

Analysis of Factors that Influence Employee Performance Dissatisfaction at UD Tito Medan

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Abstract

The objective of this research is to know the employee satisfaction at UD. TITO Medan. Job satisfaction is the feeling of pleasure and achievement that the employees experience in their job and when they know that their work is worth doing. Employee's satisfaction is taking control in advancing a company. The employee's turnover is high then the company may be experiencing a slowdown in advancing the company. The indicators of this researcher are turnover, absenteeism, age, job level, and the size of the organization. In determining the data resources, this research is using purposive sampling technique. Data collection method is using structure interview to four employees of UD. TITO Medan in marketing department and have been work for 5 years. This Jurnal used Miles and Huberman models of data analysis and used source triangulation. Through the research above it can be known that the employees of UD. TITO Medan feel dissatisfied. The low incentive, less reward for the employee achievement and delayed the incentive that make the employee feel dissatisfied. Meanwhile things to do for the progress of the company in the future, the researcher give some recommendation to the company. The recommendations are the company should give more reward for the employee's achievement, give a chance for the employees to give their suggestion and idea, give quota of annual leave and make company policy.

Keywords

Employee Satisfaction, Job Stress, Work Engagement, Job Saticfaction, Organizational Commitment.

1. Introduction

Every human who works hopes that they can get a satisfaction from their workplace. Job satisfaction shows someone feeling toward their job. Job satisfaction will influence work productivity. Job satisfaction is also the other factor that influence the length of the employee's work toward the company. Job satisfaction become a quite interest problem and important problem because it prove it have a big advantages for the relevant individual or for company where their work.

Noor (2013) said that the given salary which high enough not necessarily guarantee job satisfaction for employees. Because of that salary is not the only factor that create job satisfaction for someone. The factors that influence job satisfaction such as pay satisfaction, promotion satisfaction, supervision satisfaction, coworker satisfaction and satisfaction with the work itself.

UD. TITO Medan is one of sanitary distributor company in Medan. UD. TITO Medan not only distribute sanitary were, they also distribute ceramics, wall paint, and water tank. The company expects to have employees that not only competent but also honest and can be trust. The satisfaction problems in this company is in their marketer. UD. TITO Medan have a lot of marketer, sanitary marketer, wall paint marketer, ceramics marketer and water tank marketer. Each group of marketer has one supervisor that lead them to achieve the target that given by the company. Mangkunegara, (2013) explained that higher job satisfaction associated with employee turnover is low. While employees are less satisfied its turnover is usually higher.

1.1 Objectives

When observed At first glance, the activity looks quite simple, but after evaluation more deeply, it turns out that there are many aspects that should be considered to do Investation decision (Supriyanto. 2013). The scope and limitation of this research can be described as follows The researcher limited the research on job satisfaction at UD. TITO Medan in marketing department. The time that will be the examine is 2020 only. The research subject is the marketer who work at UD. TITO Medan and the research object is employee satisfaction. Interest in satisfying welfare that employees will receive from the company is one of the things that encourages everyone to want to work for a company (Angraini, 2020). In This research based on Mangkunegara theory about there are 5 variable of job satisfaction (2013) it is turnover, absenteeism, age, job level, and the size of organization.

2. Literature Review

Turnover intention is a serious issue in many organizations with different rate of turnover. Private sector usually has the large number of turnover rate rather than public sector. The rate of employee turnover might be difference and can change according to the density of population in one area. People easily switch the current job in the area that consist the low of unemployment rate, resulting the highest number of turnover rate. As mentioned above, widespread studies had investigated about this issue, but employee turnover has not decreased yet. Intention to leave is a natural phenomenon that takes place when some inadequately planned system and dispute role of work life, lack of motivation, promotion, performance and focused in the workplace and enforcing employees to disturb structure of the organization by quitting the job. Turnover intention is a process of leaving the current job or willingness of the employees to separate from the organization. If employees seriously want to leave the jobs, they had thought to have intention to leave the organization. Furthermore, turnover can occur in two different ways which are voluntary and involuntary. Voluntary turnover will happen when the employees intentionally decide to leave the organization while involuntary turnover happen when the employees unwillingly leave the organization but been force by the management to resign due to the poor performance or misconduct action. Besides that, when the employee feels unhappy or reluctant with the current task, the decision to quit will occur. Before leave the organization, employees will predetermine the factors that enforce them to make the decision to leave (Abduloh, 2020; Mora et al., 2020).

