



FACTORS AFFECTING EMPLOYEE JOB SATISFACTION

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Abstract

The data used in this research is the primary data obtained directly from the results of a questionnaire distribution by the respondent. The population of this research is the employees of the PDAM Tirtanadi of North Sumatera province Berastagi branch. The sampling technique used is a saturated sampling technique, which is to take the whole of the total population of 38 people. The data analysis used is double linear regression analysis. The results showed that partially the work itself, the supervisor, the co-workers and the promotion as free variables had no significant effect on job satisfaction, while the salary/wage was partially influential positively and significantly towards job satisfaction. Simultaneously the work itself, supervisors, coworkers, promotions and salary/wages have a positive effect and a significant impact on the satisfaction of employees employment Tirtanadi of North Sumatera province Berastagi branch.

Keywords: *Job satisfaction, salary/wage*

A. Introduction

Job satisfaction will lead to a pleasant feeling at work. Meanwhile, for companies, job satisfaction is beneficial in an effort to increase production, improve employee attitudes and behavior. In Fahmi (2017: 210), Robbins and Coulter state that "job satisfaction refers to a person's general attitude toward his or her job" (job satisfaction is a person's general attitude towards their work).

The work itself is a group of tasks that must be carried out so that the organization can achieve its goals (Sedarmayanti 2017: 169). Job itself is also a source of job satisfaction and some of the most important elements of job-satisfying disclosure in many studies are jobs that give status. Then employees tend to prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of assignments, freedom and feedback on how well they are doing. Superiors (supervisors), superiors' behavior also greatly affects one's job satisfaction.

The Regional Drinking Water Company (PDAM) Tirtanadi is a company formed and established by the Regional Government as a Regional Owned Enterprise (BUMD) which has the main task of serving the community's needs for water in order to improve community welfare which includes social aspects, welfare and public services. Broadly speaking, the employees of PDAM Tirtanadi Berastagi Branch are divided into 8 divisions (fields of work) consisting of: branch heads, general affairs, marketing, supervisors, operators, networks, TRA officers (water bills arrears), and the security section. Where the total number of employees who work at PDAM Tirtanadi Berastagi Branch is recorded at 39 people.

The measure of the success of PDAM Tirtanadi Berastagi Branch in providing job satisfaction to its employees can be seen from the employee absentee level itself, workers who feel they do not get job satisfaction tend to be absent or negligent more often in their duties. The absentee level of PDAM Tirtanadi Berastagi Branch can be seen in table 1.2 below:

Table 1. Attendance Data for PDAM Tirtanadi employees at Berastagi Branch January-December 2019 period

Month	Number of employees	Permission	%	Sick	%	Paid leave	%
January	38	6	16	1	3	4	10
February	38	3	8	0	0	2	5
March	38	1	3	1	3	5	13
April	38	2	5	2	5	2	5
May	38	1	3	1	3	3	8
June	38	5	13	2	5	8	21
July	38	3	8	1	3	5	13
August	38	5	13	1	3	4	10
September	38	3	8	2	5	2	5
October	38	5	13	3	8	5	13
November	38	4	10	2	5	3	8
December	38	9	24	2	5	7	18

Source: PDAM Tirtanadi Berastagi Branch

From table 1 it can be seen that in October there was an increase in the number of absences by 13% from the previous 8%, however in November it decreased by 10% but in December there was an increase in absenteeism which was higher by 24%. From the attendance data, it can be concluded that the high level of absenteeism indicates that the employee concerned lacks morale on the grounds of permission.

Problem Formulation

1. How does the work itself affect the job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch?
2. How is the influence of superiors (supervisors) on job satisfaction of employees of PDAM Tirtanadi Berastagi Branch?
3. How is the influence of coworkers on job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch?

Benefits of research

1. To increase knowledge and insight about the job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch.
2. The results of this study are expected to be used as reference material for further similar research in the future.

