

# Determinant of Job Satisfaction on Employee Performance

*by* Nengah Landra

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# Determinant of Job Satisfaction on Employee Performance

**Ni Komang Dewi Indrayani**

Master Student Of Management Magister Post Graduate University Mahasaraswati Denpasar, Indonesia

**Nengah Landra**

Lecturer Science Program Of Management Magister Post Graduate University Mahasaraswati Denpasar, Indonesia

**I Nengah Suardika**

Lecturer Science Program Of Management Magister Post Graduate University Mahasaraswati Denpasar, Indonesia

**Abstract:** The performance of employees determined the success of a company and the achievement of company objectives, and therefore a company need employees are able to show optimal performance because performance will affect the overall success of the company or organization. This study aims to determine the relationship between the variety of intelligence, organizational justice and job satisfaction on the performance of the employees at Auto 2000 Sanur's department service . The sample used in this research is all employees at Auto 2000 Sanur's department service which amounts to 68 people. Partial Least Square was used in the analytical techniques and using SmartPL Software.

The results showed that the variety of intelligence and organizational justice have a significant positive effect on job satisfaction and employee performance. The results of this study also confirm the role of mediation of job satisfaction in the relationship between the variety of intelligence and organizational justice.

**Key Words:** Variety of intelligence, Organizational justice, Job satisfaction and Employee performance

## I. INTRODUCTION

Human resource management is important in organizations that provide opportunities for their employees to learn the skills needed to meet current or future employment challenges Chuzaimah (2013). Human resources is one of the company's core resources that not only increases the efficiency and effectiveness of the company but also a unique competitive advantage for the company. The company's success is strongly influenced by the commitment and focus of its employees in achieving the main objectives of the company Mosadeghrat, (2003) in Khan et al. (2012).

Performance generated by employees is a reflection of the commitment and focus of employees in achieving the company's main goals. With the increase in employee performance is expected to contribute positively to the overall performance of the company. According Chuzaimah (2013), One aspect that supports the success of employees in achieving success work is the ability to work. The ability to work (abilities) both intelligence, knowledge and skills is an important component in achieving performance. To achieve the goal, the organization must be able to create conditions that encourage employees to develop and improve abilities and skills.

Intelligence can be divided into 3 (intellectual quotient - IQ), (emotional quotient - EQ) and (spiritual quotient - SQ). Intellectual Quotient (IQ) is the ability to think rationally, remember, learn, understand, solve problems and then apply what has been learned effectively (Bell, 2014). Intellectual Quotient (IQ) leads an organization toward better effective and efficient performance (Kilic 2013). Emotional quotient (EQ) is a very important factor for determining success in life and psychological health that plays an important role in shaping the relationships among employees in their work environment (Ahmed et al, 2016). Spiritual quotient (SQ)

can be defined as the ability to give meaning based on a deep understanding of the questions, as well as awareness to use various levels of wisdom in solving Vaughan problem, (2002) in Koohbanani et al, (2013). People with higher levels of spirituality tend to be healthier, happier, and more productive in their life and work Tischler et al. (2002) in Kulshrestha, (2017).

According to Kojongian et al, (2016), in his study found results that Intellectual Quotient (IQ) and Emotional quotient (EQ) have a significant positive effect on employee performance. However, in contrast to research from Gondal et al (2013), finding out if intellectual quotient (IQ) does not have a significant effect on employee performance but emotional quotes (EQ) still have a significant effect on employee performance. The research of Estanesti (2016) "The study of the impact of spiritual intelligence on Job Performance of managers" show the result of a significant positive relationship between spiritual quotient (SQ) and employee performance. This finding is in line with research from (Mahmood, 2017).

Organizational justice is one of the important factors affecting employee satisfaction within an organization, therefore injustice received will result in negative dissatisfaction on employee performance (Iqbal, 2013). According to Bos (2001) in Manoucehri et al (2014), many studies have shown that the application of justice has an important role in the organization and how to treat individuals in organizations can influence employees' trust, emotions, attitudes, and behaviors. Research conducted by Salehi et al (2014) the relationship between organizational justice and job satisfaction: a case study in the organizational of education sanandaj City found results of organizational fairness have a positive and significant impact on employee job satisfaction. This study is in line with research from (Moazzezi, 2014 and Mohammad, 2012). However, this study differs from Iqbal (2013) who found that all of organizational justice has no significant effect on employee job satisfaction

### Formulation of the problem

- 1) Does the variety of intelligence affect employee job satisfaction?
- 2) Does organizational justice affect employee job satisfaction?
- 3) Does the variety of intelligence affect employee performance?
- 4) Does organizational justice affect employee performance?
- 5) Does job satisfaction affect employee performance?