According to the research that has been done by, the employee intentionally leaves the organization because of the several factors such as communication at workplace, environment, assignment given, salary and benefit received that dissatisfied the employee. Intention to leave also may be results of some external factor such characteristics of the company, financial concern, personal conflicts or opportunity to have advance career. Other than that, employees' turnover will affect for those who stay in the company. It will be costly in term of the impact company will get on employee morale from losing a talented employee. Those that remain with the company may often feel demotivated thus decreasing in productivity and job satisfaction. Thus, this study become important to know the pattern of turnover

intention so that necessary proactive steps and preventive action should be taken to tackle this critical issue (Suharyanto et al., 2020; Hidajat et al., 2021).

Nowadays, a person working lives highly stressful and job stress has been one of the important factors that affect individual performance. Regardless whether the organization is huge or small, the organization will face this unavoidable issue that is stress. Stress can occur when the nature of work that going through drastic changes over the last few decades and changing in high speed become so much complex. Job stress occurs when employee unable to fulfill the demand of the job and that lead to a condition of physical and psychological mental disorder which occurs a situation of pressure. It is also about an unpleasant emotional that individual received when the job requirement cannot be coped with his or her ability. Job stress usually affect people in many sectors and commonly been widely experienced and so pervasive. Initially, it resulting in high number of absenteeism rate and lead to producing huge number of undesirable effect for both individual and organization (Latief, et al., 2019a; Latief, et al., 2019b).

Nowadays, employers take very serious in analyzing the stress management problem that can influence employee dissatisfaction and consequently lead to higher turnover intention. Organization needs to put extra concern on this problem in order to employ effective stress management practices to increase employee satisfaction level and reduce the number of intention to quit. There are several factors of stress relating to the job such as an unstable job, unsecured work environment like job security, job continuity, procedural justice that lead to employees' satisfaction level, feel stress to work and resulting to decision to leave the organization. The reason comes from the uncertainty about what the roles that employees need to do. This issue may come from the employees' misunderstanding what is expected from them, how to meet the expectation is not vary with employee thinking the job (Syardiansah et al., 2020; Haryati et al., 2019).

Recently, found that turnover intention has positive relationship with job stress. Researchers also suggested that inadequate information about the roles and responsibility, unclear expectation of co-worker and top management, extensive job pressure and high of role ambiguity will leads to low employees' belongingness. Hence, the employee feels dissatisfied with their jobs, undergo stress and intention to leave the organization is high.

Work engagement and turnover intention. According to, powerful competitive strategy has become important part for organization's future including retaining the employees in the organization. Encouraging a stable organizational relationship can create employee efficiency and effectiveness of work environment. With this kind of relationship, employee will easily adapt with their customers, suppliers, peers and they can work more stable, so that this able to make them to stay longer. Yet, questions regarding its antecedents continue to command research attention. Work engagement can be defined as a positive corresponding relationship between individual's energy and psychological attachment towards the performance of job task related.

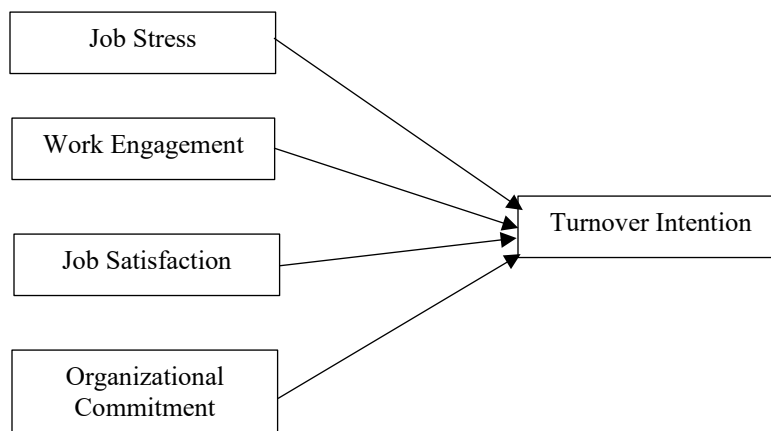


Figure 1. Research framework.

