



Analysis of work satisfaction on work achievement of employees Indonesian local government



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ABSTRACT

Job performance is often associated with job satisfaction, therefore it is important to examine how the influence of job satisfaction on work performance. The location of this research is the Gorontalo city government. The focus of this study is job satisfaction and work performance with respondents as many as 100 employees from the employee's office as many as 133 employees by sampling using the proportional random sampling method. The research method uses explanation method and data analysis using multiple linear regression analysis. The results of the study indicate that job satisfaction factors consist of the work variable itself, boss, promotion and work environment simultaneously shows the results of a positive and significant effect on work performance but not partially. This means that overall job satisfaction has a positive influence on job performance but only a few factors that contribute positively such as employment. Leadership factors, and work environment factors.

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1. Introduction

The government institutions in Indonesia as Regent government office is the organization requiring the employees to reach the work achievement properly with the organization goal. It is as the center of government and public service. As a biological human being, human resources as the workforce always strive to meet their needs and satisfaction. Human nature integrated in this employee must be noticed by the organization management. A satisfied employee will certainly work better because the expected outcome of his/her workplace is fulfilled. Everyone who works certainly expects rewards in the form of something that can be used to fulfill the needs of life. Similarly, employees who are biological and social being will have a good work achievement if they get work satisfaction in the organization. However, sometimes the employee's work satisfaction is neglected so that it becomes something resulting in employee's work achievement decrease which ultimately results in employee performance decrease and affects the whole organization performance decrease.

Therefore, the research problem in this study is whether work satisfaction affects work achievement or work achievement provides the employees experience work satisfaction. Therefore, this research concerns in the first problem whether work satisfaction affects employee's work achievement at Gorontalo Regent's office.

Employee's work satisfaction can be obtained from various things that become employees' basic needs, such as financial compensation in the salary or incentives and bonuses, proper work with the desire, a conducive work environment, good characteristic leader, good self-development and harmony in relationship between colleagues. If the several factors above are already fulfilled, the employee will be motivated to work better and feel comfortable while working and it is directly affecting employee's work performance so that the organization's performance will increase as well. However, work satisfaction factors are no longer factor that can be relied upon as work performance support factors due to improper implementation.

Hariandja (2008) work is one of the most important elements in the organization. This is because work satisfaction can affect behavior such as lazy, diligent, productive, and others or it has an important relationship in the organization. The factors affecting work satisfaction are: Salary, Work, Leader, Promotions, and Work environment. Work Satisfaction is the Assessment of the worker about how far his whole work can satisfy his/her needs

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(Rivai and Mulyadi, 2010). Work Satisfaction is a pleasant or unpleasant emotional state by which employees view their work, it reflects one's feelings toward one's work, this is an evident in the employee positive attitude on the job and everything encountered in his or her work environment (Handoko, 2001).

Regarding work satisfaction, there are several well-known theories, one of them is the theory of discrepancy (*Discrepancy theory*). This theory measures a person's work satisfaction by calculating the difference between what should be and the perceived reality. In addition, if someone's satisfaction is obtained more than he/she desired, he/she will become more satisfied, consequently there is a discrepancy, but it is a positive discrepancy. Someone's satisfaction depends on the difference between what is deemed to be achieved and what is achieved.

In addition to the theory of work satisfaction, there is also Theory of Justice (*Equity theory*). This theory suggests that people will feel satisfied or dissatisfied, depending on whether or not there is a justice (equity) especially in the work situation. According to this theory, the main components in the theory of justice are input, outcome, justice and injustice. Input is a valuable factor for employees supporting their work, such as education, experience, skills, number of tasks, and the equipment used to carry out their work. The result is something valuable for employees earned from their work, such as wages/salaries, side benefits, symbols, status, rewards, and opportunities for success or self-actualization. While people are always looking for comparison in the form of someone in the same organization, or somewhere else, or maybe himself/herself in the past. According to this theory, each employee will compare the input ratio of his/herself and someone else. If the comparison is unbalanced but profitable it can lead either to satisfaction or dissatisfaction. But if the comparison is unbalanced it will lead to dissatisfaction.

The theory of two factors (*Two factor theory*), according to this theory either work satisfaction and dissatisfaction are two different things. Satisfaction and dissatisfaction on work are not a continuous variable. This theory formulates the characteristics of work into two groups: satisfies or motivators and dissatisfies. Satisfies are factors or situations needed as a source of work satisfaction consists of: exciting and challenging jobs, opportunities to reach an achievement, opportunities to get and award and promotion. If these factors are achieved, it will affect satisfaction, otherwise, if it not achieved it will lead to dissatisfaction. Dissatisfies (hygiene factors) are the source of dissatisfaction consist of: salaries/wages, supervision, interpersonal relations, working conditions and status. This factor is needed to satisfy biological urges and employee basic needs. If these factors are not achieved, employees will not be satisfied. But if the amount of this factor is adequate to meet their needs, employees will not be disappointed though they are not satisfied yet.

