

ANS Organizational Factors

by Anang Sutono

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Organizational Factors, Working Environment and Job Satisfaction: A Study from Service Industry of Indonesia

¹*Anang Sutono*

¹*Sekolah Tinggi Pariwisata Bandung, Jawa Barat Indonesia*

⁷*E-mail: anang@stp-bandung.ac.id*

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Abstract: Analyzing the impact of various job-related factors on the level of satisfaction of employees is of core interest in present literature. The objective of the current study is to empirically examine the impact of various factors on job satisfaction from the context of the Indonesian service sector. To address the stated objective, this study has conducted the questionnaire-based survey on various employees currently working in the service industry. Among the significant factors, training and development, work environment, emergency favour, fringe benefits, promotion, vocations, after retirement benefits, the behaviour of the colleague's carrier progression, annual benefits and communication with the manager are core indicators of job satisfaction. Both demographic and structural based analysis has been conducted. Structural analysis has explained the fact that all the indicators are positively and significantly contributing to job satisfaction in the region of Indonesia. For the regression analysis, it is found that individual factors like pay package, training, non-financial motives, emergency cooperation and carrier progression are positively contributing towards JSF. Meanwhile, the contribution of vocations and carrier progression is found to be significantly significant. Based on the stated findings, this study has provided significant evidence regarding JSF and its key indicators in Indonesia. Meanwhile, it also adds to the empirical literature which can generate important insight in the field of human resource and organizational behaviour. However, the core limitations are the focus on one industry, limited sample and absence of cross-sectional analysis.

Keywords: Job satisfaction, service industry, Indonesia, structural analysis

1. INTRODUCTION AND BACKGROUND:

The role of human resource is very much significant in achieving the overall strategic objectives of the business (Child, 1972). Employees are known as the key source/asset of the business and cannot be copied by the competitors, hence

contributing towards the competitive advantage of the firm. For this purpose, the obligation of a business organization is to work for the betterment and satisfaction of their employees in today's economy (Harter, Schmidt, & Hayes, 2002). With the rapid change in the industrial trend and more globalization, there is a shift in the trend of labor and capital intensive as both

factors are contributing towards the success or failure of the business. These two components are known as the engine for the industry and country growth. But the idea of retention of their employees is very much significant for the firms. Variety of reasons have been identified and discussed in present studies as still there is a reasonable gap to fill this idea that how business firms should work to sustain their employees through more satisfaction (Bos-Brouwers, 2010; Epstein & Roy, 2001, 2003; Rosati, Costa, Calabrese, & Pedersen, 2018). Various business has been failed due to not addressing the importance of working conditions, environment and other factors which are directly or indirectly contributing towards job satisfaction. Such organizations are known internally weak structured, having poor control and low operational output because of low satisfaction of their employees/workers. Such weakness leads to the inability towards the innovative products/services in the market, and finally more risk in their operations. No doubt, it is the prime obligation of the employees to work for the betterment, but the obligation towards the business for the satisfaction of the employees is more under observation by the researchers. To address the needs and wants of the customers, it is very much important to work for the satisfaction of the employees, who will finally contribute in a more efficient way.

In earlier studies, it is observed that among the most reliable indicators for the workplace and related conditions is job satisfaction (JSF). The idea of JSF considers how the employees of the business are considering the business towards treating them while dealing in both mental and physical treatment as well (Jung, Bozeman, & Gaughan, 2017). Before developing any motivational scheme in the business, it is very much significant to address the JSF for the employees. Considering what makes the employees satisfied should be under

central focus while dealing with any employee development programs (Staelens, Desiere, Louche, & D'Haese, 2018). Such focus leads to the individual well-being of the employees, which collectively provides a synergistic effect.

The focus of the present study is to analyses the key factors which are impacting on the value of JSF in the region of Indonesia. In the selected region, the service sector is under observation with the significant growth rate in recent years. This industry provides the employment opportunity of more than 50 % in Indonesia and some reasonable contribution in the GDP as well. In the last decade, the service industry has achieved a growth rate of 7 % and the provision of thousands of jobs as well.

