The Effect of Job Satisfaction and Job Achievement on Work Productivity of Denkav-5/BLC XVI/Pattimura Personnel

Maryoto

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia

maryoto@mm.unjani.ac.id

Ferikawita Magdalena Sembiring

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia

ferikawita@mn.unjani.ac.id

Abstract

Absences from military activities for an extended period of time are a violation of discipline and can result in a decline in unit productivity if not addressed. This phenomenon is prevalent in all Army units, influenced by the mindset of the soldiers. This study examines the relationship between job satisfaction, work performance, and work productivity, as well as the impact of job satisfaction, work performance, and both factors on work productivity. The research was conducted at Denkav-5/BLC Kodam XVI/Ptm in Ambon. This study employs quantitative methodologies. Information is derived from both primary and secondary sources. Additional sources of data were gathered through the administration of surveys and the examination of relevant literature. The Slovin formula resulted in a total of 174 replies. Data were measured using a Likert scale. Analysis of multiple linear regression was conducted. This study revealed that workplace happiness exerts both positive and negative influences on work productivity parameters, whereas work performance exerts a negligible impact. While accomplishment exerts a relatively minor influence on productivity, job satisfaction and performance exert a simultaneous effect on work productivity.

Keywords: Job Satisfaction, Job Achievement, Work Productivity.

I.   INTRODUCTION

Upon being sworn in as a soldier, every prospective soldier pledges their readiness to be deployed anywhere within the boundaries of the Unitary State of the Republic of Indonesia. In the TNI setting, officers, non-commissioned officers, and enlisted personnel frequently undergo rotations, moving from one duty station to another. In accordance with Article 5 of Law Number 34 of 2004 about the TNI, the TNI is defined as a tool of the state in the area of defense. Its responsibilities are carried out in accordance with the state's policies and political choices.

According to the data provided by the staff on the acceptance of individuals transferring from external units to enter Kotama Kodam XVI/Ptm, it has been observed that there is still a frequent occurrence of personnel arriving late, exceeding the designated time limit. This occurrence is nearly annual, coinciding with the movement of individuals into the unit. In order to conduct the corps report inside the unit, personnel officials are required to individually call each member of the personnel to inquire and confirm their arrival plans.

In 2020, there was a slight increase in personnel compared to 2019, with only a difference of two individuals. However, in 2021, there was a substantial reduction of approximately 50% in the number of soldiers absent from the unit. It is of interest to investigate the elements that contribute to this decline, as they may have an impact on job productivity. This study will focus on two factors: work happiness and job performance.

As defined by Hasibuan (2019: 202), job satisfaction is a positive emotional disposition and a strong affinity towards one's employment. This mindset is evidenced by the level of motivation, adherence to rules, and overall job effectiveness. Job satisfaction can be derived from both work-related and non-work-related factors, as well as a mix of the two. Furthermore, Hasibuan (2019: 94) proposed that job performance is the result of an individual's utilization of talents, experience, dedication, and time. One pertinent research article on the nexus of job happiness, job performance, and work productivity is Wahyono's (2018) study. The findings indicate a substantial correlation between job satisfaction and job performance, which in turn affects work productivity.

The 5/BLC Cavalry Detachment is a sizable unit within Kodam XVI/Ptm, comprising a significant number of troops in comparison to other units. Its members are drawn from various locations throughout Indonesia, representing a diverse range of cultures, customs, ethnicities, religions, and geographies.

In light of the aforementioned information, the author is able to define the problem as follows: What is the description of job happiness, work performance, and work productivity? Furthermore, the impact of job satisfaction on work productivity, the influence of work performance on work productivity, and the combined effect of job satisfaction and work performance on work productivity must be considered..

The objective of this research is to gather data and information about job happiness and job performance, and how they impact the work productivity of staff at Denkav-5/BLC. The research aims to achieve the following objectives: to ascertain the characteristics of job satisfaction, job performance, and work productivity; to examine the impact of job satisfaction on work productivity; to investigate the influence of job performance on work productivity. The study aims to assess the impact of job satisfaction and work performance on work productivity, The study is intended to yield both theoretical and practical advantages.