In an effort to assess employee's work performance there are several indicators that can be used as a benchmark of their process and results of work as follows:

- a. Skill is a measurement of employee ability to carry out the work assigned to him/her in accordance with their field, ability owned by the employees will improve their work performance (Sastradipoera and Komaruddin, 2006).
- b. Discipline is an attitude, behavior and deed in accordance with the organization rules whether it is written or not. Employees with good discipline will be able to use their time to complete their tasks (Siagian, 2007).
- c. Responsibility is a consistent attitude and behavior to the work given to him/her (Siagian, 2007).

According to Rivai and Sagala (2010) there are some abilities used as someone's work achievement benchmarks level, namely:

- a) Technical ability, is the ability to use the knowledge, method, technique, and tool to perform the tasks, experiences, and training.
- b) Conceptual ability, is the ability to understand the company's complexity and field adjustment into the field of company operations as a whole, essentially the individual understands the duties, functions and responsibilities as an employee.

Interpersonal relationship ability, such as the ability to work with others, to motivate employees, and to perform negotiation.

Gibson et al. (1988) stated that there may be a reciprocal relationship that indicates no specific direction or relationship between work satisfaction and work achievement. The relationship is described as Fig. 1.

Results of Gibson et al. (1988) research became the purpose basis for the researcher to test the factual relation between work satisfaction variable and work achievement variable factors, as conducted by Hidayat (1997). Analysis of Work Satisfaction Factors on Production Part's Employee Achievement at PT. Imron Group, Mojokerto, with the results show that Satisfaction is: salary, supervision, promotion opportunities, working groups and working conditions had a meaningful effect on work achievement. The salary is a dominant variable on work satisfaction.

Analysis of Relationship between Work Achievement Relationship on BNI Syariah Work Productivity, gives results that: the relationship of work satisfaction on work achievement is positive and significant and it contributes 56% to the rise and fall of work achievement (Nasrih, 2010).

The effect of work satisfaction on employee performance at cv. organic agro system in Lampung city, the result shows that Work Satisfaction has a very strong and positive relationship with Employee's work Achievement; Determination

Coefficient= 66.40%, it shows that Work Satisfaction gives 66.40% effect on Employee's work Performance and 33.60% is influenced by other factors that are not discussed in this study; the value of r_{xy} or r -count 0,815 > r -table 0,396 at 95% confidence level, hence H_0 refused and H_a accepted

mean: Work Satisfaction has significant effect on Employee's work Achievement. Therefore, it can be concluded that the hypothesis of research stating Work Satisfaction has a significant effect on Employee's work Achievement at CV.Organik Agro System (OASIS) is acceptable (Yuniastuti, 2011).

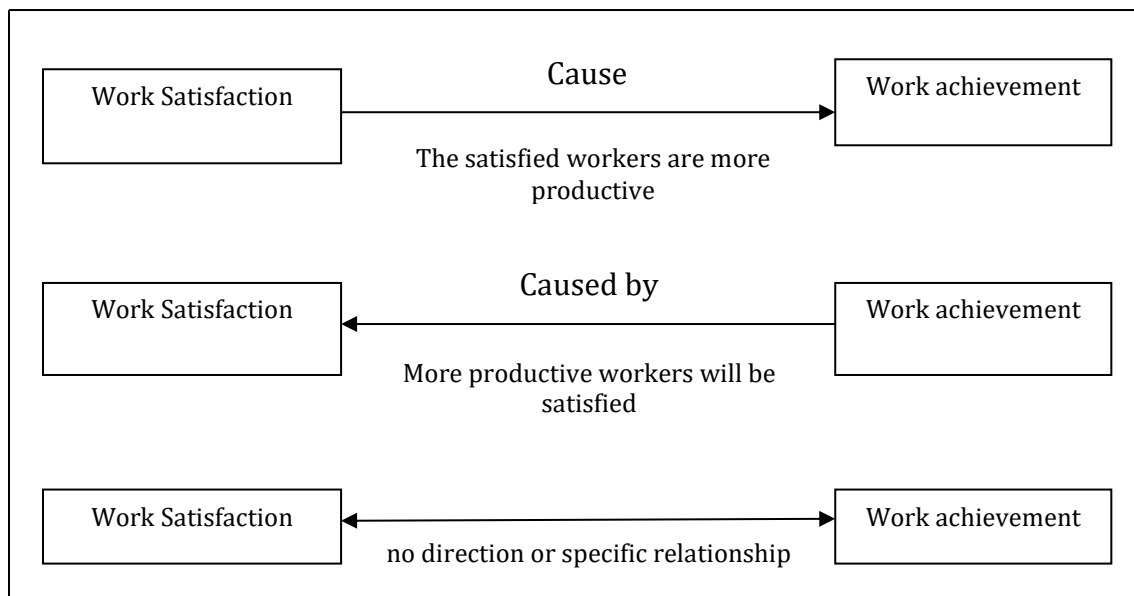


Fig. 1: Relationship between work satisfaction and work achievement (Werbel, 2000; Wibowo, 2012)

