The Determinants of Employee Job Satisfaction

by Jhon Veri

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Abstract

Human Resource Development (HRD) is required to all large and small companies, especially about employees who are the most important factor in a company since it can assist the company in achieving the goals. This study aims to determine the factors that influence employee job satisfaction in a company. An empirical descriptive study was carried out on employees of a company work in processing rubber raw materials in Indonesia. To collect the data, judgement sampling procedure is used with 78 employees as total sample. The data were analyzed using partial least square method of structural equation modelling. The result of this study revealed that Self Efficacy is very dominant in influencing employee job satisfaction. It is expected that the company could establish good relationships with the employees, thus the employees could develop their abilities, which would also give positive impact for the company in improving work effectiveness.

Keywords: Self Efficacy, Locus of Control, Goal Commitment, Job Satisfaction

1. INTRODUCTION

Humans are an important source which is varied and sometimes become a problem in an organization. The need of human resource management occurs in all organizations, not only in large organizations but also in small organizations. One of the most important factors of human resource management is employee. Employee is important in reaching the goals of organization.

Based on the data above, it could be seen that the number of resigned employees of organization is bigger than the number of new employees. This is certainly caused by many

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factors, one of them is employees' job satisfaction. Therefore, the researchers decided to conduct this research. Aubé, C., & Rousseau, V. (2011) Detrimental effect that interpersonal aggressive behaviours may have on two dimensions of team effectiveness, and the mediating role of team goal commitment in these relationships, Beltrán-Martín, et al (2017) The organisational context has an effect on employee proactivity. Caers, R., et al (2008) An adequate understanding of the sources of job satisfaction. Yanagizawa, S., & Furukawa, H. (2016) The influence of job type (line or staff) on perceptions of management-by-objectives (MBO) effectiveness, goal commitment, and goal-attainment behavior, as well as mediating effects of perceptions of MBO effectiveness and goal commitment and moderating effects of supervisor behavior.

2. LITERATURE REVIEW

According to Siege and Lane in Munandar (2015), job satisfaction is "the appraisal of one's job as attaining or allowing the attainment of one's important job values, providing the revalues recongruent with or help fulfill one'sbasicneeds". It can be concluded that job satisfaction is the assessment of someone's work as achieving or allowing results to be achieved from job values as long as the value are equal to or help someone to achieve their needs.

2.1 SELF-EFFICACY

According to Agustina, et al (2016), Self-efficacy is someone's belief of their chances to be succeeded in achieving certain task. Someone who has high self-efficacy will perform a better task because they have a strong motivation, clear goal, stable emotions, and ability to successfully work in any activities or behaviors.

2.2 LOCUS OF CONTROL

According to Amalini.,et al (2016) the concept of locus of control is part of social learning theory that concerns about personality and represents general expectation of the factors that determine someone's success, praise and punishment in their life. Locus of Control is someone's perspective about an event whether they think they can or cannot control of what happen to them.

2.3 GOAL COMMITMENT

According to Nenkov, G. Y., & Gollwitzer, P. M. (2012) in their research entitled "Pre-versus post decisional deliberation and goal commitment: The positive effects on defensiveness", to what extent personal goals relate to a strong determination, a reluctance to abandon or lower an initial goal, a willingness to invest effort, and effortful for the goal. Thus, goal commitment is to what extent does an employee persistent in completing a job with a goal that they want to achieve.

3. RESEARCH METHOD

3.1. POPULATION AND SAMPLES

3.1.1 Population

Population in this research is permanent employee of BHB Ltd. Padang. In this study, the population is all permanent employees of BHB Ltd. Padang which are 346 employees in total. The subject of this study is permanent employee.

3.1.2 Sample

In this study, the researchers use convenience sampling technique, which means the selection of the sample, is based on convenience. This technique is a non-random sampling technique that does not take opportunities into account. This technique is chosen in order to make the total of the samples could represent the population well. The formula used to determine the number of samples of this study is Slovin's formula, in Sanusi (2011:101)

3.2. DATA COLLECTION TECHNIQUE

3.2.1. Interview

The researchers conduct direct interviews with respondents by asking questions about self-efficacy, locus of control, goal commitment, and other factors that influence job satisfaction.

3.2.2. Questionnaire

The researchers collect the data in the form of questionnaire and the questionnaire is answered objectively by the employees.