2. LITERATURE REVIEW

In the present literature, various studies have provided their theoretical and empirical contribution while identifying the key factors affecting job satisfaction. In business organizations, every employee has its own expectations, values; however, the level of satisfaction cannot be similar for the various employee's groups working at different levels (Tomažević, Seljak, & Aristovnik, 2014). Various authors have defined satisfaction as a complicated situation which can vary over time and over the employees. This condition makes the satisfaction level more complicated to define and considered (Al Maqbali, 2015). In existing literature, the idea of JSF is explained as the degree wot which the people within the organization like to do their work and how they feel the various aspects of their assigned job (Tomažević et al., 2014). To achieve a competitive advantage, the factor of JSF is among the significant contributor as explained in the study of (Munir and Rahman, 2016). In addition, the idea of JSF is also explained under the title of humanitarian which indicates the treatment both in the physical and psychological well-being of the employees. Numerous theories are dealing

with the concept of JSF and motivation of employees. For instance, Frederick W. Taylor, have provided the idea of scientific management explains that incentive measures for the employee are the key motivational factor (Latham & Locke, 2018; Locke & Latham, 2015). However, the key determinants like pay packages and related incentives are among the core contributors to job satisfaction. In earlier and recent studies, pay is known as the key factor which can influence the level of satisfaction of the employees (Jalalkamali, Ali, Hyun, & Nikbin, 2016). It covers the basic wages and some additional payments in the form of overtime (Edmund & Mike, 2001). The factor of financial reward in the form of money is an important tool through which employees can fulfil their needs and hence more satisfied towards the organization. Judge, Piccolo, Podsakoff, Shaw, and Rich (2010) have indicated the fact that among the other indicators, pay is the most important instrument which needs serious attention while defining any employee-related policy.

Besides, the factor of training and development for the employees can also be under consideration. The idea of training provides development opportunities for the employees through which they can increase their knowledge, skills and work a more efficiently. In the studies of (Barling, Kelloway, & Iverson, 2003; Saks & Ashforth, 2002), it is found that those employees and workers who are getting more training and more satisfied towards their job than those who are not getting it. (Gazioglu and Tansel, 2006) explained the fact that JSF is directly associated with the training provided by the organization to its employees. Besides, the level of performance appraisal in any type like fringe benefits is widely added in the literature of human resource management, but not very well documented in organizational behaviour (Jalalkamali et al., 2016). According to Harrison (1993), the main objective of the performance appraisal is to provide the organization

with detailed information for the promotional needs. Another study conducted by (Nguyen, Taylor, & Bradley, 2003) explains that JSF is the result of promotional opportunities provided by the organization. Workers and employees in the business can get more opportunity for their growth if they involve in more performance-based tasks.

In the study of, it is observed that motivational factors under the title of work nature, sense of achievement along with recognition and level of responsibility with personal growth can significantly contribute for the JSF. Besides, the factors like increasing happiness and work-related environment can also contribute towards JSF. Their study explains the findings that various work-related environment and effective support from the supervisor and manager can increase the level of satisfaction. Schreffel (1999) indicates the fact that a good communication level can increase satisfaction while lowers level adversely affect the satisfaction in the business. Cano and Castillo (2004) explain that job satisfaction between the employees is linked to the interpersonal relationship, work recognition and level of motivation of employees. Bakotic and Babic (2013) have explained the similar idea towards the job satisfaction and level of motivation, benefits and behaviour of employees. In another study conducted by (Vällfors, 1985), it is expressed that business organization should have to focus on working environment which can in return increase the employee's efficiency. Such a focus also increases the profit of the business organization. He also explained the fact that interaction and communication between the employees can lead to lower conflict and more organizational outcomes.