B. Method

1. Data Quality Test

Validity Test

The results of calculating the validity of all questionnaire question items can be seen in table 4:21 below:

Table 2. Results of the Research Instrument Validity Test

Variable	Question Points	R count	R table	Decision
The work itself (X1)	Item 1	0.576	0.320	Valid
	Item 2	0.628	0.320	Valid
	Item 3	0.818	0.320	Valid
	Item 4	0.684	0.320	Valid
Supervisor (X2)	Item 1	0.807	0.320	Valid
	Item 2	0.838	0.320	Valid
	Item 3	0.807	0.320	Valid
Friends at Work (X3)	Item 1	0.858	0.320	Valid
	Item 2	0.875	0.320	Valid

Source: Primary data processed in 2020

Reliability Test

The results of data processing were first tested for validity which was then followed by a reliability test, the following results were obtained:

Table 3. Reliability Testing Results

Variable	Cronboach Alpha	Interpretation
	> 0.600	
The Work itself (X1)	0.614> 0.600	Reliable
Supervisor (X2)	0.740> 0.600	Reliable
Friends at Work (X3)	0.668> 0.600	Reliable
Job Satisfaction (Y)	0.913> 0.600	Reliable

Source: primary data processed in 2020

2. Data analysis technique

Multicollinearity Test

Table 4. Multicollinearity Test Results

Regression Model	Collinearity Statistics	
	Tolerance	VIF
The work itself	0.907	1,102
Supervisor (supervisor)	0.900	1,111
Work colleague	0.762	1,312

Source: primary data processed in 2020

From the results above it can be seen the value *variance inflation factor (VIF)* the five variables, namely the job itself is 1.102, the supervisor (supervisor) is 1.111, the workmate is 1.312, the promotion is 2.335 and the salary / wage is 1.988 less than 5. So it can be said that between the independent variables there is no multicollinearity problem.

Multiple Linear Regression Analysis

The results of multiple linear regression calculations can be seen in the following table:

Table 5. Results of Multiple Linear Regression Calculations

Variable	Coefficient
A	1,172
b1	0.077
b2	-0.072
b3	0.064

Source: primary data processed in 2020

Multiple linear regression model as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 1.172 + 0.077 X_1 + -0.072 X_2 + 0.064 X_3$$

The regression model above can be explained as follows:

- The constant is 1.172: it means that if all the independent variables are: job itself (X1), boss (X2), coworkers (X3), then job satisfaction (Y) will be 1.172.
- The regression coefficient of the job variable itself (X1) is 0.077: this means that if the other independent variables have a value of 0 and the job itself has increased by 1 unit, then job satisfaction (Y) will increase by 0.077. The coefficient is positive, meaning that there is a positive or unidirectional relationship between the job itself and job satisfaction, that is, the bigger the job itself, the higher the job satisfaction.
- The supervisor variable regression coefficient (X2) is -0.072: this means that if the other independent variables are 0 and the supervisor has an increase of 1 unit, job satisfaction (Y) will decrease by -0.072. The negative coefficient means that there is a negative relationship or has the opposite direction between the boss and job satisfaction, that is, the stronger the supervisor (supervisor) puts pressure on employees, the job satisfaction will decrease.

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- d. The coefficient regression coefficient of the coworker variable (X3) is 0.064: it means that if the other independent variable is 0 and the co-worker has an increase of 1 unit, then the job decision (Y) will increase by 0.064. The coefficient is positive, meaning that there is a positive or unidirectional relationship between coworkers and job satisfaction, that is, the better the co-worker, the higher the job satisfaction.

