

The Relationship between Job Satisfaction and Employee Performance

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ABSTRACT

This study investigates the relationship between job satisfaction and employee performance. To collect the data, this quantitative research distributed the survey to the 58 employees of PT. Chang Shin Reksa Jaya. The data was then statistically tested for linearity using SPSS 20. The result of the study showed the relationship between job satisfaction and employee performance and there was a linear relationship between job satisfaction and employee performance. This indicates that when employees are satisfied with the job, their job performance will improve. This study gives benefits in the development of applied theory that claims there is a linear relationship between job satisfaction and employee performance. Another practical benefit of this study is that the company needs to improve employee performance by evaluating the level of employee satisfaction.

Keywords: *job satisfaction; employee performance.*

1. INTRODUCTION

A company has purposes that need to be achieved. The objectives of the company are focused on business profitability, survival, and growth [1]. The business competition is now getting harder which requires each company to fight and thrive the business. To handle the competition, the companies should achieve their objectives effectively and efficiently. The way to achieve these objectives is to manage the available resources owned by the company. The management resources approach is comprised of man, machine, method, money, and market (abbreviated as 5M). Human is the most important element that determines the success or failure of a company. There is no single company that can survive and thrives without a human force that has managerial abilities and work ethic [2]. The roles of humans are being to be the workforce or employees that carry out the company activities [3] [4] [2].

The success of a company is determined by how well the company manages the human source effectively. The quality of the human resource is an essential factor in achieving the company's goals. Therefore, the company must improve employee performance to ensure that the set objectives are always achieved [5] because a successful and effective organization comprises people with excellent employee performance [6] [3].

Performance is the indispensable element of the company [7] because employee performance will give significant effects on the company. The improvement of employee performance will increase the company's growth and survival amid an unstable business environment and competition [7]. Employee performance can be measured by: (1) work result, (2) work process, and (3) work attitude [1]. The setting of this study was carried out in PT. Changsin Reksa Jaya in Ciburial Village. The following table shows the type of occupation of people in Ciburial Village as seen in the following Table I. The changes in data of occupation in Ciburial Village (Monographic Data in Ciburial Village).

Table 1. The changes data of occupation in Ciburial Village (monographic data in Ciburial Village)

Occupation	Year			
	2013	2014	2015	2016
Farmer	713	650	550	170
Farmworker	1853	1725	1514	163
Entrepreneur	19	23	50	248
Private Employee	105	250	375	1276

The table above shows the people's job in Ciburial Village. The number of people who work in the private sector are increasing every year. This implies that PT. Chang Shin Reksa Jaya has a high interest in work as they have hired a lot of workers.

PT. Chang Shin Reksa Jaya is a company in shoe manufacturing located in Leles Street No. 134, Ciburial, Garut. It was established in 2014. Recently, it has had many workers and has hired people surrounding Ciburial village.

Several factors are used as indicators to improve job performance including job satisfaction. Therefore, job satisfaction is an essential factor that should be maintained to improve job performance [7]. Job satisfaction can be defined as one's attitude toward the job which can be felt from the appreciation that the employees receive [8] [9]. Job satisfaction is the key to increasing employees' morality, discipline, and achievement to support the company objectives [10] [11].

Previous studies have investigated this issue which claimed that there were positive and significant relationships between job satisfaction and employee productivity [12]. The employee with high job satisfaction was likely to be more committed and highly dedicated to the company. Besides, they can work harder and be more productive [13]. On the other hand, employees with low job satisfaction tended to do turnover and were less disciplined and productive [15]. Once job satisfaction is achieved, the job performance in the company will level up [16].

Based on the explanation before, the researchers are interested in conducting the research under the title, "The relationship between job satisfaction and employee performance." The research problems that have been formulated are (1) Is there any relationship between job satisfaction and employee performance? (2) To what extent does job satisfaction relate to employee performance?

2. METHODS

This study is qualitative research in which there are two variables namely the independent variable and dependent variable [28] [17]. Quantitative research methods are research that uses numbers as data that will be analyzed [29] [17].

