

Research Article

Job Satisfaction of TPK Group Yogyakarta Employees: Organizational and Industrial Psychology Perspectives

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Abstract

The purpose of this study was to see an overview of the level of job satisfaction of TPK Group employees in general from nine aspects; salary, promotion, supervision, benefits, rewards, operational procedures, co-workers, nature of work, and communication. This research is also to see aspects that affect job satisfaction and aspects that do not affect job satisfaction. The research method used is descriptive quantitative as a primary data collection tool and is supported by interviews. The subjects of this study were 43 employees of TPK Group Yogyakarta. The results showed that out of 43 employees, 16% (7 employees) had a high level of job satisfaction, 65% (28 employees) had a moderate job satisfaction level, and 19% (8 employees) had a low job satisfaction level. The supervision aspect has the highest effect value on job satisfaction, while allowances, operational procedures, and promotions get the lowest score related to employee job satisfaction at PT TPK Group. From the results of this study, it is suggested that companies/leaders need to conduct evaluations to improve systems and human resources so that the goals of the company can be achieved and improved.

Keywords: job satisfaction; employees; company.

Abstrak

Tujuan dari penelitian ini adalah bagaimana gambaran tingkat kepuasan kerja karyawan PT TPK Group secara umum dilihat dari sembilan aspek kepuasan kerja yaitu gaji, promosi, supervisi, tunjangan, imbalan kontinjensi, prosedur operasi, rekan kerja, sifat pekerjaan, dan komunikasi. Selain itu juga menentukan aspek kepuasan kerja mana yang selama ini memberikan kepuasan kerja dan aspek mana yang tidak memberikan kepuasan kerja. Metode penelitian ini adalah kuesioner deskriptif kuantitatif kepuasan kerja sebagai alat pengumpulan utama yang didukung dengan wawancara. Subjek penelitian ini adalah 43 karyawan TPK Group Yogyakarta. Hasil penelitian menunjukkan bahwa dari 43 karyawan Grup TPK, 16% (7 karyawan) memiliki tingkat kepuasan kerja yang tinggi, 65% (28 karyawan) memiliki tingkat kepuasan kerja sedang, dan 19% (8 karyawan) memiliki tingkat kepuasan kerja yang rendah. Aspek supervisi memiliki nilai pengaruh paling tinggi terhadap kepuasan kerja, sedangkan manfaat, prosedur, dan promosi mendapatkan nilai paling rendah terkait dengan kepuasan kerja karyawan TPK Group Yogyakarta. Dari hasil penelitian ini dapat di ketahui bahwa perlunya perusahaan / pimpinan untuk memperbaiki sistem atau SDM kepegawaian dan karyawan perlu dilakukan evaluasi agar tujuan perusahaan dapat terpenuhi atau ditingkatkan dari sebelumnya.

Kata kunci: kepuasan kerja; karyawan; perusahaan.

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Introduction

Massive infrastructure development by the government requires support from the consulting services sector. The consulting services sector in the structure of the national economy has an important role. Through the consulting services sector, the evolution of Indonesia's development can be seen directly physically, such as housing, tall buildings, bridges, sewerage, sewer toll roads, and telecommunication facilities, which indicate Indonesia's economic activities are taking place. One of the business fields included in the consulting company is PT TPK Group. PT TPK Group is a company that belongs to a consulting company engaged in engineering consulting services, both planning, designing, and supervising or supervising building engineering, which covers various fields of construction, namely spatial planning, engineering planning, engineering supervision, architectural planning, and consulting. Other. Meanwhile, non-construction includes study services, research and technical assistance, telematics, transportation, development and agriculture, and rural areas, tourism planning consulting services, tourism feasibility study consulting services, and survey services.

One of the resources for carrying out company operations is employees. Employees are the main capital owned by TPK Group. Employees are designers, managers, and regulators who play an active role in realizing company goals (Hasibuan, 2005). Therefore, employee job satisfaction needs to be considered. Because low job satisfaction resulted in fatigue and decreased employee mental health (Nadinloyi et al., 2013) and turnover (Brawley & Pury, 2016). However, in reality, in several companies, one of which is the consulting service company, which has not shown great attention to employee job satisfaction.

Based on the results of interviews with the HR Director, TPK Group has not been able to achieve the company's business targets, including employee job satisfaction. In 2018, 11% of employees chose to resign from the TPK Group, with a total of 71 employees. Job satisfaction is a person's emotions and attitudes, both positive and negative, towards their job (Robbins & Judge, 2015). Job satisfaction will have a positive impact on workers and the organization as a whole. Job satisfaction is an affective reaction to the job that results from a comparison between the task and the actual results desired, expected, and obtained (Castaneda & Scanlan, 2014).

