

Factors Affecting Job Satisfaction in the Garment Company

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ABSTRACT

Research using descriptions and explanatory survey method so that the research is the description and verification, namely collecting, presenting, analyzing, and testing hypotheses and make conclusions and suggestions using multiple regression analysis. These samples included 326 employees of the company's production of garments using proportional simple random sampling of 48 foreign garment enterprises. The results of data analysis, obtained some conclusions as follows: the results of the verification analysis showed a significant effect both partially and simultaneously between leadership, organizational culture, and motivation on employee job satisfaction garment production company in Jakarta.

Keywords: leadership, organizational culture, motivation, and employee job satisfaction

Introduction

The labor sector as human resources is an important factor for the implementation of national development so that the quality needs to be improved in the framework of the development of the whole Indonesian people and the entire Indonesian community, directed at increasing the dignity, human capacity and self-confidence in realizing a prosperous, just society, prosperous, and evenly distributed, both materially and spiritually.

Labor problems the last few years this is the case should be resolved. The issue of wages, welfare, labor contracts and outsourcing can be solved if the government, employers and workers can dialogue. In addition to licenses that are too long and there are unofficial cost could be the company's expense. Supporting infrastructure such as ports as imports and exports decent roads entirely inadequate.

Leadership is the driving and determinant of the journey of an organization, the success of the program that is applied in the organization is determined by leadership through innovative abilities, ideas, behavior and style of leadership in delivering the organization to achieve its goals. The effort that can be done by the leader is to direct and mobilize the potential of the members to jointly focus their activities to achieve the goals or success of the organization.

The leader should be able to align the individual needs with the organization needs based on human relations. In line with that, a leader is expected to be able to motivate and create conducive and beneficial social conditions for each employee so that employee job satisfaction can be achieved which has implications for improving employee productivity and performance. Gibson, Ivancevich, Donnelly (2012).

In the opinion of HRD managers who are members of the HRB CLUB Association Berikat Nusantara Region (KBN) that the above conditions can occur because most of the supervisors on duty in the field are still in the formal educational background at the high school level. So even though these supervisors have been working for a long time in the company, they are still weak in their ability and understanding in terms of leadership, especially in decision making. Sometimes supervisors in the field do not have the courage to make decisions because they feel afraid of being wrong or blamed.

Organizational culture needs to be developed in accordance with the development of the environment and organizational needs. Organizational development must be directed to the creation of an achievement culture that is a type of culture that encourages and respects performance.

Organizational culture is very important, it is caused by habits that occur in the organizational hierarchy that represent behavioral norms followed by members of the organization. A productive culture is a culture that can make an organization a quota and company objectives are accommodated. Some companies in Indonesia don't know much about organizational culture. This is made clear that there is no standard behavior in carrying out all activities that exist within the company, but there are rules of work rules that are the smallest part of organizational culture.

Everyone in carrying out a certain action must be driven by certain motives. Motivation usually arises because of unmet needs.

Based on the results of preliminary research it is also known that almost all garment companies in Jakarta apply provincial minimum wages so that workers who are married and have children are certainly not enough to meet their daily needs. Besides other problems there are some companies that suspend the determination of wage payments based on the provincial minimum wage so that the wages or salaries received by employees are much smaller than they should be received.

Job satisfaction is one of the factors that is very important to get optimal work results. Job satisfaction is a positive attitude of employees towards their work, which arises based on an assessment of the work situation. Job satisfaction is a positive feeling in a job, which is the impact / evaluation results of various aspects of the work. Job satisfaction will greatly affect employee performance. The higher the level of employee job satisfaction, the better the employee's performance will be.

Job satisfaction is a level of pleasant feeling obtained from an assessment of someone's work or work experience. Colquitt, LePine, Wesson (2011). In other words, job satisfaction reflects how we feel about our work and what we think about our work. Examples of job dissatisfaction in Indonesia can be found in cases where workers hold demonstrations because they feel they do not get their rights as laborers, such as salaries that are still below the Regional Minimum Wage. In addition to large-scale demonstrations, workers also went on strike so that production activities at the companies where they worked were stopped and this caused considerable losses to the company.

LITERATUR REVIEW

Leadership

Colquitt, LePine and Wesson (2011) define leadership as the use of power and effect to direct followers' activities towards achieving goals. This direction can affect the interpretation of the occurrence of followers, the organization of their work activities, their commitment to the main goal, their relationship with followers or their access to cooperation and support from other work units.

