

THE EFFECT OF CHARACTERISTIC OF EMPLOYER, JOB DESIGN, CAREER OPPORTUNITY, REWARD AND RELATION BETWEEN EMPLOYEE TO JOB SATISFACTION OF AN EMPLOYEE

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ABSTRACT

The purpose of this paper is to research about the effect of characteristic of employer, job design, career opportunity, reward and relation between employee to employee job satisfaction. This paper uses samples from Depot Djogja in Surabaya using a saturated sampling method and SPSS as its processing tools. This study found that characteristic of employer, job design, career opportunity, reward and relation between employee has a significant effect altogether to job satisfaction. all the variables in this research except relation between employee has a significant effect individually to job satisfaction in an employee. The paper combines different theories and limited samples therefore it is suggested that further research should be done in order to complete this research. This paper gives useful and practical suggestion for small start up business that want to have a deeper understanding about what causes an employee to be satisfied or dissatisfied with their employer or job.

Keywords: Employee job satisfaction, employee retention, SPSS, characteristic of employer, job design, career opportunity, reward, relation between employee, quantitative

INTRODUCTION

Indonesia has become one of the most populated country in this world and Surabaya as its second biggest cities has more than 3 million residents in it. With the growing of the population come an increased demand of food and beverage, thus creating a lot of new food service business. In most company, the number one assets is not a thing but its employees because an employee is the face and the representation of a business. The same thing applied to a food service business, human resource has become an important issues lately, with a lot of employee jumps from one company to another, it is important to know how employee retention effect the job satisfaction of an employee, and what makes an someone satisfied with their job also what causes them to dislike their job and ended up leaving their company or job.

LITERATURE REVIEW

Employee retention is defined as *the ability to keep holds those employees whom the organization wants to keep are longer than your rival* (Zahoor , *et al.*(2015:24). According to Lim, *et al.* (2011:21) there are five factors that causes someone to like or dislike their job :

1. Characteristic of employer
2. Job Design
3. Career Opportunity
4. Reward
5. Relation with other employee

Employee retention has a profound effect in affecting the job satisfaction of an employee. If a company has a good employee retention, the employee will most likely be satisfied with their jobs, but if a company has a bad employee retention , the employee will most likely be dissatisfied with their job, this statement is supported by a statement from Sumarni (2011:24) that said “a bad and off target employee retention will worsen the condition of the employee and in the end lowering their job satisfaction”. Based on those theories above, there are six assumptions that can be made :

H1 : Characteristic of an employer has a significant effect individually to job satisfaction of an employee

H2 : Job Design has a significant effect individually to job satisfaction of an employee

H3 : Career Opportunity has a significant effect individually to job satisfaction of an employee

H4 : Reward has a significant effect individually to job satisfaction of an employee

H5 : Relation between employee has a significant effect individually to job satisfaction of an employee

H6 : Characteristic of an employer, job design, career opportunity, reward and relation between employee has a significant effect altogether to job satisfaction of an employee