II.   LITERATURE REVIEW

Hasibuan (2019: 9) defines management as the systematic and skillful coordination of human resources and other assets to efficiently and effectively accomplish certain objectives. According to Firmansyah & Mahardhika (2018: 4), management is the skillful and systematic process of strategizing, coordinating, structuring, guiding, and overseeing human resources in order to accomplish predetermined objectives.

Amirullah (2015: 8) proposes a categorization of management functions into four main categories: planning, organizing, directing, and supervision. These functions are designed to facilitate the achievement of desired goals in an effective and efficient manner

1. Planning

   Planning is the process of formulating a plan of action to achieve a specific goal. It involves defining the goal and objectives, which are then achieved through strategic actions. The goal is to realize the overall vision and purpose. Planning allows a management to attain the current vision and mission. It provides a clear understanding of the intended objectives and how they are to be executed.

2. Organizing

   Organizing is the process of coordinating resources, such as personnel or groups, to implement pre-established plans effectively. Individuals or groups are expected to participate in activities that have been mutually agreed upon.

3. Directing

   Directing is a procedure designed to motivate and guide employees to adhere to a strong work ethic and perform tasks with efficiency and effectiveness. This is done in order to minimize the occurrence of human errors.

4. Controling

   Control is defined as the supervision of operations to ensure their alignment with the established vision and goals, as well as to maintain quality and standards in employee performance. It also encompasses the implementation of corrective measures when necessary.

As defined by Hasibuan (2019: 24), an organization is a formal and organized system that involves coordinated affiliations of groups of individuals working together to achieve specific goals. In a similar vein, Robbins (Widodo et al., 2019: 9) defines an organization as a purposefully organized social unit with a distinct border, working towards a shared aim or set of objectives on a continuous basis. Organizations are not merely regarded as structures for the activities of their members; they are also viewed as dynamic systems that emphasize the interaction among their members. (Widodo et al., 2019: 9).

As defined by Hasibuan (2019: 24), an organization is a formal and organized system that involves coordinated affiliations of groups of individuals working together to achieve specific goals. In a similar vein, Robbins (Widodo et al., 2019: 9) defines an organization as a purposefully organized social unit with a distinct border, working towards a shared aim or set of objectives on a continuous basis. Organizations are not merely regarded as structures for the activities of their members; they are also viewed as dynamic systems that emphasize the interaction among their members. (Widodo et al., 2019: 9).

Handoko (2015: 20) defines human resource management as a systematic process of strategizing, coordinating, overseeing, and controlling the acquisition, compensation, integration, retention, and termination of human resources to accomplish diverse individual, organizational, and community objectives. Fahmi (2016: 1) defines human resources management as a set of organizational actions aimed at recruiting, nurturing, and retaining a productive workforce.

The objective of human resource management (HRM) is to enhance the productive output of individuals within the firm by employing a variety of strategic, ethical, and socially

responsible methods. The objectives of HRM in an organization encompass the achievement of organizational or institutional goals. The objective is to support leadership in accomplishing organizational objectives, such as human resource planning, selection, training, career development, hiring/promotion, placement, evaluation, and labor relations.

In his 2013 publication, Dadang defines job satisfaction as an individual's emotional state, either positive or negative, towards their work. It is a reflection of how a person feels about their employment. In his 2015 publication, Handoko defines job satisfaction as the emotional state in which employees see their employment as either pleasant or unpleasant. Employment satisfaction is a measure of an individual's perception and feelings towards their employment. This is evidenced by the optimistic outlook of employees towards their work and the challenges they encounter in their work environment.

