The Role of Job Satisfaction on Employee Work Productivity

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Abstract—Job satisfaction has a role of influencing work productivity. This study aims to empirically examine the role of job satisfaction on employee work productivity at the University of X Yogyakarta. The research sample is permanent and active employees who have worked for at least one year. The selection of research samples is done through randomization, with a simple random sampling technique. Methods of data collection are done by using the scale of work productivity and job satisfaction scale. Data analysis used in this research is product moment test from Pearson. The results showed that there was a very significant positive relationship of \((r_{xy}) = 0.427\) and with a significant level of \(p = 0.006\) \((p < 0.01)\). The higher the job satisfaction, the higher the work productivity, the lower the job satisfaction, the lower the work productivity.

Keywords—employee, job satisfaction, work productivity

I. INTRODUCTION

Human resources are one of the most important factors in an organization because human resources are the determinant of the success of an organization [1]. According to Mathis and Jackson [2] human resources are the design of formal systems in an organization to achieve organizational goals effectively. Thus, work productivity is very important for every human resource for all organizations, because productive human resources can improve organizational welfare [3].

The impact of high work productivity is that it can increase the standard of organizational income [4]. According to Allmon, Haas, Borcherding, and Goodrum, [5] high work productivity can contribute to the general welfare of employees. Meanwhile the low work productivity results in low income and organizational poverty [6]. The results of Akineye's study [4] found that low work productivity can create a less conducive work environment. Supported by the results of research by Chan, Hales, Shear, Lynde, Poulin, and Mittmann [7] who found that low work productivity would produce a large economic burden for an organization.

Work productivity can be defined as production, fertility and generative abilities [8]. Productivity is one of the most important and influential basic variables that regulate economic production activities [9]. Boyle [10] defines work productivity as a measure of the amount of output produced by input units. According to Alvesson and Sveningsson [11] the concept of work productivity can be seen from the individual and organizational side. From the individual side, productivity is seen as a result of individual personality characteristics that emerge in the form of mental attitudes and imply the desires and efforts of individuals who always strive to improve the quality of life, while the organization is explained in terms of technical relations between input, output, quality, and quantity.

One of the factors predicted to increase work productivity is employee job satisfaction [12]. The results of the study by Bockerman and Ilmakunnas [13] found that job satisfaction is a significant determinant of high and low employee productivity. Supported by the results of Deepa, Palaniswamy, and Kuppusamy [14] who found that employees who were satisfied with their jobs would involve themselves in their work to find that there was an increase in their work productivity. The findings produced by Mamiseishvili and Rosser [15] also show that increasing work productivity is significantly affected by job satisfaction.

Job satisfaction is a pleasant feeling caused by the individual's perception that his effort to complete work assignments is something that is important [16]. According to Schultz and Schultz [17] job satisfaction is a positive or negative feeling and attitude about his work. Meanwhile, according to McShane and Glinow [18] job satisfaction is the evaluation of individuals on their performance in the context of their work related to job characteristics, environmental factors and emotional
experience at work. Job satisfaction reflects the feelings and attitudes of employees towards a job [19].

The purpose of this study was to determine the role of job satisfaction on work productivity at the University of X Yogyakarta.

II. METHOD

A. Population, Sample, and Sampling Technique

The population in this study were all employees at University X. The sample in this study amounted to 40 employees at the University of X. The selection of research samples was done through randomization, with a simple random sampling technique. The criteria as a population in this study are as follows:

a. Those permanent employee at University X who has passed the training period and has sufficient understanding of his job description.
b. Have worked at least 1 year because in that period the employee can adjust to the conditions and situation of the organization environment, internalize the norms and rules that exist in the organization and understand the values of organizational goals.

B. Measuring Instrument

Work productivity is revealed by using a productivity scale that refers to the factors stated by Simamora [20] that are used in indicators or measurements of work productivity including quantity (number) of work, quality (quality) of work and timeliness. Job satisfaction is revealed by the scale of job satisfaction based on aspects of job satisfaction from Smith, Kendall & Hulin [21]-[22], namely the work itself, salary, promotion, supervision, and coworkers. The scaling model used for work productivity is a likert scale model and job satisfaction using a semantic differential scale model.

C. Validity and Reliability of Measuring Instruments

The results of a trial analysis of 30 work productivity scale items resulted to the reliability coefficient (α) of 0.905 with the corrected item-total correlation range moving from 0.301 to 0.725. Valid and reliable items that will be used for research are 24 items.