Analysis Factors Affecting Employees Job Performance in Libya, Results of data analysis on the Statistical Package for the Social Sciences (SPSS) were (Aboazoum et al., 2015):

1. Employee performance and organizational culture are significant.
2. Employee performance and job satisfaction is significant.
3. Employee performance, training, and development are satisfaction.
4. Employee performance and stress are insignificant.

Analysis of work satisfaction and its effect on employee performance at life insurance corporation (lic) of India, shows that the work satisfaction and its effect on employee's performance at Life Insurance Corporation (LIC) of India appear good. The average mean score and percentage score has been computed at 3.7 (67.5%). The most important factors contributing employees work satisfaction are: comfort work place, relationship with the leader, convened working hours, fairness, participation in the decision, chances for future development and overall satisfaction with present job (Tiwari, 2014).

Analysis of Extrinsic Rewards and Employee Satisfaction: Case of Somtel Company in maliland. Gives result that: The study found out that salaries, bonus payment, ordinary commission and working conditions have a positive relationship with the performance. Based on the research findings it can be concluded that there is a positive relationship between extrinsic rewards and employee's

satisfaction. The study recommends for Somtel Company to consider provision of fringe benefits, paying bonuses, commissions to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. The study also recommends further research on intrinsic rewards and motivation, relationship between training and motivation as well as a comparative study on the relationship between financial and nonfinancial motivators with the relation to organizational performance (Ali et al., 2015).

Based on the background description this study aims to analyze the factors affect work satisfaction on work achievement Gorontalo Regent's office so that it can be useful for policy makers in that office and other government offices as solution in terms of improving employee's work achievement in relation to the factors affecting work satisfaction as a basis in the assessment of the whole overall organization performance,

2. Research method

This was explanative research survey method using quantitative approach. The observation was made to 133 civil servants at Gorontalo Regent's office using proportional random sampling with the assumption that the population was homogeneous, the sample size was determined using Slovin formula, so it was obtained the sample composition of 100 employees as shown in Table 1.

Based on the sample, the primary data were collected through questionnaire containing questions about work satisfaction factors in the form

of Work (X1), Leader (X2), Promotion (X3), Working Environment (X4) and Work Achievement (Y) used the classical assumption test. The data analysis used

multiple regression analysis which then it was described.

Table 1: Population composition and sample

No.	Work Unit	Group				Number of Population	Group				Total Sample
		I	II	III	IV		I	II	III	IV	
1	Government Section	-	3	9	1	13	-	2	7	1	10
2	Law Section	-	3	8	1	12	-	2	6	1	9
3	Public Relation and Protocol Section	-	9	8	1	18	-	7	6	1	14
4	Economic Section	1	3	5	1	10	1	2	3	1	7
5	Construction Section	-	5	10	1	16	-	4	7	1	12
6	People's Welfare Section	-	5	9	1	15	-	4	6	1	11
7	General Section	1	20	18	1	40	1	15	13	1	30
8	Organization and Management Section	-	3	5	1	9	-	2	4	1	7
	TOTAL	2	51	72	8	133	2	38	54	8	100

3. Result and discussion

Based on the data from respondents then it is analyzed statistically using multiple linear regression with SPSS software (*Statistical Product Service and solution*) to test effect of work satisfaction independent variable on work achievement dependent variable. These results are presented in Table 2.

3.1. Effects of work itself on work achievement

Table 2 shows that regression coefficient of work itself is 0.324, indicating there is a positive effect of this variable on work achievement, meaning if the work increases it will increase work achievement and vice versa, with the probability value or *sig* is 0.000, this number is smaller than 0.05 so it can be concluded that the independence effect between

work itself and work achievement is statistically significant.

The work itself is analyzed from: Employee perceptions of his/her job, job suitability with the expectation, fairness in job sharing. Pleasant work for an employee will certainly provide a spirit or as encouragement in carrying out the task, the main function as civil state apparatus and ultimately the employee will provide a better work (achievement). Similarly, work in accordance with the expectations will provide a spirit value for employees, hope that is always achieved will provide a sense of satisfaction in performing their main duties and functions as state apparatus, thus providing a motivation to provide the best result from the task they performed. While fairness in task distribution to employees will provide a satisfaction that employees are treated equally in terms of carrying out the main task proper to their function.