### Research purposes

- 1) To test and analyze the effect of the variety of intelligence on employee job satisfaction
- 2) To test and analyze the effect of organizational fairness on employee job satisfaction
- 3) To test and analyze the effect of the variety of intelligence on employee performance
- 4) To test and analyze the effect of organizational fairness on employee performance
- 5) To test and analyze the effect of job satisfaction on employee performance

## II. LITERATURE REVIEW

### Employee performance

According to Wall et al (2004) in Hanif et al, (2012) employee performance is considered a significant measure, which is associated with the outcome and success of the organization over a given period of time. Managing employee performance is very important to

achieve the goals set by an organization. By analyzing the ability of employees and measure the level of productivity to be managed effectively and efficiently which certainly can provide added value for the organization. Robins (1996: 13) defines performance as a function of interaction between ability and motivation. The purpose and goal of performance is to make useful goals, not only for performance evaluations at the end of a given period, but the results of the work process throughout the period. According to Hasibuan (2001: 34), performance is a result of work achieved by a person in carrying out the duties and responsibilities imposed on him based on the skills, experience and sincerity and time. Build (2012: 233) states that to facilitate the assessment of employee performance, job standards must be measurable and clearly understood. A job can be measured through 5 indicators:

1. Quantity of work.
2. Quality of work.
3. Timeliness
4. Attendance
5. Cooperative ability

#### 20 Job satisfaction

Job satisfaction is a positive attitude of employees to their work, which arise based on the assessment of the work situation. Pleasant work situation can be formed if the nature and type of work to be done in accordance with the needs and values owned by employees. Thus, satisfied employees prefer work situations rather than dissatisfied employees, Robbins and Judge, (2008) in Ratnawati (2012). McShane and Von Glinow (2008) state that job satisfaction is an individual's evaluation of the task and context of his work. Job satisfaction is associated with an assessment of job characteristics, work environment, and emotional experience in the workplace. Satisfied employees have a good assessment of their work, based on their observations and experiences. According to Wahab (2012) job satisfaction is a pleasant or unpleasant emotional state of how employees perceive their work. Job satisfaction reflects one's feelings toward one's work. According to Luthans, (2006) in diamond (2012) there are five dimensions that affect job satisfaction, namely:

1. The work itself
2. Salary
3. Promotional opportunities
4. Supervisor supervision
5. Coworkers

#### Variety of Intelligences

Gardner (Efendi, 2005) intelligence is the ability to crack or create something of value to a particular culture. Sagala, (2010) defines intelligence as a general capacity of individuals to act, think rationally and interact with the environment effectively. Intelligence is a person's global or integrated capacity that enables him to act with goals, rational thinking, and effectiveness in handling the environment. (Wechler, 1993).

#### 2 Intellectual Quotient (IQ)

The concept of Intellectual Quotient (IQ) was given by William Stern in 1912 which was considered the first step of organizational performance because it included mind creativity (Pan, 2006). Intellectual Quotient (IQ) is the ability to think rationally, remember,

learn, understand, solve problems and then effectively apply what has been learned (Bell, 2014). According to Robbins (2006: 58) there are 7 indicators in intellectual intelligence are:

- a. Number intelligence
- b. Verbal understanding
- c. Speed of perception
- d. Inductive reasoning
- e. Deductive reasoning
- f. Spatial visualization
- g. Memory

### **Emotional quotient (EQ)**

Emotional Intelligence refers to the ability to recognize the feelings of self and others, the ability to motivate oneself, and the ability to manage emotions well in oneself in relation to others (Goleman, 2000). Employees with high emotional intelligence will experience a continuous positive mood or well-being in the workplace and will achieve a high level of job satisfaction (Grandey, 2003). Emotional intelligence can be measured from several aspects that exist. Goleman, (2000, pp. 42-43): proposes five basic skills in emotional intelligence, ie

- a. Self awareness
- b. Self-control
- c. Self Motivation (Self Motivation)
- d. Empathy (social awareness)
- e. Social skills (Relationship management)

### **Spiritual Quotient (SQ)**

Workers get the values of life not just at home, but the workers also seek every meaning of life that comes from the work environment. Workers who can give meaning to life and bring spirituality into the work environment will make the worker a better person, so the resulting performance is also better than workers who work without having spiritual intelligence (Hoffman, 2002, p. 133). Amram and Dryer (2013) identified five indicators of spiritual quotient:

- a. Consciousness
- b. Transcendence
- c. Gratitude (Grace)
- d. Meaning
- e. Honesty (Truth)