If the employee is engaged with their work (Figure 1), they have the tendency to have good responses such as elated, fun and excited towards their work, resulting less or far away to have turnover intention. In prior study done by have indicated that when employee have lacking amount of the resources, they probably allocate themselves to work with

mental resilience and psychological resources such as energy and mental effort, thus decreasing their retention effort. Further, they also found that turnover intention has negative relationship with work engagement. It shows that good work engagement will be the reason for employee to stay longer in the organization. In other hand, suggested that attracted highly qualified applications will help organizations to cope the shortages of skilled worker and reduces absenteeism thus lowering the turnover rate of the organization. Hence, organizational research that engaged workers is less likely to seek alternative employment (Adebayo & Ogunsina, 2011; AlBattat et al., 2014; Al-Qahtani, & Gadhoun, 2016).

Besides that, employee will stay with their current employer if the job engaged with them compare disengaged employees will decide to leave the organizations. For instance, if an employee feels cognitively disengaged and feels unsafe at work, these also influences the employee turnover in the organization. In a similar vein, emotional disengagement weakens belongings of the organization and decreases their intention to maintain in the organization and looking for alternative job elsewhere. The final dimension of engagement is behavioral engagement that has a negative relationship with turnover intention like cognitive and emotional engagement. On contrary, when employees have shrink in term of their emotions of being energetic and enthusiastic due to overuse psychology resources, employee are unlikely will engage to their current work thus actively starting to look another alternative job opportunity to reinstate such emotions such as decision that affect their turnover intention.

Job satisfaction can be defined as what the employee actually gets from the organization and what the employees expected to get. In addition, job satisfaction also can affect the decision for employee willing to stay or leave the organization. Job dissatisfaction will lead the employee to consider in leaving their current job and thinking of moving into another job. If the employees highly feel satisfied with their current job, they will stay longer in the organization. However, if the employees feel dissatisfied and have the job opportunity at advanced organization, they will leave the organization. When employees have high job satisfaction, they will show a very best on what they do in the job or perform better in order to make the organization's mission, goal and objective of each year been achieved as the success of the organization is highly rely on the sales and volume of their product.

Employee turnover will exist when the employee dissatisfied with the current job due to the environment at the workplace. Challenges environment such job security excessive turnover and lack of job advancement opportunities are commonly difficult to understand towards job traits which this role also can influence the combination on job satisfaction and turnover intention. The researcher also highlighted that employee satisfaction can be affected by having an effective's implementation of selection, training and supervisory program. Manager can use this technique as indicator to increase employees' job satisfaction. Job satisfaction can affect the decision for employee willing to stay or leave the organization, also found that job satisfaction have negative and significant relationship with turnover intention.

Organizational commitment is an important variable in the discussion of intention to quit since this variable have most belief that the higher commitment to the employees, the lesser the intention to leave among employees. This is due to a valuable bonus for the company to have employees with a high level of organizational commitment. Organizational commitment is a complementary relationship between the employer and their employee. It is also the feelings of employees' belongingness and responsibility towards the mission in the organization. According to, organizational commitment generally refers as an attachment or identification from the individual body. In psychological, the result can be seen through employees' behavior towards the organization such as trust, belongings' and contribution to achieved organizational goal.