Table 2: Result of statistical test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.035	1.004		4.020	.000
1 X1 (Work itself)	.271	.067	.324	4.043	.000
X2 (Leader)	.028	.045	.045	.612	.042
X3 (Promotion)	.080	.058	.117	1.383	.170
X4 (Work Environment)	.382	.073	.442	5.238	.000

a. Dependent Variable: Y (Work Achievement)

Therefore, the same desire will appear from the employee to provide better work result. It is in line with the Theory of Justice (Equity theory). This theory suggests that people will feel satisfied or dissatisfied, depending on whether or not there is a justice (equity) especially in the work situation. According to this theory, the main components in the theory of justice are input, outcome, justice and injustice. Input is a valuable factor for employees who are considered to support his/her work.

Effects of work itself independence as work satisfaction on work achievement is supported by Two Factor Theory, according to this theory, work satisfaction and work dissatisfaction are different. Satisfaction and dissatisfaction on work are not continuous variables. This theory formulates the

characteristics of work into two groups: satisfies or motivators and dissatisfies. Satisfies are factors or situations needed as a source of work satisfaction consists of: exciting and challenging jobs, opportunities to reach an achievement, opportunities to get and award and promotion. If these factors are achieved it will affect satisfaction, otherwise if it is not achieved it will lead to dissatisfaction. With the work satisfaction felt by the employees it will improve work achievement and vice versa.

This research is in line with the research conducted by Nasrih (2010), Aboazoum et al. (2015), and Tiwari (2014); stating that working conditions have a significant effect on work achievement.

3.2. Effects of leader on work achievement

Result of statistic test shows that the leader variable regression coefficient is 0.045 meaning that if the leader' role increases by one unit then there will be an increase of work achievement 0.045 units with positive value direction, and vice versa, since the probability value or *Sig* is 0.042 smaller than the significance value of 0.05 then the leader variable independence effect on work achievement is statistically significant.

Leader variable as one of the factors of work satisfaction support has indicators in the form of giving praise and appreciation, giving clear direction, and giving opportunity to express opinion for employees, therefore all these factors are important in accelerate employee's work achievement. Result of this study is in line with the research conducted by Hidayat (1997) that supervision conducted by the leader has a significant effect on work achievement, and leader variable gives positive and significant effect on work achievement, and Yuniastuti's (2011) research and Tiwari (2014) that urge work satisfaction has a strong positive and significant effect on work performance

3.3. Effects of promotion on work achievement

Based on statistical test result in this research, promotion variable has positive regression coefficient of 0,117 and probability value of *Sig* 0,170 meaning that there is positive relation between job promotion and work achievement hence promotion will increase work achievement performance and vice versa, but it is not statistically significant because *Sig* probability value of 0.170 is higher than 0.05. Result of interview on the respondents indicates that promotion in Gorontalo Regent's office is not based on the performance, it is based on rules and classes as a condition for achieving structural positions (eselonisasi), and even it is political. Promotion's indicator consists of accuracy of promotion implementation, promotional requirements, and promotion fairness has not been fully implemented.

This study is in contrast to the research conducted by Tiwari (2014), Aboazoum et al. (2015), and Ali et al. (2015) that urge promotion as a work satisfaction factor gives a significant effect on work achievement.

3.4. Effects of work environment on work achievement

Work environment has a regression coefficient of 0.442 with a *Sig* probability value of 0.000, meaning that there is a positive relationship between work environment and work achievement, it indicates a better work environment improvement such as convenience, working atmosphere and colleagues will improve the performance of employee's work achievement and vice versa. The sigma probability

value smaller than 0.05 indicates that work environment has a significant effect on employee's work achievement. From statistical table test result, it shows that work environment variable as work satisfaction factor is the most dominant variable affecting work achievement. This research is in line with the research conducted by Nasrih (2010), Aboazoum et al. (2015), and Ali et al. (2015).

4. Conclusion

Based on results of the study and the discussion, simultaneously factors of work satisfaction in the form of work itself, leader, promotion and work environment have a positive and significant effect on work achievement. While the partial variable of work itself has a positive and significant effect on work achievement, leader variable has a positive and significant effect on work achievement, promotion variable has a positive but not significant effect on work achievement and work environment has positive and significant effect on work achievement, and work environment is the dominant variable affecting the work achievement among the four variables in work. In addition, concern to these satisfaction factors should be further improved in order to improve employee's work achievement. For further research it is suggested that it can be conducted research between work achievement and work satisfaction by adding the variables studied in order to give more varied results based on Robbin's thinking.

Compliance with ethical standards

Conflict of interest

The authors declare that they have no conflict of interest.

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