F Test (Simultaneous)

Hypothesis testing using the F test by entering the results of multiple linear regression calculations into the F test, so that the following results are obtained:

Table 6. F Test Results

Variable	F Count	F Table	Information
Influence X1, X2, X3, X4, X5 Against Y	18,179	2,512	H1, H2, H3 Accepted

Source: primary data processed in 2020

Based on the results of the F test above, the results of calculations through the F test obtained F count with a significance level of 0.000 of 18.179 and an F table value of 2.512. This means that $F_{\text{count}} > F_{\text{table}}$ ($18.179 > 2.512$). So H1, H2, and H3 are accepted. Therefore it can be concluded that simultaneously there is a positive and significant influence between the work itself, superiors, coworkers, promotions and salaries on job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch.

C. Finding and Discussion

1. Finding

The Influence of the Work Itself With Job Satisfaction

The results of the calculation of the hypothesis through the t test obtained t count for the job variable itself of 1.152 where t count is smaller than t table ($1.152 < 2.037$), it can be concluded that the job itself

partially has no significant effect on job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch. Respondents from the four statement items gave varied answers. The work variable itself has an average respondent's answer to agree with a percentage of 56%. The average respondent who answered strongly agreed was 18.5%, 9.8% answered neutral, 10.5% answered disagree and 4.6% strongly disagreed. To increase job satisfaction, management can pay attention to things that affect the work itself through skills, job identity and job feedback.

Based on the average respondents' answers, it can be concluded that on average they agree that the job itself is one of the factors that affect employee job satisfaction. With the magnitude of dominance by X_1 is 0.109 which is indicated by the value of standardized coefficients (Beta). This means that if the job variable itself increases by 1 unit, then job satisfaction (Y) will increase by 0.077.

The partial test results on each of the independent variables, namely the job variable itself to the employee job satisfaction variable, show that partially the job itself does not have a significant effect on employee job satisfaction. Because the work itself is a type of work that must be done by employees in accordance with the abilities and expertise of the work that must be done properly.

Effect of Supervisors on Job Satisfaction

The results of the calculation of the hypothesis through the t test obtained t count for the supervisor variable of -0.892 where the superior or supervisor variable (X_2) shows t count is smaller than t table ($-0.892 < 2.037$), meaning that partially there is no significant influence between superior (X_2) with employee job satisfaction. The coefficient is negative, meaning that there is a negative or unidirectional relationship. For the supervisor variable, the average respondent's answer agreed with a

percentage of 58.8%. The average of respondents who answered strongly agreed was 21%, those who answered were neutral at 9.6%, those who answered disagreed were 7.9% and 2.6% strongly disagreed. Thus it can be concluded that the employees of PDAM Tirtanadi Berastagi Branch in their work get direction from their superiors and are able to complete the job well and can achieve the predetermined targets. Sinambela (2019: 501) states that superior behavior also greatly affects one's job satisfaction. Studies show that job satisfaction increases when supervisors are considered friendly and understanding, offer praise for good performance, and listen to the opinions of employees or employees. The ability of superiors to provide technical support assistance and behavior encouragement will provide satisfaction to employees, because employees feel that they are concerned. Studies show that job satisfaction increases when supervisors are considered friendly and understanding, offer praise for good performance, and listen to the opinions of employees or employees. The ability of superiors to provide technical support assistance and behavior encouragement will provide satisfaction to employees, because employees feel that they are concerned. Studies show that job satisfaction increases when supervisors are considered friendly and understanding, offer praise for good performance, and listen to the opinions of employees or employees. The ability of superiors to provide technical support assistance and behavior encouragement will provide satisfaction to employees, because employees feel that they are concerned.

Based on the average respondents' answers, it can be concluded that on average they agree that the supervisor (supervisor) is one of the factors that affect employee job satisfaction but those who answer neutral are 9.6%, disagree 7.9% and strongly disagree 2.6% this is possible

because some employees feel uncomfortable working with their superiors or they still need time to adjust to their superiors. With the magnitude of dominance by X2 is -0.085 which is indicated by the value of standardized coefficients (Beta). The supervisor variable regression coefficient (X2) is -0.072: this means that if the supervisor (supervisor) has increased by 1 unit, job satisfaction (Y) will decrease by -0.072.