The independent variable is job satisfaction (X) and the dependent variable is employee performance (Y). Therefore, the formulated hypotheses are

H₀: There is a relationship between job satisfaction and employee performance in PT. Chang Shin Reksa Jaya.

H_a: There is not any relationship between job satisfaction and employee performance in PT. Chang Shin Reksa Jaya.

Population is a generalization area as the objects or subjects studied that have certain qualities and characteristics determined by the researcher to be studied and then to be drawn the conclusions [30] [23].

The sample in this study was the entire employees of PT. Chang Shin Reksa Jaya. The sample is part of the population taken in the research. Meanwhile, a sample unit is an element or group of elements that become the sample base [31] [7]. The total of the sample was calculated by using the formulation, $N \geq 50 + 8i$ (i is the amount of independent variable) [32]. Based on the calculation of sample formulation, the sample involved in this study was 58 employees of PT. Chang Shin Reksa Jaya.

Survey was used as a research instrument in collecting the data. In the survey study, the respondents were given a questionnaire or interview. The interview result was then recorded, made the transcript, and analyzed [33] [3]. The scale used in the questionnaire was the Likert Scale. It is the scale used to measure individuals or groups' attitudes, opinions, and perspectives concerning social phenomena [34] [2]. The provided answer options in the questionnaire consisted of 5 scales; strongly agree, agree, somewhat agree, disagree, and strongly disagree. The 5 points Likert scale is displayed in the following table 2

Table 2. Likert Scale Instrument

No	Answer Options	Score
1	Strongly Agree	5
2	Agree	4
3	Somewhat agree	3
4	Disagree	2
5	Strongly disagree	1

The respondent criteria decided are males and females aged from 18 to 35 years adjusted to the minimum age requirement in job recruitment of PT Chang Shin Reksa Jaya and to productive working age. Another criterion is the length of work to find out employee satisfaction in PT Chang Shin Reksa Jaya as seen in the following Table 3. Respondent Characteristics

Table 3. Respondent Characteristics

Profile	Criteria	Total	Percentage
Sex	Male	10	17,2%
	Female	48	82,8%

Age	18-23	45	83,3%
	24-29	5	9,3%
	30-35	4	7,4%
	>35		0%
Length of Work	1-3	49	86%
	4-6	5	8,8%
	>6	3	5,3%

3. RESULTS AND DISCUSSION

Referred to the data above, the signature value of job satisfaction $> \alpha$, therefore, the data were normally distributed. On the other side, the significant value of employee job $< \alpha$, then the data was not normally distributed. In conclusion, the data was not normally distributed because one of the main data was not normally distributed as seen in the Table 4

Table 4. Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic ^c	df	Sig.
Job Satisfaction	,058	58	,200	,983	58	,612
Employee performance	,110	58	,080	,957	58	,038

Basically, job satisfaction relies on individual perceptions over what they feel on their jobs [17]. Job satisfaction will lead to an increase in performance at the workplace. Employees who are satisfied with their job in an organization will work more effectively so that their work productivity will increase [18] [2]. Job satisfaction will bring benefits to the organization in terms of effectiveness, commitment, and loyalty [3].

Job satisfaction can be defined as general attitudes towards the jobs. Varied employee attitudes will reflect their positive and negative feelings in their jobs and their hopes in the future [15]. It is an emotional attitude that shows their interest and feeling in the jobs. This attitude is reflected by their job morality, discipline, and job achievement [4] [2]. Job satisfaction is derived from a person's job assessment or experience [16]. It is also employees' evaluation of job characteristics, job environment, and emotional experience in the workplace [20] [21].

Job satisfaction can be measured according to several indications as explained in the following:

1. Job Description shows the actual job descriptions and regulations of the jobs. The employee will

satisfy if the work assignment is tempting and can offer the opportunity to learn and to accept responsibility.