Organizational commitment also reflects an individual's feelings about the organization as a whole. It can be supported by another research done by the higher the organizational commitment among employees usually will not easily make the employees to leave the organization because they feel that the need to go beyond the normal job requirements. They also willing to make contribution towards the organization, perform better, have attitude of organizational citizenship behavior and always shows good behavior. According to research done by, employee commitment is an important role between organizational learning culture and intention to quit. The researcher also suggested that the top management must show supportive environment and learning culture to prevent the employees from leaving the organization. In addition, attitude and commitment of the employees may influence by motivational factors that lead to better performance. The result of high organizational commitment will appear if the employees satisfied enough with the organization, hence low employee intention to leave the company. Feeling of belongingness and ownership towards the organization can be shaped from strong organizational commitment. Indirectly, it will

show employee loyalty to the organization and increase the productivity. In the previous study done by, shows the result that there is negative and significant relationship between organizational commitment and turnover intention.

The linkages between job stress, work engagement, job satisfaction, organizational commitment and turnover intention has been confirmed by several researchers. For instance, stressed that employee whom experienced stress related to job will result increase the intention to leave the organization. In addition, found that employees are unlikely will engage to their current work thus actively starting to look another alternative job opportunity to reinstate such emotions such as decision that affect their turnover intention. In another study, also found that if the employees highly feel satisfied with their current job, they will stay longer in the organization. However, if the employees feel dissatisfied and have the job opportunity at advanced organization, they will leave the organization. Finally, most of previous researchers by found that the result of high organizational commitment will appear if the employees satisfied enough with the organization, hence low employee intention to leave the company.

3. Methods

The research method for this study is qualitative descriptive research method. Qualitative research method is named as a new method, because the recent popularity of the method was named as post-positivistic method, because it is based on post-positivistic philosophy. This method is also called as artistic method, because the research process tends to be artistic (less patterned), and called as interpretive method because the research data result is more related to the interpretation of the data found in the field (Bah et al., 2020a; Bah et al., 2020b).

According to Sugiyono (2012), qualitative research method is a research method based on post-positivism philosophy, which is used in researching an object in scientific condition, (as the opposite is experiment) where the researcher is a key instrument, the sampling of data sources is done in purposive and snowball, the collecting technique is triangulation (combination), the data analysis is inductive/qualitative, and the qualitative research result is emphasis more on meaning than generalization.

In this research, the researcher collected the data through interview. According to Moleong (2016) interview is conversation with a specific purpose. The conversation was conducted by two parties that are the interviewer who asked question and the interviewees that providing answer for the questions. Interview can be conducted in structured or unstructured, and can be done through face to face or by using phone. Esterberg (in Sugiyono, 2010) suggests several kinds of interview, that are structured interview, semistructured interview, and unstructured interview.

4. Data Collection

In this study, the writer collected the data by using structured interview technique. The writer use purposive sampling as sampling technique. According to Sugiyono (2010) purpose sampling is a sampling technique data source with certain considerations. The writer choose certain people who researcher believe they have the right information. Four employee who have been worked more than five years. So the writer sample will be interview is four person. In this research the researcher used source triangulation to check the data credibility. The researcher used interview technique to collect data from four source.

5. Results and Discussion

The means and standard deviations of the five variables studied in this paper. As for the elements of turnover intention, respondents rated job satisfaction the highest ($m=2.97$; $SD=0.70$), followed by job stress ($m=2.91$; $SD=0.78$), organizational commitment ($m=2.79$; $SD=0.71$) and work engagement ($m=2.39$; $SD=0.72$). Interestingly, the employees also perceived on turnover intention or intention to leave ($m=3.07$; $SD=0.68$).

Since continuous variables were used in this study, Pearson product-moment correlation was performed to determine the associations between pairs of variables (Table 1). The results indicated that all variables were significantly correlated between one and another ($0.38 \leq r \leq 0.69$; $\text{sig} < 0.01$). Since the greatest r-value was 0.69, the results further revealed that multicollinearity was not an issue here.