3. VARIABLES AND METHODOLOGY

To create an empirical association between the stated factors and level of job satisfaction (JSF), an in-depth analysis of

the present literature is conducted. After the detailed study, factors like training and development (Lynton & Pareek, 1990), vocations (Curtis & Wright, 2001), fringe benefits (Mitchell, 1982), non-financial motives (Block & Landgraf, 2016), promotion (Nöhammer, Stummer, & Schusterschitz, 2011), working environment (Sundstrup et al., 2018), after retirement benefits (Davies, Van der Heijden, & Flynn, 2017), behavior of colleague (Bufquin, DiPietro, Orłowski, & Partlow, 2017), task assigned (Delfgaauw, Dur, & Souverijn, 2018), emergency needs (Tarcan, Hikmet, Schooley, Top, & Tarcan, 2017), carrier progression (Alkassabi et al., 2018), communication from managers (Falkheimer et al., 2017), and annual incentives (Jaworski, Ravichandran, Karpinski, & Singh, 2018) have been added in the model. To measure job satisfaction, four items have been added to the model. The method of the study is purely based on the primary in nature, and the questionnaire is developed to target the selected respondents in the service industry of Indonesia. For the analysis purpose, structural and regression analysis has been conducted with the final sample of 295 respondents, belong to the service sector.

4. RESULTS AND DISCUSSIONS

¹² The demographic details of all respondents have been presented in table 1 below. As per the findings, a total sample of 295 respondents is finalized, having both male and females' individuals. Out of 295, male members are 231 while the female is 64 representing 78.3percent% and 21.7percent% respectively. As per the experience of the individuals, five ranges have been defined. It is found that 20 respondents are those who are working in the service industry have less than a year of experience, covering 6.8percent% of the whole sample. While 45 are those having 1-2 years of experience covering an example of 15.3percent%. 65 respondents are those having an experience of 2-3 years, while 92 respondents have 3-4 years

of working experience, covering a sample of 31.2percent% respectively. While those respondents have an experience of 4-5 years are 31 covering 10.5percent%. Finally, there are 42 respondents have more than five years of experience representing a sample of 14.2percent%. From the qualification ranges, 37 are those having graduation, 66 have their study level of master, 93 have completed their post-graduation level, 58 have done their MS/MPhil. While 41 have completed some other degree or diploma. As per the range of age, 30 are in the range of 18-25 years, 26-30 covering a sample of 73 respondents, 93 have an age range of 31-35 years, while 58 have their age range of 36-40 years, while 41 are above 40 years of age. From the departmental categories, out of 295 respondents, 34 belongs to customer service department, 47 are from finance and accounting, 79 from sales and marketing, while 86 are from corporate marketing. However, 49 belongs to the human resource covering a sample of 16.6percent%. As per the positional categories, 36 respondents are clerical staff, 38 are technical, 71 are managerial. 86 respondents belong to accounting level position while 64 belongs to other positions in the service sector industry.

To understand the key factors having their significant contribution to the job satisfaction in the service industry, Figure 1 below explains the framework work. Among the key determinants of job satisfaction, training, development, vocational facility to employees, fringe benefits, Non-Financial motives, promotion, working environment after retirement benefits, behavior of coworkers/colleague, task assigned by the management, cooperation in emergency time, carrier progression, communication from managers and finally the annual incentive is under consideration. For the job satisfaction or JSF, four items are added ranging from JSF1-JSF4 in Figure 1 below. While the effect of error terms is considered from e1 to e19. Figure 1

explains the structural model and level of association between the key predictors and its job satisfaction. The findings for the regression coefficients are presented in table 2 below. For the regression weight estimation annual incentives from the overall items of predictors, and from JSF, JSF1 are added in the model. The overall effect of various factors on JSF is .225, indicating the fact that all the items are positively influencing on JSF. The value of S.E is .077 with the critical ratio of 2.902. This impact of .225 is found to be significant and positive, hence defending the argument that all the factors are positively contributing to the increasing level of job satisfaction. For the individual contribution of various items in explaining Factors, it is found that training is significantly and positively associated with overall factors. For the development, the contribution is found to be .854 with the critical ratio of 6.121 significant at 1percent% level of significance. In addition, the effect of fringe benefits is found to be significantly associated with the determination of factors of JSF. In addition, all other indicators have also their significant and positive association with the JSF.

