

# What Kind of Improvement to Increase Job Satisfaction among The Employees?

**Romat Saragih, Anita Silvianita, Mahendra Fakhri, Aldi Akbar, Fauzya Binaprayogi**

School of Communication and Business Telkom University

[saragih@telkomuniversity.ac.id](mailto:saragih@telkomuniversity.ac.id), [anitasilvianita@telkomuniversity.ac.id](mailto:anitasilvianita@telkomuniversity.ac.id),  
[mahendrafakhri@telkomuniversity.ac.id](mailto:mahendrafakhri@telkomuniversity.ac.id), [aldiakb@telkomuniversity.ac.id](mailto:aldiakb@telkomuniversity.ac.id),  
[fauzya.binaprayogi@gmail.com](mailto:fauzya.binaprayogi@gmail.com)

## Abstract

This research aimed to determine job satisfaction among employees of the state-owned Social Security Labor Administration (BPJamsostek) in Jakarta, Indonesia. Primary and secondary data are gathered, and samples are drawn using Non-Probability Sampling. The sample for this study is 45 employees. Importance Performance Analysis is used to get a research conclusion. The study's findings indicated that work satisfaction among employees did not meet employee expectations based on IPA analysis. A disparity between the two assessment viewpoints demonstrates a gap between expectation against reality. The overall performance of reality perceived value of 1.27, whilst the expectation indicator shows the value of 1.908. The difference between these two perspectives on assessment is within a negative value of -0.638. Compensation, career prospects, the work itself, and status become the primary indicators to consider.

## Keywords

Job satisfaction, human resources, importance-performance analysis

## 1. Introduction

The state-owned Social Security Labor Administration (BPJamsostek) is a public legal entity responsible for insurance and employment protection for all Indonesian labor. BPJamsostek recognizes that human resources are primary strength of an organization that every business institution must protect. In order to operate sustainably, insurance in the form of welfare, security, and protection for employees must be provided to increase customer sustainability (Kartawinata et al., 2020). Cascio (2015) explains that human resources are a critical factor because they encompass factors that influence an organization's success or failure to achieve its goals. Thus, human resources should be managed effectively, which includes ensuring employee satisfaction. The transformation of PT Jamsostek (Persero) into BPJS (Social Security Labor Administration) for Employment will result in numerous changes to the company's internal structure, organizational goals, work systems, and organizational culture, all of which will affect employees work performance.

Employees must adjust their situation against this transformation (Al-Ali et al., 2017). The inability of the employees to adjust with changes can negatively impact an employee's performance and job satisfaction (Bakker & Schaufeli, 2008). Job satisfaction is a distinct issue that must be addressed, as it relates to individuals who perform work and has an effect on their productivity (Hoboubi et al., 2017). As a result, the business must pay attention to its employees' interests, including compensation, working conditions, work equipment support, and communication between superiors and subordinates. According to Dessler (2020), job satisfaction is an essential factor contributing to higher productivity and quality standards, the development of a more stable workforce, and the efficient use of human resources. Based on the recent observation within the company, there is an indication of unfulfilled employees satisfaction. Therefore a further exploration is necessary to examine any factors that contribute to dissatisfaction.

## 2. Literature Review

Job satisfaction is a term that refers to an individual's feelings about their job, work situation, and relationships with coworkers. Thus, job satisfaction is critical for an employee to possess. It allows them to appreciate more about their work environment and ensure that their duties are completed properly and following company goals. According to Weikamp and Göritz (2016), job satisfaction is an emotional state that affects how employees perceive their work as pleasant or unpleasant and reflects an individual's attitude toward their job.

Herzberg's two factors theory was proposed by Herzberg in 1959, based on a survey of 250 respondents at nine Pittsburgh-area businesses. Herzberg examined the connection between satisfaction and productivity in this study. Herzberg developed Maslow's hierarchy of needs theory into a two-factor theory of motivation. Motivation factors are referred to as satisfiers or intrinsic motivations, while maintenance factors are referred to as dissatisfiers or extrinsic motivations (Lindsay, Marks, & Gorlow, 1967).

According to this theory, job satisfaction and dissatisfaction are two distinct concepts. Under this theory, job characteristics can be classified as either dissatisfier or hygiene factors and satisfier or motivator. Satisfiers or motivators are defined as factors or situations demonstrated to add value to job satisfaction. These factors or situations include achievement, recognition, authority, responsibility, and promotion. It is said that the absence of these conditions does not necessarily imply that they are unsatisfactory; however, if they exist, they will foster a strong motivation that will result in better work performance. As a result, this factor is considered as a satisfaction factor. Hygiene factors are proven to be a source of satisfaction comprises salary, incentives, supervision, personal relationships, working conditions, and status. While the presence of these conditions does not always result in employee satisfaction (Fakhri et al., 2021), their absence can result in employee dissatisfaction.