Leadership is essentially the ability of individuals to use their power to process effect, motivate and support businesses that allow others to contribute to the achievement of organizational goals.

Organizational culture

Organizational culture is a commonly held belief, attitude and value that arises in an organization (Newstrom, 2011). Organizational culture is part of the values and beliefs that underlie / become a corporate identity (Kreitner & Kinicki, 2010).

In the development of an organization, culture is an important variable that effects the course of operations. Every change will test organizational stability and basic values inherent in organizational culture.

Motivation

Motivation is a process that takes into account the intensity, direction and perseverance of individual efforts towards achieving goals. Motivation is generally related to each goal while organizational goals focus on work-related behavior (Robbins and Judge, 2011).

Robin and Judge, McShane and Glinow (2010), provide definitions of motivation as strengths in people that affect direction, intensity and persistence of voluntary behavior. Workers who are motivated want to use a certain level of effort (intensity), for a certain amount of time (persistence) towards a specific goal (direction). Motivation is one of four important drivers of individual behavior and performance. Also stated that motivation is a psychological process that arousal, direction, and persistence in carrying out voluntary actions directed at achieving goals. Kreitner and Kinichi (2010).

Job satisfaction

Job satisfaction as someone's evaluation of their work and work context. It is a judgment of the characteristics of the work, the sphere of the environment and the emotional experience in the perceived work.

Workers with high job satisfaction experience positive feelings when they think about their assignments or take part in task activities. Workers with low job satisfaction experience negative feelings when they think about their job or take part in their work activities.

RESEARCH METHOD

Regression is a method that develops an equation model that explains the relationship between two variables. The main activity of regression is the prediction of the dependent variable.

The population in this study are production employees who work in garment companies with a status of 48 companies in foreign capital. Total sample of 326 employees.

In this study consisted of four variables were grouped into two groups of variables described as follows:

1. Independent Variable
 - Leadership (X_1)
 - Organizational Culture (X_2)
 - Motivation (X_3)
2. Dependent Variable

- Job Satisfactin

Hypothesis

Effective leaders will carry out their functions well, not only shown by the power they have but also by the leader's attention to employee welfare and satisfaction. Job satisfaction can have several forms or categories. Colquit, Lepine, Wesson (2001) Suggests that there are several categories of job satisfaction including boss / leader satisfaction. Reflecting workers' feelings about their boss includes whether their supervisor is competent, polite and a good communicator.

H1 Leadership has a significant effect on Job Satisfaction

In Sabri's research, Pirzada. (2011) Organizational culture has a positive and significant effect on job satisfaction so policy makers must focus on increasing cooperation, trust, mutual respect for opinions, and the thoughts of colleagues and open mind to receive input to improve job satisfaction.

H2 Organizational Culture has a significant effect on Job Satisfaction.

According to Kreitner and Kinicki (2010) that there is a positive and significant relationship between motivation and job satisfaction. Because job satisfaction with supervisors also has a significant correlation with motivation, managers are advised to consider how their behavior affects worker satisfaction. Managers can potentially increase workers' motivation through various efforts to improve job satisfaction.

H3 Work Motivation has a significant effect on Job Satisfaction.

Kavita. (2012) Job Satisfaction has an impact on employee performance. Human Resources has a role to play in changing job satisfaction that increases employee creativity and performance. Employees will be satisfied with some aspects of their work and not satisfied with some aspects that differentiate one another.

H4 Leadership, organizational culture, and motivation simultaneously have a significant effect on job satisfaction

RESULTS AND DISCUSSION

Based on the results of the analysis of the research instrument (questionnaire) and then the scaling analysis, the data obtained will be used to analyze and test the formulation of the research hypothesis which has not been able to explain the correlation or effect relationship, because its nature is still half-finished. Thus, assistance is needed in the form of theoretical and conceptual tools to create structures and sub-structures to position the position and position between concepts, so as to reveal the relationship of variables, also reveal causal relationships between variables. Examine the relationship between concepts suitable for analysis of causality relationships

Table 5 Results of effect of Leadership, Organizational Culture and Motivation on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	3,278	2,426		1,351	,177
X1	,236	,032	,287	7,268	,000
X2	,336	,043	,299	7,769	,000
X3	,333	,032	,391	10,499	,000