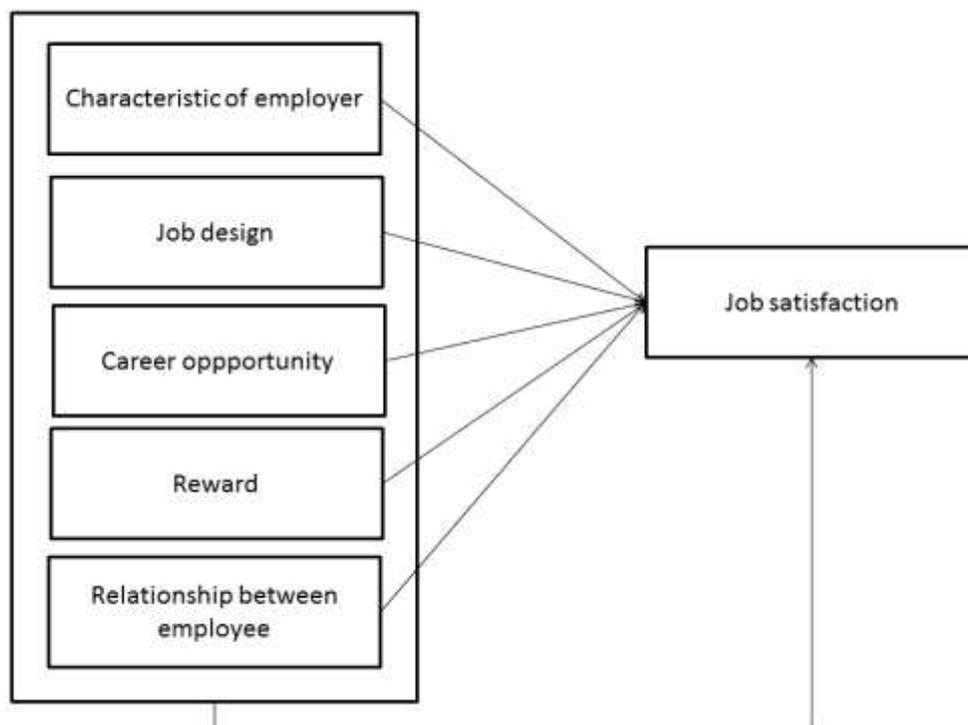


Figure 1. Analytical Model

RESEARCH METHODS

Data for this research is gathered using a saturated sampling method, and being processed using SPSS ver 16.0. A preliminary survey on a separate 30 respondents was held to check the validity and reliability of the measuring instrument used in this research. After the validity and reliability test was completed, 33 respondents were chosen and surveyed.

Indicators used in this survey were chosen from previous study using a 5 point likert scale to measure responses from survey takers on each given statement. The following describes information about the samples: 51,52% are male and 48,48% are female. All respondents are employees of Depot Djogja. Age is distributed as follows: 78,79% are from 16-25 age group, 15,15% are from 26-35 age group, 3,03% are from 36-45 age group and 3,03% are from 56-65 age group.

A regression test was conducted to the data after checking the instrument using validity and reliability test, and the following results were produced.

Table 1. F test result ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.524	5	1.505	33.003	.000 ^a
Residual	1.231	27	.046		
Total	8.755	32			

a. Predictors: (Constant), AVG_X5, AVG_X1, AVG_X3, AVG_X4, AVG_X2

b. Dependent Variable: AVG_Y

Based on table 2, we can see that the Sig. of the ANOVA table is $0,000 < 0,05$ therefore we can conclude that all independent variables in this research, which is characteristic of employer, job design, career opportunity, reward and relationship between employee have a significant effect simultaneously to the dependent variables which is job satisfaction.

Table 2. t test result Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.017	.351		-.049	.961
AVG_X1	.318	.096	.318	3.325	.003
AVG_X2	.146	.071	.193	2.054	.050
AVG_X3	.200	.066	.265	3.018	.005
AVG_X4	.282	.082	.322	3.443	.002
AVG_X5	.123	.063	.163	1.953	.061

a. Dependent Variable: AVG_Y

Based on table 3 we can see that all the Sig. from the Coefficients^a table is below 0,05 (Sig.<0,05) except the fifth variable. Therefore it can be concluded that characteristic of employer, job design, career opportunity and reward has a significant effect partially to job satisfaction. While relation between employee doesn't have any significant effect partially because the value of the Sig. is 0,061 which is bigger than 0,05.

Table 3. R and R² result Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.833	.21353

a. Predictors: (Constant), AVG_X5, AVG_X1, AVG_X3, AVG_X4, AVG_X2

Based on Table 4 we can see that the R value of the model summary is 0,927 this value shows that the relation between independent variables which is characteristic of employer, job design, career opportunity, reward, and relation between employee has a strong relation and positive value toward the dependent variable which is job satisfaction. meanwhile the R² value of the model summary is 0,859 (85,9%) this means that the independent variables (X1-X5) can explain the dependent variables (Y) for 85,9%, while the other 14,1% is explained by other variables that wasn't used in this research.

CONCLUSION

Based on this research it is concluded that the assumption of money matters for an employee is not always true. There are a lot of other variables that causes someone to be satisfied or dissatisfied with their job and most of that variables are based on the employer's employee retention effort. From this research we can conclude that characteristic of employer, job design, career opportunity, reward and relationship between employee has a significant effect simultaneously on job satisfaction and while characteristic of employer, job design, career opportunity, and reward has a significant effect partially on job satisfaction, relationship between employee doesn't have a significant effect partially on job satisfaction. This result is supported by the fact that was found the field, that an employee can work anywhere with anyone regardless of their relationship.

Considering that human resource / employee has become one of the most important assets. It is suggested that an employer should pay more attention to their employee retention effort because it has a profound effect in their employee's happiness thus effecting their employee's job satisfaction and in the end it will affect the company's performance.

Based on the t test, the variable that has the most effect on the job satisfaction of an employee is the first variable which is characteristic of an employer. Thus it is suggested that as an employer we should pay more attention to our own behavior towards our employee, because it has a profound effect in affecting their job satisfaction.

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