Figure 2 below indicates the structural model along with the unstandardized estimates for the JSF in the region of Indonesia. After the adjustment of standard error in the unstandardized estimates, the value of standardised estimates has been generated and presented in figure 3 below.

Table 3 explains the standardised regression estimates after the adjustment of

5. CONCLUSION

Focusing on the key determinants of JSF and their impact on organizational outcomes is under significant attention in the field of business management. Since many decades, JSF is a key objective for the business managers as it perceived the organizational results for both developed

standard error in the model. It is found that the maximum positive effect is recorded for the JSF3 with the standard regression estimate of .728 respectively. However, for the lower positive effect belongs to JSF4 is .145

Table 4 indicates the results of the regression analysis with the standardised regression estimates, t-statistics and p values. It is found that the effect of the pay package is significantly positive with the coefficient of .176 and t value of 2.64 approximately. It indicates that a higher level of pay packages in the service industry is positively and significantly increasing the JSF. The effect of training of employees has a negative and significant impact of .018 with the t-value of 2.632. This negative impact explains that training is not paying its positive contribution towards the satisfaction level of employees. The factor of development is found to be negatively insignificant with the JSF. In addition, the effect of non-financial motives is significant and positive for the JSF with the standardised coefficient of .166. The factor after retirement benefits is also positively and significantly associated with JSF in the service industry. Meanwhile, carrier progression indicates that employees perceive it negatively and significantly linked to the JSF. The rest of the indicators like development, fringe benefits, promotion, working environment, the task assigned and communication with the managers are found to be insignificant determinants of JSF in the service industry of Indonesia.

and developing economies. The present study has focused on the significant determinants of job satisfaction in the region of Indonesia while considering the service sector. Based on this idea, this research work has significantly addressed the gap in the literature from the context of recognized factors for the JSF like task given by the management, colleagues behaviour, retirement and during job benefits, non-financial motives,

development & training, and promotion. To achieve the stated objective, a questionnaire is developed, and various respondents have been targeted from the various service firms currently working in the region of Indonesia. A total sample of 295 respondents from various service related firms have been finalized and requested to provide their significant responses. Demographic analysis has been conducted to analyses the key characteristics of the respondents regarding age, experience, education, job titles working department as well. To analyse the impact of various determinants for JSF, a structural model is developed in AMOS-22 version. Findings of the study indicate the fact that various determinants are playing their significant and positive role in determining the JSF in the service industry of Indonesia. In addition, the findings of the study, in general, are apart from those of the earlier work from the context of other countries in the Asian Region. Most of the studies have reported their findings in the developed and emerged economy, while a little attention is focused on the emerging economies like Indonesia. Findings of the study have suggested the fact that there is a strong need for the evaluation of different factors, explaining the job satisfaction in Indonesian service sector. Moreover, the implications of the study can be viewed from the policies making and strategic planning for both public and private sectors regarding the enhancement of JSF. To avoid from any type of labour laws dispute consideration of stated factors of JSF is also another significant contribution of the study. Aside from its major contribution in the literature from the context of JSF, this study has several limitations which can be under focus in future. At first, this study is just covering some of the traditional indicators of job satisfaction while ignoring the latest trends and issues in the business world. Meanwhile, this study can also be considered just a snapshot in the present literature which is not fully covering the

dynamic nature of service sector employees. Future studies in the form of cross-sectional analysis and specifically the attitude of employees towards the JSF can address the gap of the study. At second, the sample size of the study is limited to the service sector only which defines a limitation of the study towards one industry. However, incoming time more focus can be made with the cross-sectional analysis while making the comparison of JSF and its key determinants in both manufacturing and service sector. Besides, there is a strong need to analyses the attitude of the workers regarding the job performance, and commitment towards the organization.