Another theory implied to job satisfaction is the theory of work adjustment. According to Dawis et al. (1964), research was established on the broader issue of work adjustment, which created a theoretical framework called the Theory of Work Adjustment. The Theory of Work Adjustment is based on the individual's relationship with his or her work environment. The relationship begins when the individual demonstrates the capability or expertise needed to respond to the work requirements of the specific working conditions. On the other hand, the work environment provides certain incentives or rewards related to individual needs, such as salary, status, personal relationships. If the employee meets the job requirements, he or she will be considered satisfactory and will be permitted to continue working for the business entity. On the other hand, workers are considered satisfied if their work needs have been fulfilled or if their personal expectations are addressed. Individuals expect to be grouped as satisfied workers by supervisors when their abilities and skills reflect their needs. A satisfied employee is expected to perform their duties exceptionally (Dhamija et al., 2019). When ability and job requirements are incompatible, resignations, high turnover rates, dismissals, and demotions will likely happen (Griffin et al., 2010).

### 3. Methodology

This type of research is classified as descriptive quantitative research. The population studied in this study is the employee of BPJamsostek, Jakarta. This study used a non-probability sampling technique in which 45 respondents participated. The Likert scale was used as the instrument scale (Harpe, 2015). The descriptive analysis, GAP analysis, and importance-performance analysis are used in this study. The mapping of each attribute and dimension is performed using importance-performance analysis.

### 4. Result and Discussion

#### a. Descriptive result

The calculation results indicate that the overall score for reality value is 57.75 percent which is perceived as fair category, while the overall expectation value is 84.85 percent which is perceived as high category. Thus, the two attributes comparison are very distinct and separated with a wide range.

#### b. Gap analysis

The gap analysis will reveal whether the current perceived quality is in line with the desired ideal quality. The gap's value can be determined by comparing the value of reality (performance) to the value of expectations (importance). Tabel 1 indicates gap analysis comparison for each value.

Table 1: Gap analysis value

Indicator	<i>Perf.</i> (P)	<i>Imp.</i> (I)	Q (P-I)

Intrinsic factor				
1	Achievement	0,71	1,93	-1,22
2	Recognition	0,74	1,89	-1,15
3	Responsibility	0,81	1,95	-1,14
4	Career Opportunity	1,74	1,9	-0,16
5	Job itself	1,68	1,9	-0,22
6	Compensation	1,63	1,9	-0,27
Extrinsic factor				
7	Safety and security.	1,77	1,91	-0,14
8	Work environment	1,78	1,94	-0,16
9	Status	1,7	1,89	-0,19
10	Company procedure	0,89	1,88	-0,99
11	Company policy	0,95	1,92	-0,97
12	Interpersonal relationship	0,85	1,89	-1,04
Average		1,27	1,908	-0,638

Table 1 shows that the difference between reality (performance) and expectations (importance) value for every indicator is within the negative range; the difference for the total value indicator is -0.638. This means that there are still areas for improvement in job satisfaction indicators. According to the comparison of reality and expectations value, a negative value or  $Q < 0$  indicates that the actual perceived reality does not meet the employees' expectations.

**c. Importance-Performance Analysis**

The importance-performance analysis (IPA) addresses the dimensions of job satisfaction that are critical and need to be improved for the employees. The IPA analysis results indicate the location of each indicator within the IPA matrix, which is divided into four quadrants. The average value of each indicator shows each coordinates position. Figure 1 describes the IPA result.