Employee job satisfaction at TPK Group needs full attention. This is because the TPK Group company is one of the consulting firms which physically is an important sector in development in Indonesia. If employee satisfaction is not met at the TPK, it will have a negative impact. The negative impact is that employees like to be late to the office, like to be absent, and the most overreach is that employees choose to leave the company.

Four attempts by employees indicate job dissatisfaction with the company (Robbins & Judge, 2015) that is:

- a. Exit (exit), namely actions that direct individuals to resign from the company.
- b. Voicing (voice) is a behavior that actively tries to improve conditions, including suggesting improvements.
- c. Loyalty is silence but waiting for conditions to improve, including talking to the organization when facing external criticism and trusting the organization to act in a positive way.
- d. Neglect is a passive attitude that allows organizational conditions to worsen and engages in negative behavior.

The departure of employees from the company is an expression of dissatisfaction that affects the company to suffer losses. Because the company will experience difficulties in transferring knowledge to new employees. Companies are required to find a replacement at a

cost that is not small. These costs are incurred for the recruitment and selection process and even for employee training and development. The company will also incur large losses if the employees who leave have a very good performance.

TPK Group companies, if they still do not care about employee job satisfaction, will affect employee turnover continuously in the future, and the company will experience losses. Based on these problems, researchers are interested in conducting research on "Job satisfaction of TPK Group Yogyakarta employees." TPK Group companies have never previously conducted research or assessment on employee job satisfaction. As a result, there is no description of the job satisfaction of TPK Group Yogyakarta employees. Therefore, the main point of this research is to know how to describe the job satisfaction of TPK Group Yogyakarta employees.

Method

Research design

The variable used in this study is employee job satisfaction. Job satisfaction is a person's emotions and attitudes, both positive and negative, towards their job and their relationship with various aspects of work. Aspects that affect job satisfaction are salary, promotion opportunities, supervision, benefits, rewards, procedures, coworkers, nature of work, and communication.

Population and sample

The population in this study were employees of the Yogyakarta TPK Group. The number of samples in this study was 43 employees. Characteristics of research respondents, namely:

Table 1. Number of employees by gender

Gender	Number	Percentage
Men	30	70%
Woman	13	30%
Total	43	100%

Based on table 1, it is found that 70% more male respondents than female respondents, 30% of the total respondents 43 employees.

Table 2. Number of employees based on length of service

Service Life Span	Number	Percentage
0 - 1 year	13	30%
12 years old	17	40%
35 years old	13	30%
amount	43	100%

Based on table 2, it can be seen that respondents with a working period of 0-1 years are 13 people, respondents with a working period of 1-2 years are 17 people, and 13 respondents with a working period of 3-5 years are 13 people.

Table 3. Number of employees by field of work

Field of work	Number	Percentage
Technique	28	65%
Admin / Management	15	35%
TOTAL	43	100%

From the number of respondents, 43 people, it is known that there are more technical respondents than admin respondents, as shown in table 3.

Data Collection

The data collection method in this study uses several approaches, namely:

a. Scale

The scale used in this study is a scale of job satisfaction, which refers to the theory (Spector, 1997). This scale was later modified by the author. Employee job satisfaction scales are arranged based on aspects of job satisfaction. This scale uses the summed rating method from Likert (Azwar, 2014). The employee job satisfaction scale presents six response categories ranging from "Strongly Agree" (SS) until "Strongly Disagree" (STS) and consists of two types of items, namely favorable and unfavorable items. The highest score was given a score of six for subjects who answered "strongly agree" (SS) and the lowest score was given a number for subjects who answered "strongly disagree" (STS) on items that are favorable. Meanwhile, in the unfavorable item, the number six (highest) was given to the subject who answered: "strongly agree (SS)." The employee job satisfaction scale is 33 items.

b. Interview

Data collection in this study was also supported by the wawancara method. Interview respondents, namely the director of HR and technical staff of the TPK Group, this is in order to obtain information about employee job satisfaction.

Data analysis

This study uses a quantitative descriptive method which aims to determine the level of job satisfaction of employees of TPK Group Yogyakarta.

Result and Discussion

Employee job satisfaction scales that have been tested for validity and reliability are distributed to 43 employees of the TPK Group. Of the 43 employees, the highest score for employee job satisfaction is that for job satisfaction, employees have the highest score of 174 and the lowest score of 108, with a mean value of 142 and a standard deviation of 17. It is based on the hypothetical mean. The categorization includes three categorizations, namely, high, medium, and low. The categorization results show 16% (7 employees) have a high level of employee job satisfaction, 65% (28 employees) have a moderate level of employee job satisfaction, and 19% (8 employees) have a low level of employee job satisfaction.

Based on the results of the analysis, it was found that the job decision of TPK Group Yogyakarta employees had the highest score of 174 and the lowest score of 108, with a mean value of 142 and a standard deviation of 17. The description can be seen in the table below.