As defined by Hasibuan (2019: 202), job satisfaction is an emotional attitude that is perceived as pleasant and indicative of a positive work environment. This attitude is reflected in various aspects of work performance, including work discipline and morale. Hasibuan (2019) identifies several factors that influence work satisfaction. These include:

1. Equitable and suitable remuneration.
2. Appropriate positioning based on knowledge and abilities.
3. The work's luminosity.
4. Work ambiance and surroundings.
5. Workplace amenities and infrastructure.
6. The institution's leadership demeanor.

As defined by Hasibuan (2019: 94), work performance is the result of an individual's application of abilities, experience, dedication, and time. Mangkunegara (2017: 67) defines work performance as the outcomes of an employee's job in terms of both quality and quantity. It is a measure of how well the employee fulfills their obligations and carries out their assigned duties.H4: Competence, motivation and job satisfaction simultaneously affect the performance of personnel in Kasatker Kupus II Ditkuad. on personnel performance in Headquarters Kupus II Ditkuad.

The metrics utilized to assess work performance in this study are as follows:

a. Precision in the workplace.

The concept of accuracy in the workplace encompasses both effective time management and the precision with which individuals perform their tasks (Syauta et al., 2012).

b. Precision in doing duties

Thoroughness in job completion refers to the workers' capacity to carry out their work in accordance with the instructions provided by their superiors (Wirawan, 2015).

c. Preparing for the task.

Efficient time management is of paramount importance for the completion of activities within the workplace (Syauta et al., 2012).

d. Accomplishing the task.

Efficient time management is a crucial factor in the completion of activities within the workplace (Syauta et al., 2012).

Sutrisno (2017: 98) defines work productivity as the correlation between work outcomes and the time required to generate a labor output. Mathis & Jackson (2016) define work productivity as the quantification and assessment of work, taking into account all associated expenses and essential job-related factors.

Productivity is defined as the ratio of output to input, or the efficiency of a process or system. It can be measured by comparing the results obtained with the resources consumed. From a broader perspective, productivity can be viewed from two distinct angles. The primary component is effectiveness, which is the achievement of optimal performance, namely the accomplishment of objectives pertaining to quality, quantity, and timeliness. The second factor is efficiency, which is the evaluation of inputs in relation to their use or the manner in which work is carried out. The implementation process of the job.

The metrics utilized to assess work productivity in this study are as follows:

a. Work ethic.

Integrity in work refers to the harmonious integration of all the components and aspects related to a particular task or employment.

b. Collaboration among resources.

Resource cooperation refers to the collaborative endeavor among the different resources engaged in a task.

Figure 1. Theoretical framework

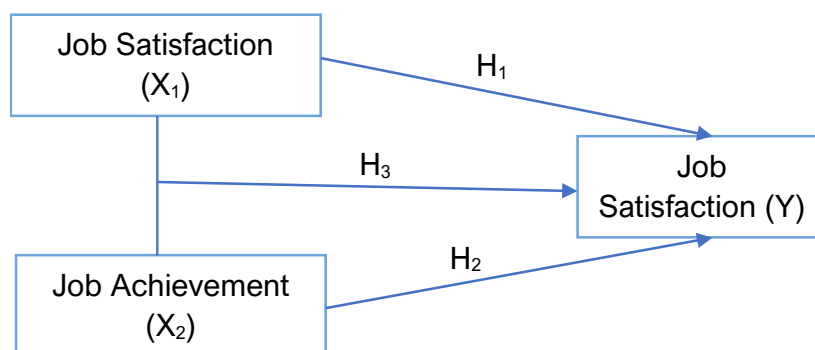Source: Author's creation, 2023

Figure 2. Research paradigms

Source: Author's creation, 2023

Based on the research paradigm, the hypothesis in this study is formulated as follows:

H1 : Job satisfaction has a positive effect positively on productivity work of Denkav-5/BLC personnel Kodam XVI/Ptm.

H2 : Job performance has a positive effect positively on work productivity work of Denkav-5/BLC Personnel Kodam XVI/Ptm.