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Table 1: Demographic Analysis of the Respondents

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Male	231	78.3	78.3	78.3
	Female	64	21.7	21.7	100.0
	Total	295	100.0	100.0	
Experience					
Valid	less than 1 year	20	6.8	6.8	6.8
	1-2 year	45	15.3	15.3	22.0
	2-3 year	65	22.0	22.0	44.1
	3-4 year	92	31.2	31.2	75.3
	4-5 year	31	10.5	10.5	85.8
	more than 5 years	42	14.2	14.2	100.0
	Total	295	100.0	100.0	
Qualification					
Valid	Graduation	37	12.5	12.5	12.5
	Master	66	22.4	22.4	34.9
	Post Graduate	93	31.5	31.5	66.4
	MS/MPhil	58	19.7	19.7	86.1
	Other/Diploma	41	13.9	13.9	100.0
	Total	295	100.0	100.0	
Age					
Valid	18-25 Years	30	10.16	10.16	10.16
	26-30	73	24.74	24.74	34.9
	31-35	93	31.5	31.5	66.4
	36-40	58	19.7	19.7	86.1
	above 40	41	13.9	13.9	100.0
	Total	295	100.0	100.0	
Department					
Valid	Customer Service	34	11.5	11.5	11.5
	Finance/Accounting	47	15.9	15.9	27.5
	Sales/Marketing	79	26.8	26.8	54.2
	Corporate Marketing	86	29.2	29.2	83.4
	Human Resources	49	16.6	16.6	100.0
	Total	295	100.0	100.0	
Position					

Valid	Clerical	36	12.2	12.2	12.2
	Technician	38	12.9	12.9	25.1
	Managerial	71	24.1	24.1	49.2
	Accounting	86	29.2	29.2	78.3
	Other	64	21.7	21.7	100.0
	Total	295	100.0	100.0	