### **Organizational Justice**

Gibson et al. (2012) defines organizational justice as a level at which an individual feels treated the same in the organization in which he works. Greenberg, (1987) in Imran (2017) argues that, organizational justice is an opinion rather than an employee in terms of organizations treating them fairly or not. Organizational justice is a basic requirement for employee job satisfaction, if employees are unjustly treated by organizations or managers, they will expect violations of social exchanges that may cause them to withdraw which may be reflected in performance degradation, increased absenteeism, reduced work commitment, leaving the organization, and deviant work behavior. Moorhead and Griffin (2010) mentions the indicators of organizational justice into three:

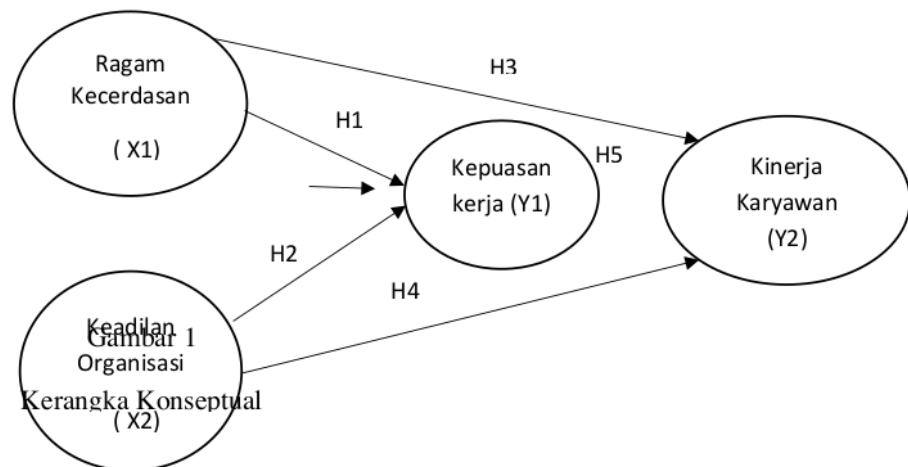
1. Distributive justice

2. Procedural justice (procedural justice)

3. Interactional justice

### Research Framework

The research framework in this research is as follows



Hypothesis in this research is as follows:

1. Effect of Variety of Intelligence on Employee Job Satisfaction
2. Effect of Organizational Justice on Employee Job Satisfaction
3. Effect Variety of Intelligence to Employee Performance
4. Effect of Organizational Justice on Employee Performance
5. Effect of Job Satisfaction on Employee Performance

### III. METHODOLOGY

This type of research is explanatory research (explanatory research). Population and sample in this research are all employees at Department service Auto 2000 Sanur which amount to 68 people. This study uses Structural Equation Modeling (SEM) with a variance based or component-based approach with Partial Least Square (PLS) and processed using smart software PLS 3.

#### Operational Definition of Variables

Measurement Variety of intelligence refers to 3 indicators of intelligence (Robbin 2006) 1). Intellectual Intelligence, 2) Emotional Intelligence and 3) Spiritual Intelligence. Measurement of organizational justice refers to 3 indicators from Moorhead and Griffin (2010) ) distributive justice, 2) procedural justice and 3) interactional justice. While job satisfaction refers to 5 indicators from Luthans (2006) in (Intan 2012) as a measurement that is 1) the job itself, 2) salary 3) promotion opportunity, 4) supervision and 5) co-



workers. And for employee performance refers to 5 indicators from Bangun (2012) namely 1) quantity of work, 2) quality of work, 3) timeliness 4) attendance and 5) ability of cooperation.

#### IV. RESULTS

The results of hypothesis analysis of each path obtained from the analysis using Smart PLS software can be seen in the following table 1:

**Table 1: The Result of Direct Effect**

|   | Sample Mean | T Statistics | Kesimpulan  |
|---|-------------|--------------|-------------|
| Variety of intelligence (X1) -> Job satisfaction (Y1)     | 0.233       | 2.470        | H1 Diterima |
| Organizational Justice (X1) -> Job Satisfaction (Y1)      | 0.687       | 9.486        | H2 Diterima |
| Variety of intelligence (X1) -> Employee performance (Y2) | 0.178       | 3.629        | H3 Diterima |
| Organizational Justice (X2) -> Employee Performance (Y2)  | 0.189       | 3.281        | H4 Diterima |
| Job satisfaction (Y1) -> Employee performance (Y2)        | 0.690       | 9.581        | H5 Diterima |

##### 1) Hypothesis Analysis: Influence Variety of Intelligence to Job Satisfaction

The result of the parameter coefficient test between the variety of intelligence to the job satisfaction showed a positive relationship with the value of coefficient of 0.233 with the value of T-statistic of 2.470. This t-statistic value is above the critical value 1.96 so (H1): The influence of the variety of intelligence to the satisfaction work is acceptable which means that the higher level of intelligence owned by employee will increase employees job satisfaction in the other hand, the lower level of intelligence owned by employees hence will be lower the job satisfaction perceived by employees.