H3 : Job satisfaction and job performance work performance simultaneously have a positive effect on work productivity Denkav-5/BLC Personnel Kodam XVI/Ptm.

III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) study design; (2) population and sample (research objectives); (3) data collection techniques and instrument development; and (4) data analysis procedures.

Research Design

The variables examined in this study are job satisfaction, job achievement, and productivity. The research was conducted at Denkav-5/BLC Kodam XVI/PTM on Jl. Sirimau Ambon Maluku, where the author has previously worked. The tasks were identical.

Population and Sample

The research population consisted of 310 soldiers, all of whom were members of the Denkav-5/BLC Kodam XVI/Ptm in Ambon City. When determining the number of samples, there are two techniques: probability sampling and non-probability sampling. In this study, researchers utilized a Likert scale consisting of five numerical values for data measurement.

Data Collection Techniques and Instrument Development

The investigation was conducted over a four-month period, from April to July 2022. The study was carried out at Denkav-5/BLC Kodam XVI/Ptm in Ambon, where the author had previously been stationed. This study employed qualitative research methods in addition to a combination of research methodologies, known as mixed methods. This study employed a quantitative approach and examined the relationship between three variables: The independent variables in this study are represented by variables X1 (job satisfaction) and X2 (job performance). The dependent variable, Y, represents work productivity. The sources utilized in this study consist of primary sources, specifically questionnaires, and secondary sources, which involve a literature review.

Data Analysis Technique

This study employs the statistical software SPSS (Statistical Product for Social Science) to conduct data analysis through the use of validity and reliability tests. The data processing steps include data editing, which involves

1. The review and correction of data for accuracy and completeness.

2. Programming.
3. Data tabulation is the process of organizing and summarizing data in a systematic manner.
4. Authentication.

The author of this study employs both descriptive and associative methodologies in their data analysis strategy. This hypothesis testing aims to ascertain the presence of a relationship between exogenous factors and endogenous variables, both observed partially and concurrently. Partially or simultaneously, the t-test is used for partial testing, while the f-test is used for simultaneous testing.

IV.   RESULT AND DISCUSSION

Quality Data Test

The sample size for the study was n = 174, with a confidence level of 5%. The derived value for the correlation coefficient (r) from the table was 0.44. The computation results yielded a range of values from 0.442 to 0.807. Since the calculated value of r exceeded the critical value of r, the received data fell into the valid category.

The data obtained from the reliability test findings indicate that all variables possess Cronbach's Alpha values within the range of 0.744 to 0.888, all of which exceed the threshold of 0.7. Therefore, it can be concluded that all variables are dependable.

Classical Assumption Test

The results of the normality test indicate that the data distribution is consistent with the normal distribution. Consequently, it can be posited that all data variables exhibit a normal distribution or satisfy the normality criteria.

The tolerance value for the job satisfaction variable is 0.914, while the tolerance value for the work satisfaction variable is also 0.914. This indicates that the variables are close to 1 or less than 1, suggesting a lack of multicollinearity. Similarly, the VIF value for both the job satisfaction and work performance variables is 1.095, which is around 1 or less than 10. Consequently, it can be posited that there is no evidence of multicollinearity in the research variables.

The initial procedure involves utilizing SPSS software to determine the coefficient of determination (R^2) between X1 and Y. The outcome of this analysis yields a value of 0.117. The next stage involves determining the coefficient of determination (R^2) for the relationship between X2 and Y using SPSS software. The obtained value is 0.060. The third stage involves doing a simultaneous determination (R^2) of X1 and X2 on Y using SPSS software. The resulting value is 0.139. The output above indicates that the simultaneous determination value (R2) is 0.139. The R2 value of X1 (0.117) and X2 (0.060) is less than or equal to the value of R2, indicating that there is no simultaneous determination of Y. There is no issue of multicollinearity.