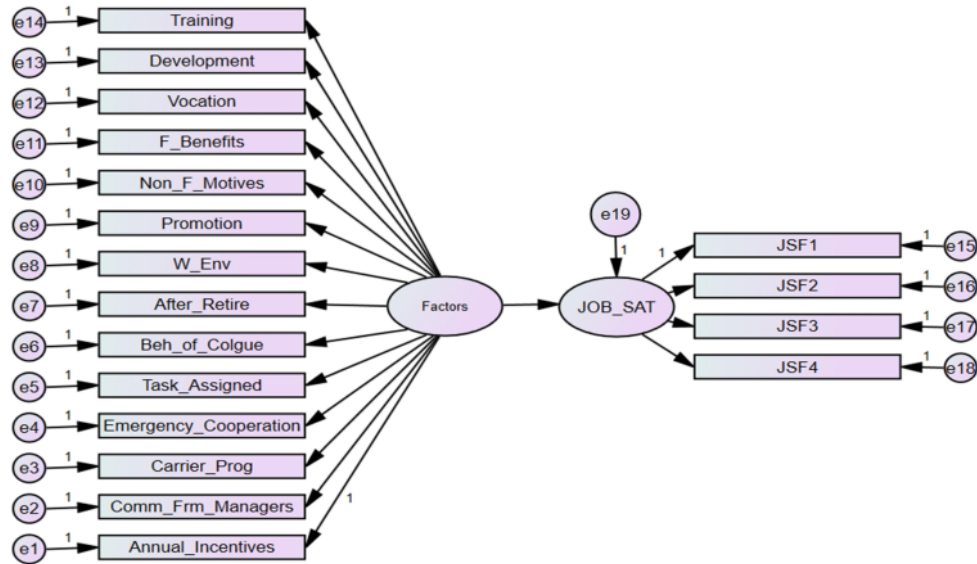


Figure 1: Structural Model of the Study

Source: Author's Observation

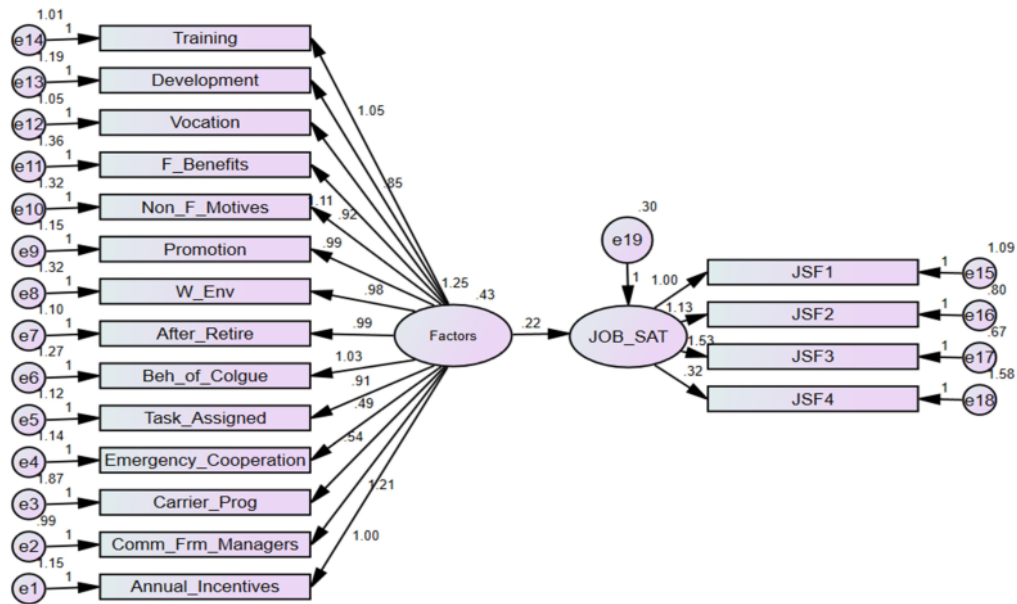


Figure 2: unstandardized estimates for the Structural Model of the Study

Source: Author's Findings

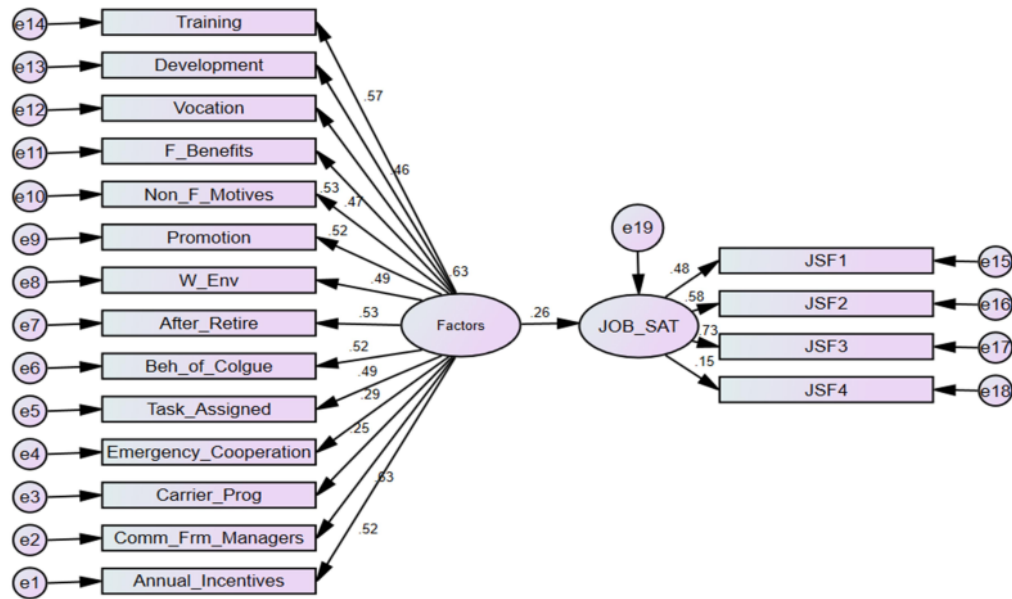


Figure 2: Standardized estimates for the Structural Model of the Study

Source: Author's Finding

Table 2: Regression Weights: (Group number 1 - Default model)

Variables	Directions	Variables	Estimate	S.E.	C.R.	P
JOB_SAT	<---	Factors	.225	.077	2.902	.004**
Annual_Incentives	<---	Factors	1.000			
Comm_Frm_Managers	<---	Factors	1.212	.162	7.497	***
Carrier_Prog	<---	Factors	.537	.144	3.722	***
Emergency Cooperation	<---	Factors	.487	.116	4.211	***
Task Assigned	<---	Factors	.906	.141	6.429	***
Beh_of_Colgue	<---	Factors	1.028	.155	6.639	***
After_Retire	<---	Factors	.986	.146	6.742	***
W_Env	<---	Factors	.984	.153	6.435	***
Promotion	<---	Factors	.987	.148	6.670	***
Non_F_Motives	<---	Factors	.917	.148	6.182	***
F_Benefits	<---	Factors	1.112	.164	6.780	***
Vocation	<---	Factors	1.254	.167	7.502	***
Development	<---	Factors	.854	.139	6.121	***
Training	<---	Factors	1.050	.149	7.062	***
JSF1	<---	JOB_SAT	1.000			
JSF2	<---	JOB_SAT	1.126	.204	5.514	***
JSF3	<---	JOB_SAT	1.529	.295	5.180	***
JSF4	<---	JOB_SAT	.324	.164	1.975	.048**