3.3. TECHNIQUE OF DATA ANALYSIS

This method aims to describe the facts and characteristics of a situation systematically, in this case, the data which are already collected, classified, interpreted, and formulated, in order to get a clear description of the problem in this study. In this study, this data analysis technique uses quantitative data. All of quantitative data obtained from questionnaires is collected, processed, simplified, presented, The data were analyzed using partial least square method of structural equation modelling and analyzed descriptively through the table of frequency in order to be easily understood.

Based on formulation of the problem and theoretical basis above, the framework of thinking can be drawn as follows:

Figure 1: Framework
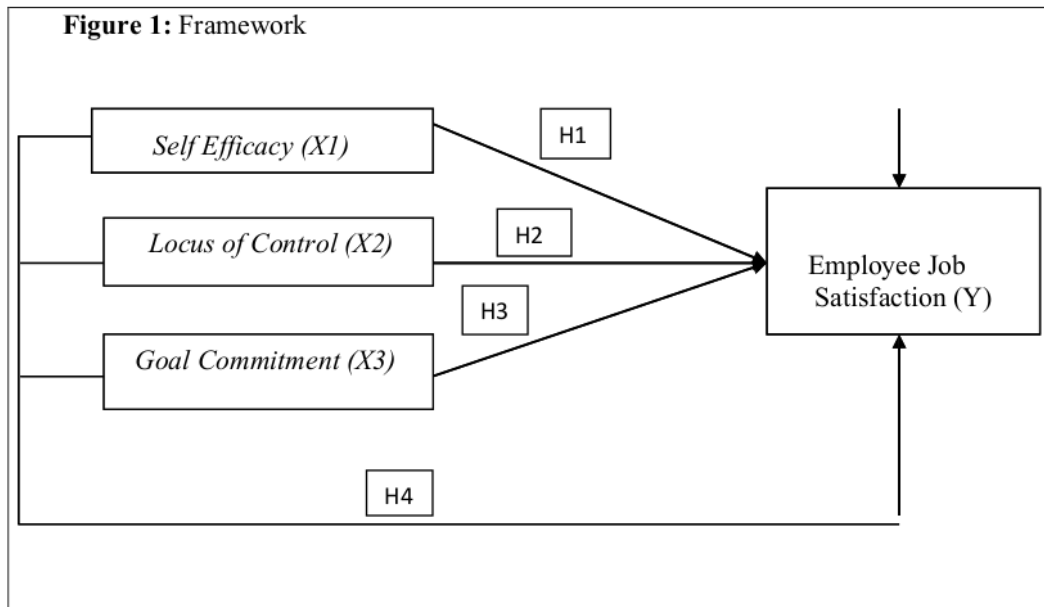
HYPOTHESES

Based on the framework of thinking that has been stated before, the researchers create several hypotheses to the problem as follows:

H1: Self-efficacy has significant effect on employee job satisfaction.

H2: Locus of Control has significant effect on employee job satisfaction.

H3: Goal Commitment has significant effect on employee job satisfaction.

H4: Self-efficacy, Locus of Control, and Goal Commitment have significant effect on employee job satisfaction.

4 EXPERIMENT

This method aims to describe the facts and characteristics of a situation systematically, in this case, the data which are already collected, classified, interpreted, and formulated, in

order to get a clear description of the problem in this study. In this study, this data analysis technique uses quantitative data. All of quantitative data obtained from questionnaires is collected, processed, simplified, presented, and analyzed descriptively through the table of frequency in order to be easily understood.

4.1 VALIDITY TEST

This study uses Pearson Correlation for the validity test. The test is done by calculating the correlation between scores of each question and the total score. These are the criteria used to declare that the data is valid or invalid:

1. Items are valid, if the probability value (Sig) <0.05
2. Items are invalid, if the probability value (Sig)>0.05

4.2 RELIABILITY TEST

In this study, the reliability of the instrument is tested by using Alpha Cronbach formula. According to (Sekaran, 2010: 422) reliability is the consistency and stability of the instrument measurement. Therefore, the reliability consists of two main things; the size stability and the internal consistency of the size. These are assessment criteria for reliability used in this research:

Table 1: Reliability Test Results of instrument for every variable

| Variable | N=78 | | Rule of thumb | Conclusion |
	Number of Questions	Cronbach alpha		
Self Efficacy (X_1)	9	0,711	0,6	Reliable
Locus of Control (X_2)	8	0,752	0,6	Reliable
Goal Commitment (X_3)	8	0,748	0,6	Reliable
Job Satisfaction (Y)	10	0,732	0,6	Reliable

From the tables above, it can be seen that based on reliability analysis of research variables, the instruments shows that Alpha Cronbach value for all variables is above 0.6. Therefore, it can be concluded that all the variables are reliable.