The Effect of Leadership, Organizational Culture and Motivation on Job Satisfaction

Based on the table above obtained the results of multiple regression coefficients with the equation:

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

$$Y = 3,278 + 0,236X_1 + 0,336X_2 + 0,333X_3$$

If the equation is described it will be like:

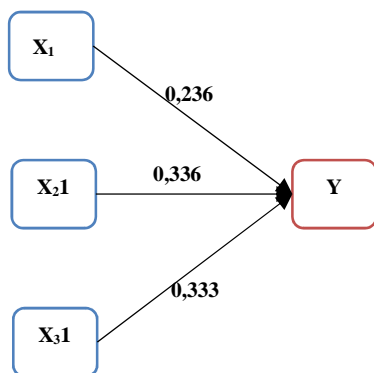


Figure 1 Effect of Structure and Leadership Path Coefficient, Organizational Culture and Motivation on Job Satisfaction

Based on the results of the calculation of the correlation and path coefficients that have been done, then the magnitude of the effect of Leadership, Organizational Culture and Motivation on Job Satisfaction can be interpreted as follows:

There is a degree of contribution from Leadership (X1) to Job Satisfaction (Y) which amounts to 0.236 (ρ_{YX1}). So that the better the leadership, it will give a positive contribution to job satisfaction of 0.236.

There is a degree of contribution from Organizational Culture (X2) to Job Satisfaction (Y) which amounts to 0.336 (ρ_{YX2}). So that the better the organizational culture, it will make a positive contribution to job satisfaction of 0.336.

There is a degree of contribution from Motivation (X3) to Job Satisfaction (Y) of 0.333 (ρ_{YX2}). So that the better the motivation, it will give a positive contribution to job satisfaction of 0.333.

Then can be obtained simultaneous effect and the magnitude of the effect of Leadership, Organizational Culture and Motivation on Job Satisfaction. The results of the calculation are as follows:

Table 6 Simultaneous Effect Test of X1, X2, and X3 on Y

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	,779 ^a	,606	,603	,606	193,015	3	376	,000

Source: Data Processing Results

Based on table 6 it can be seen that the effect simultaneously or together variables of Leadership, Organizational Culture and Motivation Against Job Satisfaction is 0.606, meaning that these results indicate that 60.6% of the variable Job Satisfaction can be explained by the variables of Leadership, Organizational Culture and Motivation . While the remaining 39.4% is effected by other variables outside the model that were not examined in this study.

Hypothesis

Leadership Effect Hypothesis Test (X1) on Job Satisfaction (Y)

The partial effect of the Leadership variable (X1) on Job Satisfaction (Y) needs to be tested statistically, then the statistical hypothesis is as follows.

H0 : $\rho_{YX1} = 0$ There is no leadership effect on job satisfaction.

Ha : $\rho_{YX1} \neq 0$ There is a leadership effect on job satisfaction.

Table 7 Leadership Effect Test Results (X1) on Job Satisfaction (Y)

Structural	Path Coeff	t count	t tab	Conclusion
ρ_{YX1}	0,287	7,268	1,999	H0 is not accepted there is a significant effect of leadership on job satisfaction.

Source: Data Processing Results

For the path coefficient X1 to Y is 0.287, the value of t arithmetic is 7.268 by taking the significance level α of 5%, then the t table value or $t_{0.05.326} = 1.999$, so because t count = 7.268 is greater than t table = 1.999, then H0 is not accepted or in other words there is effect of Leadership on Job Satisfaction.

Ivancevich (2007) explains that leadership affects job satisfaction. Lok and Clawford (2004) explain that there is a positive effect between leadership style on job satisfaction. And Robbins and Judge (2008) explained that leadership has an effect on job satisfaction.

Hypothesis of Organizational Culture Effect (X2) on Job Satisfaction (Y)

The partial effect of Organizational Culture variables (X2) on Job Satisfaction (Y) needs to be tested statistically, then the statistical hypothesis is as follows.

H0: $\rho_{YX2} = 0$ There is no effect of Organizational Culture on Job Satisfaction.

Ha: $\rho_{YX2} \neq 0$ There is an effect of Organizational Culture on Job Satisfaction.