The results of partial testing on each of the independent variables, namely the superior variable to the employee job satisfaction variable, show that partially the superior does not have a significant effect on employee job satisfaction. However, the desire of employees to increase job satisfaction is certainly there, but the fact is that superiors do not affect employee job satisfaction.

The Influence of Colleagues on Job Satisfaction

The results of the calculation of the hypothesis through the t test obtained t count for the co-worker variable of 0.595, indicating that t count is smaller than t table ($0.595 < 2.037$), meaning that partially there is no significant effect between co-workers and job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch. Based on the respondent's answer to the two question items, the answer varies. The co-workers variable has an average response rate of respondents agreeing with a percentage of 57.9%. The average number of respondents who answered strongly agree was 5.2%, those who answered neutral were 10.5%, those who answered disagree were 19.7% and 6.6% strongly disagreed. Sinambela (2019: 501) said that workers besides working also seek social life. It is not surprising that peer support is able to increase the job satisfaction of a worker. Thus it can be concluded that the employees of PDAM Tirtanadi Berastagi Branch agree that the support of colleagues can increase employee job satisfaction. With the support and assistance

of colleagues, it will accelerate the completion of work and the achievement of company targets. And with communication that is harmonious between fellow workers, it will increase the comfort of employees at work.

Based on the average respondents' answers, it can be concluded that on average they agree that co-workers are one of the factors that affect employee job satisfaction. With the magnitude of dominance by X3 is 0.061 which is indicated by the value of standardized coefficients (Beta). The regression coefficient for the co-worker variable is 0.064: it means that if the co-worker variable has an increase of 1 unit, then job satisfaction (Y) will increase by 0.064, that is, the better the workmate, the job satisfaction will increase.

D. CONCLUSIONS AND SUGGESTIONS

1. Conclusion

Based on the results of research and discussion of the factors that affect job satisfaction of employees of PDAM Tirtanadi, North Sumatra Province, Berastagi Branch, the authors draw the following conclusions:

- a. The job itself (X1) partially does not have a significant effect on job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch.
Supervisors (X2) partially do not have a significant effect on job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch.
Friends of Work (X3) partially do not have a significant effect on job satisfaction of employees of PDAM Tirtanadi Berastagi Branch.
- b. Work itself (X1), boss (X2), co-workers (X3). Each simultaneously (jointly) has a positive and significant effect on Job Satisfaction (Y) of employees of PDAM Tirtanadi, Berastagi Branch. The results of the calculation through the F test obtained F count with a significance

level of 0.000 of 18.179 and the F table value of 2.512. This means that $F_{count} > F_{table}$ ($18.179 > 2.512$). So H1, H2, H3 are accepted.

- c. Based on the results of the R² test (coefficient of determination), the percentage of employee job satisfaction can be explained by the five independent variables (X), indicated by the value of R Square (R²), which is 0.740. In this case it can be interpreted that employee job satisfaction can be explained by independent variables with a value of 74% of the variation in the independent variables used in the job model itself, superiors, coworkers, promotions and salaries / wages are able to explain variations in job satisfaction variables. While the remaining 26% is influenced or explained by other variables not examined in this study.
- d. The amount of contribution to the formation of r² by successive variables is the job variable itself (X1) of 0.109, followed by bosses (X2) of -0.085, co-workers (X3) of 0.061. Based on these data, the variable salary / wages has the most dominant influence on job satisfaction of employees of PDAM Tirtanadi, Berastagi Branch. Based on the results of multiple regression testing, it is known that the existence of a salary / wage has the greatest influence on job satisfaction.

2. Suggestion

The suggestion in this research is that job satisfaction is abstract and relative. Every employee does not necessarily have the same in looking at the level of satisfaction. However, in general it can be said that the more aspects of work that are in accordance with the desires of employees, the higher the level of perceived satisfaction. Therefore, the factors that affect employee job satisfaction must receive special attention from the company.

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