2. Supervision, is attention and communication given by the employer to workers. Good supervision will make employees feel that they are an important part of the company. This condition will increase employee satisfaction. Contrarily, poor supervision will improve turnover and the absence of the employee.
3. Organization and management, relates to how well the company can give stable working conditions to give satisfaction to the employee.
4. Advancement opportunity, the company provides workers the opportunity to gain experience and to improve their abilities. This will satisfy them towards their jobs.
5. Salary or incentives, is the amount of money that should be paid to the employees. Appropriate and fair salaries or incentives will lead to high employee satisfaction.
6. Work Colleague, supportive and compassionate coworkers will create a comfortable work environment that will increase job satisfaction.
7. Working condition is the condition that supports the jobs such as adequate facilities and infrastructure [22] [15].

Due to the data which was not normally distributed, the next test performed was the Spearman test. It was intended to test the correlation between two variables when the data were not normally distributed as seen on the Table 5

Table 5. Spearman Test

			Job Satisfaction	Employee Performance
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	,443
		Sig. (2-tailed)	-	,001
		N	58	58
	Employee Performance	Correlation Coefficient	,443	1.000
		Sig. (2-tailed)	,001	-
		N	58	58

Based on the data obtained, the significance value was $\text{sig} < \alpha$ Meaning that there was a relationship between job satisfaction and employee performance.

Linearity test is performed to find out the relationship form between the independent variable and dependent variable. The meaning of linearity is similar to a straight line. The result of linearity is based on:

- If the significance value is $> 0,05$, it can be said that there was a linear relationship between the independent variable and the dependent variable.
- If the significance value is $> 0,05$, then there was a linear relationship between the independent variable and the dependent variable.
- If the significance of the value is $< 0,05$, it could be concluded that there was no linear relationship between the independent variable and the dependent variable.

The following is the calculation result between the linearity test between job satisfaction and employee as seen in the Table 6

Table 6. Anova Result

			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	(Combined)	858.424	31	27.691	1.886	.051
Employee Performance		Linearity	303.091	1	303.091	20.640	.000
		Deviation form Linearity	555.333	30	18.511	1.261	.276
		Within Groups	381.800	26	14.685		
	Total		1240.224	57			

Based on the data above, the significance value obtained was $> 0,05$. Therefore, it could be concluded that there was a linear relationship between job satisfaction and employee performance. It implies that if the level of job satisfaction is high, job performance will increase.

The success of an organization will be in line with an organization or individual performance within the organization [3]. Employee performance is deemed as a factor that affects and measures the positive contribution given to the organization [23]. Performance is the result of an employee's work over a period of time towards targets that have been determined and mutually agreed upon [2]. Employee performance is the result of work in terms of quality and quantity achieved by an employee in performing his duties in accordance with the job responsibilities [24] [5]. Supposing that employee

performance is associated with performance as a noun, then the notion of performance or employee performance can be a work result that can be achieved by a person or group within a company in accordance with the company's authority and responsibility to achieve company goals by not illegally the law and not contrarily violating morals and ethics [16]. Job performance is the result of work-related organizational goals and efficiency and other performances. [25] [7]. Work performance is the level of success achieved by the employees both in the quantitative and qualitative description that is by the criteria and measures set for each work [26].

Job performance can be measured by some dimensions. Four dimensions can be described as follows:

1. Quality, includes the level of error, damage, and accuracy
2. Quantity is the number of accomplished work
3. Time Management in the workplace, deals with the rate of absenteeism, effective working time, or lost working hours
4. Cooperate with others at work [27] [3].

4. CONCLUSIONS

After analyzing the theory and the results of this study, the researchers obtained the results to answer the problem formulation and to draw conclusions as follows:

Researchers investigated the relationship between job satisfaction and employee performance. Based on the results of research and data analysis, the authors concluded that there is a relationship between job satisfaction and employee performance.

Researchers would like to what extent job satisfaction relates to employee performance. Based on the results of the study, the authors conclude that there is a linear relationship between employee job satisfaction and employee performance, which means that the higher the level of employee job satisfaction, the higher the level of employee performance.

This study is the development of applied theory. This study informs that there is a linear relationship between job satisfaction and employee performance. The researchers expect that further research can develop this study in other variables.

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