Table 1. The Means, Standard Deviations and Correlation

	m	SD	Turnover Intention	Job Stress	Work Engagement	Job Satisfaction	Organizational Commitment
Turnover Intention	3.07	0.68	1				
Job Stress	2.91	0.78	0.490**	1			
Work Engagement	2.39	0.72	-0.453**	-0.412	1		
Job Satisfaction	2.97	0.70	-0.666**	-0.614**	0.416**	1	
Organizational Commitment	2.79	0.71	-0.618**	-0.638**	0.384**	0.693**	1

m = mean, SD = Standart Deviation

** . Correlation is significant at the 0.01 level (2-tailed)

Multiple linear regressions analysis was carried out to investigate the four hypotheses suggested. The results were summarized in Table 2. The F-value gained was 44.175 (sig.<0.01) indicated that the model was statistically significant. The R2 attained was 0.517 signified that the independent variables explained the variance in employee turnover intention as much as 51.7%. All the independent variables recorded a negative influence on turnover intention, except job stress recorded a positive influence on turnover intention. However, only three independent variables, namely job satisfaction ($\beta=-0.407$; sig.<0.01), organizational commitment ($\beta=-0.271$; sig.<0.01) and work engagement ($\beta=-0.183$; sig.<0.05) showed a significant influence, while job stress ($\beta=-0.008$; sig.>0.05) did not obtain a significant result. In terms of their importance in influencing turnover intention, job satisfaction was deemed to be a more important factor than organizational commitment and work engagement. As such, the statistical results proved that H2, H3 and H4 were supported, while H1 was not supported.

Table 2. Regression Analysis

	Beta	T	Sig.
Job Stress	-0.008	-0.113	0.910
Work Engagement	-0.183	-2.997	0.003
Job Satisfaction	-0.407	-5.092	0.000
Organizational Commitment	-0.271	-3.338	0.001

R=0.719a

R Square = 0.517

Adjust R squarw = 0.505

Std. Error of the Estimate = 0.47920

a. prediction: (Constant), Job Stress, Work Engagement, Job Satisfaction, Organizational Commitment

b. Dependent Variable Turnover Intention

6. Conclusion

From this research, there are several suggestions for improvement that can help to improve the future research and practitioner. Future researcher can include the other predictors that contribute to turnover intention, since independent variables of this study contribute 52 percent in explaining turnover intention, while the remaining 48 percent is explained by other predictors which is not been measured in this study. According to, other factors can affect turnover intention are leadership style or group dynamics. Besides that, also added that factor of training and social support can be further researched in the future study.

Organizations also can find a way to stabilize the level of turnover intention among employees. It might affect the company's profile and image if the organization ignore this finding. It is not only losing the talented employees but as well cause low morale among other employees who still remain in the organization. Consequently, in long-term period the organization will not only lose the best talents but also affect the productivity and profitability. Thus, based on the findings, job satisfaction, work engagement and organizational commitment was found to be the most influential predictors for organizations to lower the turnover intention level.

By providing challenging and meaningful job, work-life balance, enjoyment and pleasant working environment and also an environment of work that shows the organizational concern and commitment to all employees at all level. By doing so, employee feel they are important and part of the company and have low or no intention to leave to job. The

higher level of job satisfaction, work engagement and organizational commitment, the lower the turnover intention among employees. Organization also are advised to practice open-door policy in order to ensure employee at all level can freely communicate with the manager. Open or two-way communication should be created between employee and management. In other way, organization also should involve employee in every decision-making process. As a result, the employees will give their full of commitment and engaged with the organization if they are invited to share their opinions and ideas. Indirectly, it will stir the sense of belongingness to the job and the organization. As supported by, developing a better communication among the employees can create positive organizational climate such as increase level of trust, good communication, and cooperation. In addition, organization should also enhance work engagement level in order to reduce turnover intention. Like study stated that manager can develop mechanisms on a regular basis for measuring the work engagement level on at least to the key employees. Thus, this measurement finding will assist organizations to distinguish the current employee work engagement level followed by corrective actions wherever and whenever needed. Through interviews conducted at UD. TITO Medan, the researcher concluded that job satisfaction is the feeling of pleasure and achievement that the employees experience in their job and when they know that their work is worth doing.

Through interview that has been conducted at UD. TITO Medan, it can be known that the employee feels that low incentive, less reward for the employee achievement and company delayed their incentive. The employs are quite passive in expressing idea, this is showed that the employee have a low level of job. The coordination between superior and subordinate is not good because they are lack of process communication. This is also showed that the employee's job satisfaction is not good.

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