research O'Shea et al. (2014) describe that employees in their early careers contributes to contemporary career attitudes and the improvement of contextual models of work design. The research findings allow for meaningful and practical recommendations in terms of recruitment, retention, training, and career coaching for employees early in their careers. In addition, they pay attention to social implications of encouraging workers to have high career expectations early in their careers, but not being able to live up to expectations during an economic recession. Research respondents were 276 employees at the beginning of their careers from 45 organizations representing various industrial sectors.[17]

Experts conduct early-career research from different perspectives. Focusing on the main task of career development, Greenhouse (1987) focused on career development by grouping early-career employees with an age range of 25 to 40. Meanwhile, Hall and Mansfield (1975) conducted a grouping of early-career employees aged 20 to 34. Experts group career beginnings based on age, job position, and working conditions. Due to differences in work experience and employee career paths, such grouping can no longer meet the needs of economic development and social progress. Therefore, existing research groups the beginning of a career with a marker of working time in an organization with 10 years or less tenure. [18]

The concept of early-career employee job satisfaction used in this research is an early-career employee job satisfaction model with seven factors, namely job satisfaction, salary and welfare, the work itself, leader behavior, growth and development, personal, interpersonal relationships and work competencies, developed by Lee et al. (2017).[18]

3. METHOD

This research is a research with a positivist approach. The research was conducted by explaining and re-testing what had been done by previous researchers. Research that analyzes the influence between variables by testing the hypothesis. Explanatory research is used in this study. This research uses the result of data collection by

distributing questionnaires to collect facts that are used to describe the state of the object of research.

The unit of analysis that is the object of this research is employees who are continuing their studies at the beginning of their careers (early career). This study uses employee's early career to see employee job satisfaction. This is employees is undergraduate student at Private Banking University at Jakarta. The data was obtained from distributing questionnaires via google form. The questionnaire contains statements strongly disagree (1) to strongly agree (7).

The validity test was carried out using product moment correlation analysis, namely by correlating the answer scores of the questionnaire items for each construct with the total scores of these items. It is said to be valid if the significance of each correlation is less than the 0.05 level, the correlation coefficient is positive and or the correlation coefficient is more than or equal to 0.3 [19].

On all variable indicator items, the validity test was carried out followed by a reliability test. Validity test is used to see whether one item is valid or not. Meanwhile, reliability test is used to see whether an item is reliable or not. The test results are said to be reliable or reliable if a person's answer to the statement is consistent or stable from time to time. This test is a tool to measure items which are indicators of variables or constructs. An item is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time.[19]

Reliability testing was also carried out with the SPSS tool. The alpha or composite reliability value must be greater than 0.7, although a value of 0.6 is still acceptable. All items used are reliable because they have a value > 0.7 . [20].

4. RESULT AND DISCUSSION

The respondents, which can be grouped into early careers, the most work experience is 1--<5 years, a total of 165 people (80.1%), 25 (12.1%) respondents have worked 5--<10 years, and the rest, 16 people (7.8%) have worked less than 1 year. 38 respondents work at banks (18.4%), 12 people (8.3%) in non-bank financial institutions, while 151 people (73.3%) are outside of that.

Most of the respondents were women, 139 people (67.5%), and 67 people (32.5%) were male respondents. Based on the age of the respondents, most of the respondents were aged 20--25 years, 151

people or 77.3%, 26-30 years as many as 47 people (22.8%), and 31-35 as many as 8 people (3.9%).

Based on educational background, most of the respondents have Diploma 3 education background, a total of 164 people (79.6%). Respondents with this educational background are continuing their education at Strata 1 for intensive classes and employee classes. A total of 6 people (2.9%) who have a Strata 1 educational background are continuing their education at Strata 2, both Management and Accounting. Meanwhile, 21 (8.6%) respondents have a Strata 2 educational background, currently attending education for PPAK (Accounting Profession Education).

Most of the respondents are staff, 194 people 94.2%. Meanwhile, respondents who are managers, both at first line, middle, and senior levels, amounted to 12 people, 5.8%. The income of the most respondents ranged from 3--<5 million rupiah (84 people, 40.8%), 5--<7.5 million rupiah, 79 people (38.3%), 7.5--<10 million rupiah, 15 people (7.3%), 10--<15 million rupiah, 18 people (8.7%), 12.5--<15 million rupiah, and >15 million rupiah each 5 people (2.4%).

Employee job satisfaction consists of seven indicators. Employee job satisfaction variables are formed by indicators covering several aspects, namely work with role items in the implementation of work, leaders with support items provided by leaders, relationships with superiors, relationships with co-workers, salaries and welfare, work competencies, and development. themselves with training indicators for self-development.

Distribution of respondents' answers to the variable employee job satisfaction as measured by seven indicators. The average respondent's answer about the employee job satisfaction variable is 5.59 with a range between 5.23 to 5.99. This means that in general the respondents rated the employee job satisfaction variable well. The role indicator in the implementation of work has an average value of 5.63. Meanwhile, the support provided by the leadership received an average score of 5.51 and relationships with superiors 5.74, and relationships with co-workers an average value of 5.99. The salary and welfare indicator has an average value of 5.43 and training for self-development has a value of 5.59. The average indicator has the lowest value of 5.23 for the competency indicator. This shows that compensation for work has the lowest value for employee job satisfaction even though it is still in the

good category. The indicator with the highest score is 5.99 for the indicator of relationships with colleagues. It shows that the relationship between co-workers of employees understudy is very good.

The results of the study show results that are not much different from the research on employee satisfaction at the beginning of a career (early career) that was carried out, both before and during the pandemic.

5. CONCLUSION

For Employees at the beginning of their career, employee satisfaction is very high. They still have good work motivation, have good nature in participating in developing the organization, have good self-confidence, have knowledge and skills that make them able to do a good job. The pandemic condition apparently did not affect their job satisfaction.

Further research will be carried out to look at the factors that influence employee job satisfaction at the beginning of a career, such as human resource development, individual competence, and organizational culture.

AUTHORS' CONTRIBUTIONS

This research is expected to contribute to the concept of employee satisfaction, especially employees at the beginning of their careers who are continuing their education. The results of the study show that the existing pandemic conditions do not become a barrier for employees at the beginning of their careers to continue working and continue their studies even though both are done at home.

The contribution of the results of this study for family companies is the contribution of knowledge to employees at the beginning of their careers who still have job satisfaction even though conditions are not conducive, such as a pandemic. By having employees in this group, it is hoped that family companies will get employees with strong fighting spirit, with good job satisfaction.

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