##### 2) Hypothesis Analysis 2: The Influence of Organizational Justice on Job Satisfaction

The results of the parameter coefficient test between organizational justice to job satisfaction showed a positive relationship with the value of coefficient of 0.687 with the value of T-statistic of 9.486. The value of t-statistic is above the critical value of 1.96 so that (H2): The influence of organizational justice on job satisfaction is acceptable which means that the better the organization's justice applied by the company, the employee's job satisfaction will increase or otherwise the bad applied by the company, the lower the job satisfaction will be felt by the employee.

##### 3) Hypothesis Testing 3: Effect of Variety of Intelligence on Employee Performance

The results of the parameter coefficient test between the varieties of intelligence on employee performance showed a positive relationship with the coefficient of 0.178 with a T-statistic value of 3.629. The value of t-statistic is above the critical value of 1.96 so that (H3): The influence of the variety of intelligence on employee performance is acceptable which means that the higher level of intelligence owned employee hence the employee performance will increase in the other hand lower level of intelligence owned by employee also will be decrease the employee's performance.

#### 4) Hypothesis Analysis 4: The Influence of Organizational Justice on Job Satisfaction

The result of parameter coefficient test between organizational fairness to employee performance showed a positive correlation with coefficient value 0,189 with T-statistic value 3,281 The t-statistic value is above the critical value 1,96 so that (H4): The influence of organizational fairness on employee performance accepted which means the better the organization's justice applied by the company then the employee's performance will increase or otherwise the less good the organization's justice applied by the company then the employee's performance will decrease.

#### 5) Hypothesis Testing 5: Effect of Job Satisfaction on Employee Performance

The result of test of coefficient of parameter between job satisfaction to employee performance showed a positive correlation with coefficient value equal to 0,690 with value of T-statistic equal to 9,581 t-statistic value above the critical value 1,96 so (H4): Influence of job satisfaction to employee performance accepted which means that the increasing job satisfaction owned by employees then the employee performance is also increasing. In the other hand, the lower of the job satisfaction of the employee can decrease the performance of the employee.

**Table 2: Recapitulation of Mediation variable Test Result**

| No | Variety of Intelligence (X1) -> Employee       | Effect         |                |                |                | Explanation              |
|----|--|----------------|----------------|----------------|----------------|--------------------------|
|    |  | (a)            | (b)            | (c)            | (d)            |                          |
| 1  | Organizational Justice -> Employee Performance | 0,178<br>(sig) | 0,368<br>(sig) | 0,233<br>(sig) | 0,690<br>(sig) | <i>Partial Mediation</i> |
| 2  | Performance Kepuasan Kerja Pada :              | 0,189<br>(sig) | 0,665<br>(sig) | 0,687<br>(sig) | 0,690<br>(sig) | <i>Partial Mediation</i> |

Sumber: Lampiran 6

Job Satisfaction is able to mediate positively and significantly on the indirect influence of different kinds of intelligence and organizational fairness on employee performance. This result is shown from the mediation test that performed visible effect **c, d and a** has a significant value. The results of this test determine that the variety of intelligence and organizational fairness can affect employee performance through job satisfaction can be proven empirically.

#### V. CONCLUSION

Variety of intelligence and organizational justice have a positive and significant impact on job satisfaction and employee performance. This means that the higher the level of intelligence possessed by employees and the better the application of justice done by the company, it will be able to increase job satisfaction of the employees. Likewise, on the contrary, the lower level of employees intelligence and the poor implementation of justice by the company will be able to decrease job satisfaction than the employee which will result in employee performance. This study also find that job satisfaction as a mediator between the variety of intelligence and organizational justice. This means that the diversity of employee intelligence and organizational justice can affect employee performance through empirically proven job satisfaction.



## VI. SUGGESTION

1. In optimizing the achievement of employee performance in the service department

Auto 2000 Sanur should pay more attention and improve the implementation of better employee performance. Therefore, efforts should be made to build and develop employee performance by prioritizing the application of procedural justice within the company, which is not in accordance with the reality that occurs, employees are more responsive to interactional justice which is shown by the acquisition of the highest average value.

2. In improving the performance of employees need a sense of job satisfaction perceived by employees. By paying attention to aspects of salary received by employees who fit the results of analysis but different from the response respondents where colleagues get the highest average value of the five indicators of job satisfaction

3. For the next researcher can replicate this research model through longitudinal approach model (from time to time) and enable use in other company. In addition, researchers can further modify the research model by adding and developing indicators and other variables. It is based on the variety of intelligence, organizational fairness and job satisfaction in each company is different.

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