Table 3: Standardized Regression Weights: (Group number 1 - Default model)

Variables	Directions	Variables	Estimate
JOB_SAT	<---	Factors	.260
Annual_Incentives	<---	Factors	.523
Comm_Frm_Managers	<---	Factors	.626
Carrier_Prog	<---	Factors	.251
Emergency_Cooperation	<---	Factors	.288
Task_Assigned	<---	Factors	.492
Beh_of_Colgue	<---	Factors	.516

Variables	Directions	Variables	Estimate
After_Retire	<---	Factors	.528
W_Env	<---	Factors	.493
Promotion	<---	Factors	.519
Non_F_Motives	<---	Factors	.465
F_Benefits	<---	Factors	.532
Vocation	<---	Factors	.627
Development	<---	Factors	.459
Training	<---	Factors	.567
JSF1	<---	JOB_SAT	.479
JSF2	<---	JOB_SAT	.582
JSF3	<---	JOB_SAT	.728
JSF4	<---	JOB_SAT	.145

Table 4: Regression Coefficients for Mean Job Satisfaction (JSF) and Related Indicators

Variables	S.B	T-value	P-value
(Constant)	7.382	10.092	.000**
P.Pcg	.176	2.641	.009**
Training	-.018	2.632	.000***
Development	-.068	-1.083	.280
Vocation	-.132	-1.890	.060*
F_Benefits	-.046	-.719	.473
Non_F_Motives	.166	2.627	.009***
Promotion	.075	1.180	.239
W_Env	-.019	-.313	.754
After_Retire	.109	1.664	.097*
Beh_of_Colgue	-.075	-1.198	.232
Task_Assigned	.060	.941	.348
Emergency_Cooperation	.187	3.261	.001***
Carrier_Prog	-.036	6.222	.000**
Comm_Frm_Managers	.034	.511	.610
Annual_Incentives	.104	1.647	.101

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