



EFFORTS TO INCREASE EMPLOYEE WORK PRODUCTIVITY THROUGH JOB SATISFACTION AND JOB TRAINING

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Abstract

The importance of the role of human resources as an asset to realize the company's goals, requires serious efforts to manage human resources in a company. Human resource management practices in companies need to realize job satisfaction and implement human resource capacity development through job training. Employees should be given the opportunity to receive competency development programs in order to produce better performance. Employees must also obtain their rights as workers fairly through the company's efforts to achieve job satisfaction for them. This study intends to determine the effect of job satisfaction and job training partially and simultaneously on employee productivity. This causal quantitative research uses research subjects from employees at a shoe company in the city of Sidoarjo. In this study, the sampling technique was carried out using purposive sampling method and the number of respondents was 60 employees. In this study, the data analysis technique used is multiple linear regression analysis. This study found that job satisfaction has a significant effect on employee productivity. In addition, job training also has a significant effect on employee productivity and the effect is greater than the effect of job satisfaction. The two independent variables have a significant simultaneous effect on the dependent variable.

Keywords: job satisfaction, job training, employee productivity.

Introduction

Every company has a goal to maintain survival, generate income, and develop its business. The company's productivity must continue to be improved to achieve this goal. The biggest contribution to increasing company productivity is the ability of human resources. This means that achieving company success can be achieved by managing human resources as well as possible because quality human resources are one of the strengths possessed by a company to achieve goals. The indication of this is by increasing employee productivity.

The role of human resources for a company is an important aspect that must be prioritized because human resources are the implementers of all activities to realize the company's goals (Retnowati, 2021). Every employee is expected to provide optimal work productivity. Employee productivity is a function of company productivity. The success of a company is indicated by the work of every employee in the company, and this is shown through work productivity (Mardikaningsih, 2020). The better the level of employee productivity, the better the overall productivity level of the company.

There are several variables that contribute to increasing employee work productivity such as work motivation, job satisfaction, discipline, work environment, leadership, experience and job training (Darmawan & Mardikaningsih, 2021). This study will examine two variables among the previous statements, namely job satisfaction and job training. Skaalvik and Skaalvik (2011) define job satisfaction as the feeling that employees have towards work, arguing that when the expectations of the job match the real results, job satisfaction occurs. Darmawan and Mardikaningsih (2021) state job satisfaction as a general feeling or attitude of employees in relation to their work and work components such as work environment, working conditions, fair rewards and communication with colleagues. In addition, attitudes and feelings are two states that refer to the term job satisfaction. Satisfaction is expressed most clearly through positive and pleasant employee attitudes (Lestari, 2020). To be more specific, how much they are satisfied with their jobs is an important indicator of employee job satisfaction (Khan et al., 2012). In fact, an important factor in the achievement of a company which is individual job satisfaction. Conversely, negative and unpleasant employee attitudes will create job dissatisfaction (Armstrong, 2009). In addition, the level of satisfaction and dependence are

considered as basic factors in individual job satisfaction. In particular, it adversely affects the physical and mental feelings among employees in the work process such as turnover, stress, conflict, absenteeism, and poor relationships with other employees (Mohammad et al., 2011). This all leads to a decrease in work productivity. Dissatisfied employees lead to a potential decrease in productivity (Issalillah & Wahyuni, 2021). Vice versa. Studies from Halkos and Bousinakis (2010) and Naser et al. (2016) stated that job satisfaction has a positive effect on work productivity.

Other variables are also said to have an influence on work productivity. Job training is a planned effort from the company to improve the knowledge, skills and work abilities of employees (Irfan & Mataputun, 2021). With proper training, it is hoped that the company can improve the effectiveness of employees' work to achieve the predetermined results. Training is not only needed as a formality for company activities, but also to provide basic knowledge (Sinambela & Ernawati 2021). In general, job training refers to a planned effort that facilitates the learning of work-related knowledge, skills, and behaviors by employees (Noe et al., 2006). Many companies have realized that training offers a way to develop skills, increase productivity and quality of work, and build employee loyalty to the company (Okotoni & Erero, 2005). For each company to increase its level of productivity, it depends on the level of competence of its workforce. However, several studies have shown evidence that job training makes a significant contribution to increasing employee productivity. Studies from Conti (2005); Dearden et al. (2006); and Balot et al. (2006) have found evidence on the impact of training on productivity. This shows that employees and company owners can benefit from all forms of job training activities.