The results of a trial analysis of 30 items of job satisfaction scale is the reliability coefficient (α) of 0.957 with the corrected item-total correlation range moving from 0.421 to 0.841. Valid and reliable items that will be used for research are 20 items

D. Data Analysis

The method used for analyzing data was parametric statistical methods. Data analysis was performed using SPSS 17.0 for windows, through product moment testing techniques a statistical analysis technique to determine the relationship between independent variables (job satisfaction) and dependent variables (work productivity).

III. RESULT AND DISCUSSION

A. Prerequisite Test

Normality Test

Based on the results of the analysis of the tawork satisfaction and work productivity variables are 0.988 and 0.410 respectively which have p> 0.05 so that each data is normally distributed, meaning there is no difference between the distribution of sample scores and population scores. It means that the samples used have represented the population.

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Score K-SZ</th>
<th>Sig</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work productivity</td>
<td>0.888</td>
<td>0.410</td>
<td>Normal</td>
</tr>
<tr>
<td>2</td>
<td>Job satisfaction</td>
<td>0.447</td>
<td>0.988</td>
<td>Normal</td>
</tr>
</tbody>
</table>

Linearity Test

Based on table 2, the linearity test, it is obtained that F = 5.610 with significance 0.035 (p <0.05), the relationship between the two variables is stated linear.

<table>
<thead>
<tr>
<th>Variable</th>
<th>F</th>
<th>Significance</th>
<th>Criterion</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction towards productivity</td>
<td>5.61</td>
<td>0.035</td>
<td>P&lt;0.05</td>
<td>Linear</td>
</tr>
</tbody>
</table>

B. Hypothesis Test

Based on table 3, the magnitude of the correlation coefficient between job satisfaction and work productivity (rxy) is equal to 0.427 and with a significant level p = 0.006 (p <0.01), which means that there is a very significant positive relationship between job satisfaction and employee productivity at University X Yogyakarta. The higher job satisfaction, the higher employee productivity, on the contrary the lower the job satisfaction, the lower the work productivity.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Person-Correlation</th>
<th>Significance</th>
<th>Criteria</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction towards work productivity</td>
<td>0.427</td>
<td>0.006</td>
<td>P&lt;0.01</td>
<td>There is a very significant positive relationship</td>
</tr>
</tbody>
</table>

The results of the above research indicate that there is a very significant positive relationship between job satisfaction and employee productivity at the University of X Yogyakarta. The higher job satisfaction, the higher employee productivity, on the contrary the lower the job satisfaction, the lower the work productivity. This is supported by previous studies showing that job satisfaction is positively related to work productivity [23]. Mamiseishvili and Rosser [15] in their study also found that job satisfaction is positively correlated with work productivity. According to Bhatti and Qureshi [24] if an organization wants to increase the work
productivity of its employees, one of the factors that needs to be considered is the job satisfaction of its employees. If the organization can provide an appropriate salary, create a comfortable working atmosphere, promote good relationships with superiors and fellow co-workers and provide fair promotion, then employees will certainly have emotional attachments and will do their jobs with full of energy and enthusiasm. Employees with high levels of job satisfaction will be motivated to increase their professionalism, broaden their specific knowledge and develop special skills, so as a result their work productivity will increase [25]. The amount of contribution to job satisfaction in influencing work productivity based on the results of the analysis is 0.182, this shows that job satisfaction gives a role of 18.2% of work productivity, and thus there are still 81.8% influence of other factors not identified in the study. Another factor related to work productivity compensation, where employee work productivity increases after the compensation system in the form of profit sharing is applied by a company [26]. Meanwhile according to Gibson, Donnelly, and Ivancevich [27] transformational leadership also provides a significant contribution to job satisfaction in influencing work productivity will increase [25]. The amount of this shows that job satisfaction gives a role of 18.2% of work productivity, and thus there are still 81.8% influence of other factors not identified in the study. Another factor related to work productivity compensation, where employee work productivity increases after the compensation system in the form of profit sharing is applied by a company [26]. Meanwhile according to Gibson, Donnelly, and Ivancevich [27] transformational leadership also provides a significant influence on employee work productivity.

IV. CONCLUSION

Based on the results of research data analysis, there is a very significant positive relationship between job satisfaction and work productivity. That is, the higher the job satisfaction the higher the work productivity and vice versa.

V. ACKNOWLEDGMENT

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