Table 4. Data description (N = 43)

Variable	Hypothetical Data			
	Max	Min	Mean	SD
Employee Job Satisfaction	174	108	142	17

The results of the analysis it shows that among 43 employees, the job satisfaction score of the support staff employees in the high category is seven people (16%) with a score above 159; Medium categorization 28 people (65%) with a score between 125-159 and a low categorization of 8 people (19%) with a score below 125. So, it can be concluded that the general description of the job satisfaction of TPK Group employees is in the moderate category. The employee job satisfaction scale has nine aspects that are indicators of the job satisfaction assessment of the TPK Group employees. The nine aspects are salary, promotion, supervision, benefits, rewards, procedures, coworkers, nature of work, and communication. The mean values of each aspect include salary (4.41), promotion opportunities (3.88), supervision (4.82), allowances (4), rewards (4.35), procedures (4), coworkers (4.53), the nature of work (4.31), and communication (4.44). This shows that the aspect of supervision has the highest effect on employee job satisfaction, then followed by aspects of coworkers, communication, salaries, awards, nature of work, benefits, procedures, and finally, promotions.

The supervision aspect has the highest influence value. This can be seen from the results of in-depth interviews with several respondents who said that the behavior pattern of TPK Group Yogyakarta leaders to subordinates was relationship-oriented, so employees felt treated like family. At the same time, the aspects that get low scores on job satisfaction are the promotion aspects. This is because the company does not yet have an employee development system so that employees do not have the opportunity to be promoted to a better position. Job satisfaction is one of the most complex variables faced by company leaders in relation to retaining employees in the company (Aziri, 2011).

Many studies have shown a tremendous impact if employees feel satisfied working. Among other things, job satisfaction affects employee work motivation which is supported by research (Jalagat, 2016), affects company performance (Khan, Nawaz, Aleem, & Hamed, 2012; Indrawati, 2013; Bouckenooghe, Raja & Butt, 2013). Job satisfaction also affects company productivity (Hoboubi, 2017), Liu, Aunguroch dan Yunibhand (2015) which prove that employees who are satisfied when working affect work performance increase, quality of life becomes positive and health conditions are better. In addition, job satisfaction also has a positive relationship with subjective well being. This is supported by the research of Wright, Cropanzano and Bonett (2007); Gurkova, Harokova, Dzuka and Ziakova (2014); Ariati (2017), which shows that there is a positive relationship between job satisfaction and subjective well being. The higher the job satisfaction, the higher the employee's subjective well being.

Based on the results of research conducted by (Ghazzawi 2008) that there are several steps that need to be taken by company leaders to increase employee job satisfaction. First, implementing company policies clearly and consistently. Second, company leaders provide a safe working environment and conditions. One example is promoting healthy living by providing a sports venue for all employees. Third, the compensation given is in accordance with the workload. If employees feel that the workload is not in accordance with the salary received, the employee prefers to leave the company. The leadership of the company also needs to clarify the salary received in relation to the assigned task. And it is necessary to involve employees in formulating work goal strategies so that employees are more committed to the company. Fourth, company leaders must acknowledge the work performance of employees so that employee

needs for achievement are met. Fifth, company leaders must demonstrate organizational citizenship behavior and be good role models for employees. Sixth, company leaders need to assign more tasks with a higher level of skill and responsibility. And company leaders need to clarify the career paths of employees so that employees have the opportunity to be promoted to better positions. With these steps, employee job satisfaction can be improved. So it is important for companies to give better attention to all employees.

Conclusion

Based on research conducted on 43 employees of TPK Group Yogyakarta, the results of the categorization showed 16% (7 people) with a score above 159, medium categorization 65% (28 people) with a score between 125-159, and 19% low categorization (8 people) with a score below 125. So, it can be concluded that the general description of the job satisfaction of TPK Group employees is in the moderate category. Where the supervisor aspect is the value that most influences employee job satisfaction, while the promotion aspect gets the lowest score related to job satisfaction of TPK Group Yogyakarta employees. Suggestion: Researchers provide suggestions for several parties. It is suggested for TPK Group that the research results show that employee job satisfaction is in the medium category. So it is important for companies to give better attention to all employees, so that employee job satisfaction increases. There are several steps that must be taken by company leaders to increase employee job satisfaction, namely implementing regulations clearly and consistently, providing safe working conditions and environments, salaries according to workloads, appreciating employee work performance, being good role models, and giving more responsibility—kind to employees. For further researchers, it is advisable to pay more attention to things that can affect the research variable because the subject of this study is only 43 subjects, so it is recommended that it be better to increase the number of subjects so that the accuracy and accuracy of measuring instruments increases. It is also suggested that this research is not only limited to categorizing but also analyzing the factors that affect employee job satisfaction. This research is expected to be preliminary data for future researchers, for example, correlational or experimental research that uses employee job satisfaction variables as a study material.

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