Thus, based on the previous description, this study intends to determine the effect of job satisfaction and job training partially and simultaneously on employee work productivity.

Method

This causal quantitative research uses research subjects from employees at a shoe company in the city of Sidoarjo. In this study, the sampling technique was carried out using the purposive sampling method and the number of respondents was 60 employees.

The indicators of each variable are described as follows. Job satisfaction has the following indicators: the work itself, salary, promotion, supervision, co-workers, and working conditions (Luthans, 2011). The job training variable has the following indicators: form of training, training material, training time, effectiveness, and impression of knowledge enrichment (Darmawan, 2021). Employee work productivity has six indicators, namely ability, improving the results achieved, morale, self-development, quality, and efficiency (Khasanah et al., 2010). These indicators are translated in the form of statements in the questionnaire. Each statement in the questionnaire provided an answer based on a Likert scale with four ranges, namely Agree = 4, Moderately Agree = 3, Disagree = 2, Disagree = 1). In this study, the data analysis technique used is multiple linear regression analysis. Validity and reliability tests were conducted to test the quality of the data. In addition, it also performs classical assumption test before determining the regression model, t test and F test.

Result and Discussion

Based on the questionnaire that has been given to the respondents, the results of the characteristics of the respondents have been obtained.

Table 1. Respondent Profile

Characteristics		Total Respondents	
Description	Group	Frequency	%
Gender	Female	21	35
	Male	39	65
Age	< 25 years old	3	5
	25-29 years old	14	23.3
	30-34 years old	21	35
	35-39 years old	16	26.7
	> 40 years old	6	10
Length of time at the current company	< 1 years	3	5
	1 - 5 years	17	28.3
	6 - 10 years	29	48.3
	> 10 years	11	18.3

Sources are obtained from the results of data tabulation

Based on the results of the descriptive analysis of respondents from 60 people, it is known that there are more male respondents than women.

The respondent group is more in the age of 30-34 years or 26.7% and the length of work is more in the range of 6 to 10 years.

Validity test states that the instrument used to obtain data in the study can be processed further or not. The limit set is 0.3 for each statement item responded to by the respondent (Sugiyono, 2019). Table 2 is the result of the validity test on each variable show that all statement items are declared valid. This can be seen from the corrected item total correlation value > 0.3 .

Table 2. Validity Test

Variables	Instrument	Value
Job satisfaction (X.1)	1	0.568
	2	0.533
	3	0.674
	4	0.523
	5	0.527
	6	0.619
Job training (X.2)	1	0.447
	2	0.572
	3	0.557
	4	0.472
	5	0.538
Work productivity (Y)	1	0.674
	2	0.691
	3	0.754
	4	0.631
	5	0.748
	6	0.739

Source: SPSS Output Results

In the reliability test, the guidance value of > 0.60 for each variable to be declared reliable. The job satisfaction variable has a Cronbach's Alpha value of 0.749, the job training variable has a Cronbach's Alpha value of 0.777, and the work productivity variable is 0.804. All variables are declared reliable and can be used at a later stage.

Table 3. Reliability Test

Variables	Cronbach's Alpha	Status
Job satisfaction (X.1)	0.749	Reliable
Job training (X.2)	0.777	Reliable
Work productivity (Y)	0.804	Reliable

Source: SPSS Output Results

The results of the classical assumption test for the normality test are shown in Figure 1 which shows the data points that spread around the diagonal line and follow the diagonal line so that the data is normally distributed and meets the normal assumption.