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4.1 CLASSIC ASSUMPTION TEST

4.3.1 Normality Test

Data normality test is the main prerequisite in the parametical analysis, because the data used should be distributed normally. Normality test can be done by using SPSS 23 in data processing, one of them is One-Sample Kolmogorov-Smirnow test. Data is normally distributed if significant is greater than 0.05.

**Figure 2: Normality Test Result through Normal P-P Plot**
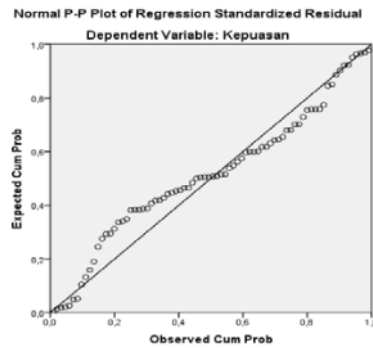
Based on the graph above, it can be seen that there is data distribution (dots) on the diagonal axis that is very close to the diagonal line. The normality test guidelines said that if the distribution of data (dots) follows or approaches the diagonal line, then the data of the research is normally distributed. Histogram image also shows the normality of this study. It can be assumed that this study fulfill the normality test. Based on the normality test using One-Sample Kolmogorov-Smirnov test, it can be seen that Kolmogorov-Smirnov value for significant variables is 0.200 above 0.05. This indicates that residual data which normally distributed strengthens the test results using normal P-P plot charts.

4.3.2 Heteroscedasticity Test

The heteroscedasticy test aims to test variance inadequacy in the regression model of the residual of one observation to another. Based on the Scatterplot chart, it can be seen that there is no clear pattern, the spots are randomly distributed and scattered above or below 0 on the Y axis. Therefore, it can be concluded that there is no heteroscedasticity in this regression model. The result of heteroscedasticity test can be seen on the following Scatterplot chart.

Figure 3: Scatterplot Heteroscedasticity Test Results
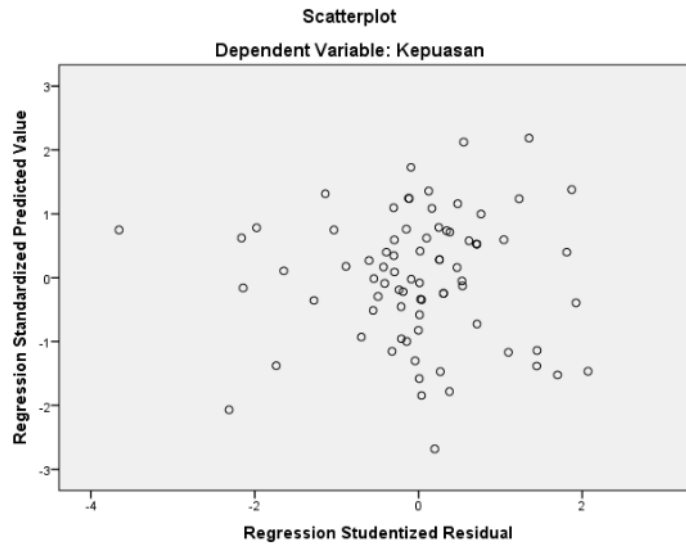
From the Figure 3 above, it can be seen that dots spread randomly and do not forming a particular pattern, and they scattered above and below 0 on Y axis. In order to strengthen the result of the research, it is supported by glejser test. From the figure 3, it can be seen that every independent variable (self efficacy, locus of control, and goal commitment) has a significant value above 0.05. Therefore, this model is free from heteroscedasticity problem. Thus, this regression model can be used to analyzed the influence of self efficacy, locus of control, and goal commitment to employee's job satisfaction.