The findings of the heteroscedasticity test analysis indicate that the significance value for job satisfaction (X1) is 0.167, while the significance value for job achievement (X2) is 0.068. If both values' significance is greater than 0.05, it can be inferred that the regression model does not exhibit heteroscedasticity.

Verification Test

The equation is represented as Y = a + b1X1 + b2X2. The equation is Y = 4.149 + 0.163X1 + 0.110X2. The constant value of 4.149 indicates that when the variables of job satisfaction and work performance are 0.273 (0.163 + 0.110), the productivity value increases by 4.149. This represents a 4,149-unit increase in work productivity.

The variable regression coefficient for job satisfaction (X1) is 0.163, indicating that a one-unit increase in job satisfaction would result in a 0.163 unit or 16.3% increase in work productivity, provided that the value of the independent variable work achievement remains constant. The variable regression coefficient for the work achievement (X2) variable is 0.110. This indicates that if the assessment of work achievement increases by one unit, the value of work productivity will rise by 0.110 units or 11%, provided that all other independent variables remain constant.

The coefficient of determination (r^2) can be employed to assess the extent to which variable X contributes to variable Y. This is achieved by computing r^2 multiplied by 100%. The coefficient of determination quantifies the amount of variance in one variable that can be attributed to its linear connection with other variables (Sinambela, 2014: 205). The value present in the table column is subsequently inputted into the Pearson Product Moment correlation coefficient calculation, resulting in a r1 value of 0.341. This number is then interpreted as indicating that the correlation coefficient falls within the low group.

The Job Satisfaction variable (X1) contributes to the Work Productivity variable (Y) through the coefficient of determination multiplied by 100%. The calculation is as follows: (0.341) multiplied by 2, then multiplied by 100% is 0.117 multiplied by 100%, which equals 11.7%. The variable X1 (job satisfaction) accounts for 11.7% of the variation in Y. The Work Achievement variable (X2) contributes to the Work Productivity variable (Y) through the coefficient of determination, which is computed as r2 multiplied by 100%. The square of 0.245, multiplied by 100%, is equal to 0.060 multiplied by 100%, which is 6%. This indicates that variable X2 (Work Achievement) accounts for 6% of the variation in Y.

Partial Effect of Job Satisfaction on Work Productivity

The regression coefficient for the Job Satisfaction variable is 0.163 in the multiple linear regression equation Y = 4.149 + 0.163X1 + 0.110X2. The correlation coefficient value (r1) is 0.341, indicating a low level of relationship between Job Satisfaction and Work Productivity. Job satisfaction has a limited impact on work productivity. These findings indicate a limited but positive correlation between the variable of job satisfaction and the work productivity of workers. The job satisfaction indicators have a significant impact on the work productivity of

individuals in the Denkav 5 / BLC Kodam XVI/Ptm company, accounting for 11.7% of the variation.

Partial Effect of Job Achievement on Work Productivity

Hypothesis testing on the impact of multiple linear regression reveals that the regression coefficient for the variable "Work Achievement" is 4.149. This is demonstrated in the multiple linear regression equation $Y = 4.149 + 0.163X1 + 0.110X2$, where X1 and X2 are other variables. Additionally, the correlation coefficient (r2) is 0.060. The correlation coefficient (r2) of 0.06011 indicates that there is a very weak association between work achievement and work productivity. The results indicate a slight positive correlation between work achievement and work productivity among workers. Work achievement indicators have the ability to impact productivity. The work productivity of personnel in organization Denkav 5 / BLC Kodam XVI/Ptm has increased by 6%.

Simultaneous Effect of Job Satisfaction and Job Achievement on Work Productivity

The hypothesis to be tested is that both job happiness and job performance have a simultaneous effect on work productivity. This is supported by the F-count value of 13.859, which is greater than the F-table value of 2.6. The indices of job happiness and job performance have a combined impact on the work productivity of individuals in the Denkav organization 5/BLC Kodam XVI/Ptm.