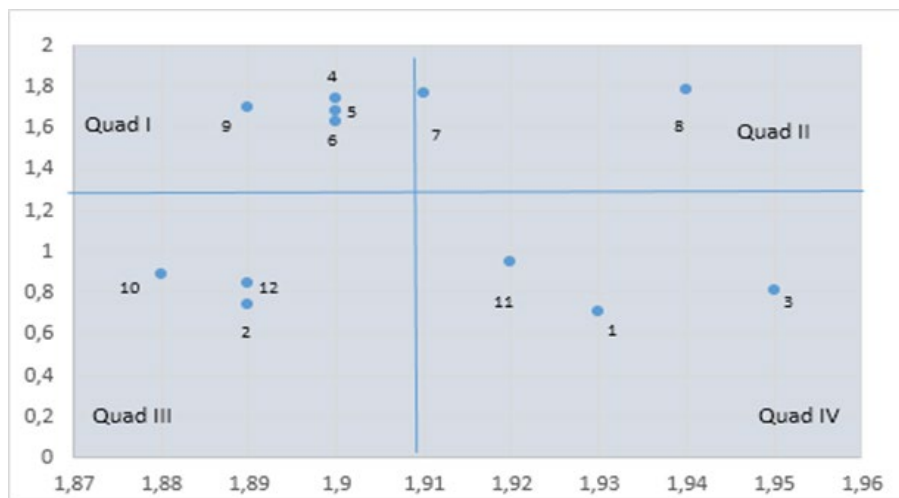


Figure 1. IPA Matrix

According to the indicators' positions in each quadrant, it can be concluded that I4, I5, I6, and I9, which are located in the first quadrant, are indicators that do not meet employees' expectations. The indicator is considered to have a high level of importance but have a low level of performance, despite the indicators' high level of importance. The indicator in this quadrant requires intensive attention. The second quadrant contains I7 and I8. The indicator is considered to have a high level of significance and an already high level of performance. The indicator in this quadrant are already meet employee's criteria and must be maintained. The third quadrant contains indicator I2, I10, and I12. The indicator is considered within low priority, and the performance is perceived within low category among employees. Finally, the fourth quadrant, which consists of I1, I3, and I11 is considered as exaggerate, and it is not the primary focus of improvement, where the indicator has low level of importance, yet it has a high level of performance. The indicator perceived by the employees exceed their expectations and thus can be slightly ignored.

## 5. Conclusion

Based on the research results, the descriptive value shows that the total score of reality is 57.75 percent, while the total score of expectation is 84.85 percent. The situation represents how BPJamsostek employees perceive job satisfaction. There is still a drawback, especially when the company's achievement is considered typical. The awards only came as a felicitation or a simple awards charter, while employees expect more than that.

The expectations from employees is considered as high level of importance. The gap analysis shows that achievement and recognition indicators are the largest gap in comparing reality and expectations value. Employees perceive that both indicator is still needed improvement. Thus, the company cannot ignore how they appreciate and acknowledge their employees, since the indicator is likely to represent employees' job satisfaction.

The overall results show that employees expectation is not sufficient. A difference shows a gap between the two perspectives between the level of reality (performance) or the level of expectation (importance). The difference between these two perspectives is -0.64. On the other hand, certain indicators that must be improved based on the IPA analysis comprise compensation attributes, career opportunities for advancement, the job itself, and employee status.

## References

- Al-Ali, A. A., Singh, S. K., Al-Nahyan, M., & Sohal, A. S. (2017). Change management through leadership: the mediating role of organizational culture. *International Journal of Organizational Analysis*, 25(4), 723-739.
- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior*, 29(2), 147-154.
- Balaji, M. S., Jiang, Y., Singh, G., & Jha, S. (2020). Letting go or getting back: How organization culture shapes frontline employee response to customer incivility. *Journal of Business Research*, 111, 1-11.
- Brunges, M., & Foley-Brinza, C. (2014). Projects for increasing job satisfaction and creating a healthy work environment. *AORN Journal*, 100(6), 670-681.
- Cascio, W. F. (2015). *Managing human resources*. New York: McGraw-Hill.
- Dawis, R. V., England, G. W., & Lofquist, L. H. (1964). *A theory of work adjustment*. Minneapolis: Minnesota University Industrial Relation Center.
- Dessler, G. (2020). *Human Resource Management 16th Edition*. New York: Pearson.
- Dhamija, P., Gupta, S., & Bag, S. (2019). Measuring of job satisfaction: the use of quality of work life factors. *Benchmarking: An International Journal*, 26(3).
- Fakhri, M., Silvanita, A., & Yulias, D. (2021). Assessing Quality of Work Life Toward Junior High School Teacher During Pandemic Covid-19. *Journal of Management Information and Decision Sciences*, 24(6), 1-8.
- Griffin, M., Hogan, N., Lambert, E., Tucker-Gail, K., & Baker, D. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Crim Justice Behav*, 37, 239-255.
- Harpe, S. E. (2015). How to analyze Likert and other rating scale data. *Currents in pharmacy teaching and learning*, 7(6), 836-850.
- Hoboubi, N., Choobineh, A., Ghanavati, F. K., Keshavarzi, S., & Hosseini, A. A. (2017). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. *Safety and health at work*, 8(1), 67-71.
- Kartawinata, B. R., Pradana, M., Akbar, A., Trenggana, A. F., & Cahyaningrum, S. D. (2020). The effect of easy perception and risk of users of financial technology services in smes of bandung, indonesia. *Proceedings of the International Conference on Industrial Engineering and Operations Management* (pp. 997-1007). Harare, Zimbabwe: IEOM Society International.

- Lindsay, C. A., Marks, E., & Gorlow, L. (1967). The Herzberg Theory: a critique and reformulation. *Journal of Applied Psychology*, 51(4), 330-339.
- Weikamp, J. G., & Göritz, A. S. (2016). Organizational citizenship behaviour and job satisfaction: The impact of occupational future time perspective. *Human Relations*, 69(11), 2091-2115.