4.3.3 Autocorrelation Test

Autocorrelation is detected by observing the magnitude of Durbin Watson (D-W), after that, Durbin Watson critical value is observed.

Table 2: Autocorrelation Test Results

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	,872ᵃ	,760	,751	2,289	1,288
a. Predictors: (Constant), Goal, Locus, Self					
b. Dependent Variable: Satisfaction					

From the table 2, it can be seen that the D_W number obtained is 1,288. The number is more between -2 to +2. It means that there is no problem of autocorrelation in the regression model.

5. RESULTS AND ANALYSIS

Based on the analysis and discussion above, the results of this study can be interpreted as follows:

1. There is a significant influence of self efficacy partially on employee's job satisfaction.
   The results of the analysis showed that t-count > t-table (10,184>1,992) with significant level (0,000<0,05), it means that there is partially positive and significant influence of self efficacy to employee's job satisfaction. Thus Ho is rejected and H1 is accepted.

2. There is significant influence of locus of control partially on employee's job satisfaction.
   The result of analysis revealed that t-count > t-table (3,039>1,992) with significant level (0,003<0,05), it means that there is partially positive and significant influence of locus of control on employee's job satisfaction Thus Ho is rejected and H2 is accepted.

3. There is a significant influence of goal commitment partially on employee job satisfaction.
   The result of the analysis indicates that t-count < t-table (-2,511 < 1,992) with significant level (0,014 < 0,05), it means that there is partially negative and significant influence of goal commitment on employee job satisfaction Thus, Ho is rejected and H3 is accepted.

4. There is a significant influence on self efficacy, locus of control, and goal commitment simultaneously on employee job satisfaction.
   The result of analysis obtained that sig is 0,000 < 0,05. It indicates that F-count 78,319 > F-table 2,728. Thus, it can be concluded that self-efficacy (X_1), locus of control (X_2), and goal commitment (X_3) have significant influence on employee job satisfaction. The result of F-count showed that F-count 78,319 > F-table 2,728. Thus, it can be concluded that Ho is rejected and H4 is accepted.

6. CONCLUSION

Based on the results above the behavior of Self Efficacy, Locus of Control, Goal Commitment has an effect on employee job satisfaction, but Self Efficacy behavior has a very high influence so it is found that employee job satisfaction is largely determined by the Self Efficacy behavior of an employee, especially those related to employee behavior that has enthusiasm fighting and not giving up easily when experiencing obstacles in completing the work

APPENDIX: Smart PLS 3. Process
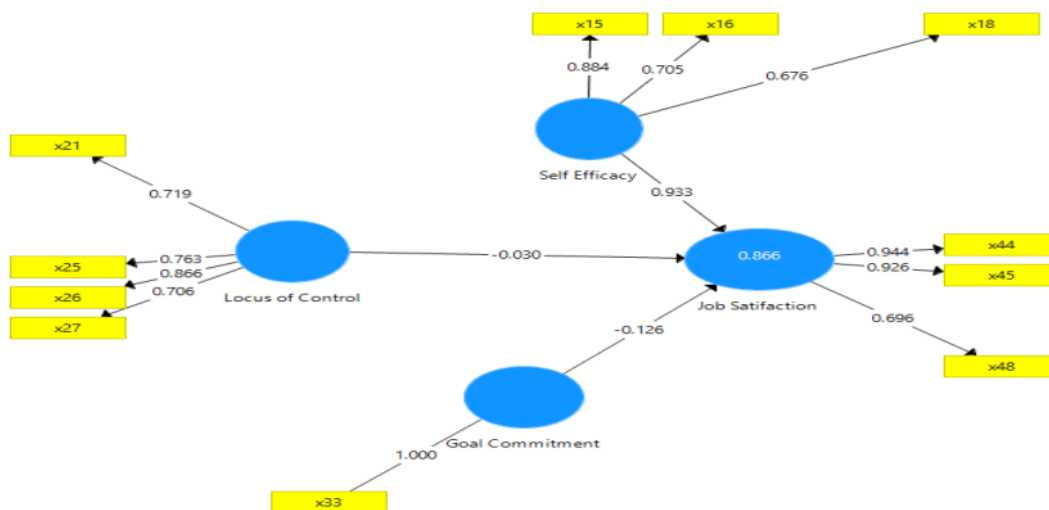
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