The current condition is associated with a decrease in absenteeism among new unit soldiers over the past two years. This decrease is attributed to a contribution of 11.7% from job satisfaction and 6% from job performance, both of which have an impact on work productivity in the unit. Additional variables may also impact the efficiency of employees, however these aspects are not within the scope of the author's research.

V.   CONCLUTION AND SUGGESTION
Conclution

The researcher can derive the following conclusions based on the findings of the completed research:

1. The data analysis findings indicate a positive relationship between the Job Satisfaction variable and the Work Productivity variable of Denkav 5/BLC Kodam XVI/PTM individuals. However, the contribution of the Job Satisfaction variable to the Work Productivity variable is modest. The empirical analysis demonstrates that the Job Satisfaction variable has a modest correlation, amounting to 11.7%, indicating a rather weak association.
2. The data analysis findings indicate that the Work Achievement variable has a favorable impact on the Work Productivity variable of Denkav 5/BLC Kodam XVI/Ptm workers, despite its relatively low contribution. The empirical evidence indicates that the Work Achievement variable has a modest contribution, accounting for only 6% of the relationship, which suggests a weak degree of association.

3. Variables of job satisfaction and job achievement derived from the available data. The research indicates that both Job Satisfaction and Job Achievement have a simultaneous impact on Work Productivity, as evidenced by the F-count value of 13.859, which exceeds the F-table value of 2.6..

Suggestion

Building upon the aforementioned results, the researcher offers further recommendations to supplement this research. These include the following:

1. The Job Satisfaction variable in this study has a low value. Therefore, it is advisable for the organization to make efforts to enhance the impact of Job Satisfaction. This will further motivate subordinates to increase their Work Productivity in alignment with their respective areas of work.
2. This study found that the work achievement variable has a minimal impact on the performance of each individual in this unit. Therefore, it is recommended that leaders prioritize creativity in offering opportunities for subordinates to enhance their professional skills, as every task should be motivated by individual achievements. This approach will ultimately boost work productivity by improving the quality of human resources.
3. 3. To enhance the study on work productivity, it is recommended that other factors be incorporated to assist in measuring the performance of a unit. This will facilitate the acquisition of valuable data for the future advancement and benefit of the organizational unit.

REFERENCES

Amirullah. (2015). Introduction to Management. Jakarta: Mitra Wacana Media.

Dadang. (2013). E-Business & E-Commerce. Yogyakarta: Andi.

Fahmi, I. (2016). Introduction to Human Resource Management Concepts & Performance. Jakarta: Mitra Wacana Media.

Firmansyah, A., & Mahardhika, B. W. (2017). Introduction to Management. Yogyakarta: Deepublish.

Handoko, T. H. (2015). Human Resource Management. Bandung: Pustaka Setia.

Hasibuan, M. S. P. (2019). Management: Basics, Definitions, and Issues. Jakarta: Bumi Aksara.

Mangkunegara, A. A. A. P. (2017). Corporate Human Resource Management. Bandung: Remaja Rosdakarya.

Mathis, R. L., & Jackson, J. H. (2016). Human Resource Management. Jakarta: Salemba Empat.

Sutrisno, E. (2017). Human Resource Management. Jakarta: Kencana.

Syauta, J. H., Troena, E. A., Setiawan, M., & Solimun. (2012). The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua Indonesia). International Journal of Business and Management Invention, 1(1), 2319-8028.

Wahyono, T. (2018). The Effect of Job Performance Appraisal and Job Satisfaction on Employee Work Productivity at the Regional Staffing Agency Office (BKN) Medan. Jurnal Panca Budi, 1(2), 63-71.

Widodo, A. S., Kumara, D., & Wardani, S. (2019). Reorienting the Role of Youth Organization: Developing Organizational Management Aligned with the Context of Regional Development. Jurnal Abdiman, 1(1), 27-40.

Wirawan. (2015). Human Resource Performance Evaluation Theory, Application, and Research. Jakarta: Salemba Empat.