Table 8 Results of Organizational Culture Effect Test (X2) on Job Satisfaction (Y)

Structural	Path coeff	t count	t tab	Conclusion
ρ_{YX2}	0,299	7,769	1,999	H0 is not accepted, there is a significant effect on work organization culture on job satisfaction.

Source: Data Processing Results

For path coefficient X2 to Y of 0.299, the value of t count is 7.769 with a significance level of α of 5%, then the t table value or $t_{0.05.362} = 1.999$, because t count = 7.769 is greater than t table = 1.999, then H0 is not accepted or in other words, Organizational Culture effects Job Satisfaction (Y).

Organizational culture is determined by the values that dominate the organization that are accepted by the majority of employees and the norms and beliefs of members of general organizations. According to Cameron & Freeman (in Gull 2012) employees who work under the Clan culture (friendly environment and friendly mentors) and Adhocracy (creative workplaces, visionaries and innovative leaders) are satisfied with their work.

Hypothesis Test of Motivation Effect (X3) on Job Satisfaction (Y)

The partial effect of Motivation variable (X3) on Job Satisfaction (Y) needs to be tested statistically, then the statistical hypothesis is as follows.

H0: $\rho_{YX3} = 0$ There is no effect of Motivation on Job Satisfaction.

Ha: $\rho_{YX3} \neq 0$ There is an effect of Motivation on Job Satisfaction.

Table 9 Results of Motivation Effect Test (X3) on Job Satisfaction (Y)

Structural	Path coeff	t count	t tab	Counlusion
ρ_{YX3}	0,391	10,499	1,999	H0 is not accepted, there is a significant effect of Motivation on Job Satisfaction.

Source: Data Processing Results

For the path coefficient X3 to Y is 0.391, the value of t count is 10.499 by taking a significance level of α of 5%, then the value of t table or $t_{0.05.362} = 1.999$, so that because t count = 10.499 is greater than t table = 1.999, then H0 is not accepted or in words Other Motivation affect on Job Satisfaction (Y).

Motivation factors have a significant affect on job satisfaction. This shows that the higher the factors given, the higher the employee job satisfaction will be. The higher job expectations can be fulfilled the higher the employee job satisfaction. Job satisfaction will be high if employees' wants and needs will be fulfilled.

Hypothesis Test of Leadership Effect (X1), Organizational Culture (X2), and Work Motivation (X3) on Job Satisfaction (Y)

The simultaneous / simultaneous effect of Leadership, Organizational Culture and Motivation on Job Satisfaction variables uses the following statistical hypothesis.

H0 : $\rho_{YX1,X2,X3} = 0$ There is no effect
 Leadership, Culture
 Organization and
 Motivation
 Against Job Satisfaction.

Ha : $\rho_{YX1,X2,X3} \neq 0$ There is effect
 Leadership, Culture
 Organization and
 Motivation
 Against Job Satisfaction.

With the test criteria: not accepted H0 if F counts > F table
 To test the hypothesis, the calculation is done using SPSS software.

Table 10 Leadership Test Results, Organizational Culture and Motivation to Job Satisfaction

Structural	F count	F tab	Conclusion
$\rho_{yx1,x2,x3}$	193,015	2,60	H0 is not accepted There is an effect of Leadership, Organizational Culture and Motivation on Job Satisfaction.

Source: Data Processing Results

Based on the calculation, the Fcount value is 193.015 where the rejection criteria are H0 if Fcount is greater than Ftable or $F_0 > F_{table}$, with the degree of freedom $v_1 = 3-1$ and $v_2 = 362-3$ and the confidence level of 95%, then from the distribution table F obtained the value of Ftable for F 0.05.3.362 = 2.60. Because the value of Fcount = 193.015 is greater than Ftable = 2.60 then H0 is not accepted, meaning that it can be concluded that there is a linear relationship between Leadership, Organizational Culture and Motivation towards Job Satisfaction, or it can be interpreted that there is a joint effect between Leadership, Culture Organization and Motivation of Job Satisfaction of the determination coefficient (R^2) = 0.606 or 60.6% and the effect of variables outside the model is 39.4% (Errorvar = 0.394).

CONCLUSION

1. There is a significant effect of leadership on employee job satisfaction.
2. There is a significant effect of Organizational culture on employee job satisfaction.
3. There is a significant effect Motivation employee job satisfaction.
4. There is a significant effect of Leadership, Organizational Culture and Simultaneous Motivation on Employee Job Satisfaction.

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