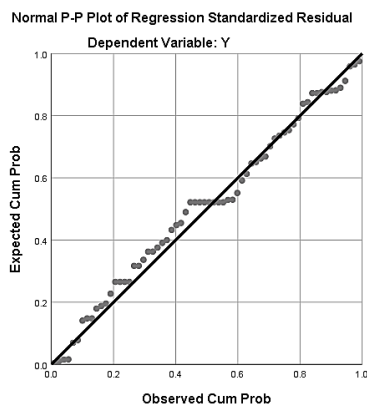


Figure 1. Normality Test
Source: SPSS Output Results

Autocorrelation test based on SPSS output obtained a DW value of 1.430. This means that there is no autocorrelation problem. To find out the indication of multicollinearity, it is seen from the tolerance value and the VIF value. The tolerance value obtained is 0.907 and the VIF is 1.103. The tolerance value obtained is less than 1 and the VIF value is between 1 and 2. Based on this, it can be stated that the regression model does not show symptoms of multicollinearity.

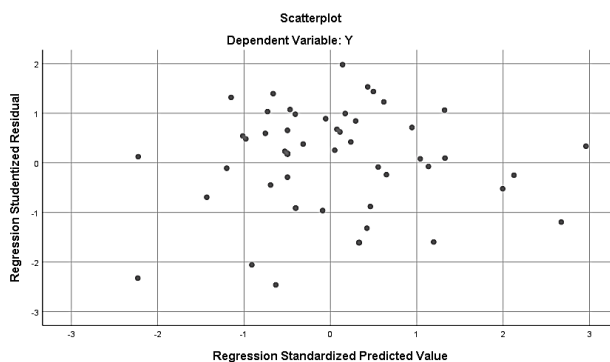


Figure 2. Heteroscedasticity Test
Source: SPSS Output Results

The last classic assumption test is heteroscedasticity test. Figure 2 shows that the points are spread out and are in each part on the Y axis. Thus, it can be concluded that there is no heteroscedasticity.

Table 4. t-Test and Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.428	3.106		.138	.891
	X.1	.324	.052	.454	6.173	.000
	X.2	.545	.068	.591	8.040	.000

Source: SPSS Output Results

After going through the validity and reliability tests as well as the classical assumption test, the next step is data analysis through multiple linear regression analysis. The t-test was used to test the partial effect of the independent variables, namely job satisfaction and job training on the dependent variable, namely employee work productivity. SPSS output results are as shown in Table 4.

The regression model obtained from the SPSS results is as follows: $Y = 0.428 + 0.324X.1 + 0.545X.2$. The regression model means that the constant value of 0.428 is the amount that exists if the job satisfaction and job training variables are equal to zero, the employee's work productivity is 0.428. The positive value of each independent variable coefficient with a positive sign means that the job satisfaction variable (X.1) and the job training variable (X.2) have a positive effect on employee work productivity (Y). Each independent variable regression coefficient value also indicates the amount of addition or increase in work productivity for each additional independent variable. From the regression model, it is also known that the independent variable has a dominant effect on the dependent variable based on the highest regression coefficient value, which is given by job training (X.2).

The significance value of each independent variable is 0.000, which means it is smaller than the significance level of 0.005. This means that it is true that the independent variable has a significant partial effect on employee work productivity. The form of influence is positive in the direction, which means an increase in job satisfaction and job training causes an increase in work productivity.

Table 5. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	678.978	2	339.489	73.404	.000 ^b
	Residual	263.622	57	4.625		
	Total	942.600	59			

Source: SPSS Output Results

The results of the F test were carried out by comparing the Probability sig values. with the specified limit of 0.05. From the comparison results, the calculated F value is 73,404 and the P value is Sig. in Table 5 obtained a value of 0.000 which means it is below the 0.05 limit. Thus, it can be stated that at the real level = 0.05, job satisfaction and job training have a significant effect simultaneously on employee work productivity.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.849 ^a	.720	.711	2.15057	1.430

Source: SPSS Output Results

The R value or correlation is 0.849, which means the relationship between the independent variable and the dependent variable is considered very strong and positive. The value of the coefficient of determination is 0.72, which means that there is 72% contribution of job satisfaction and job training variables to the formation of employee productivity variables, while the remaining 18% is influenced by other variables.

This finding also enriches the theory of work productivity by confirming that the development of job satisfaction and training has a positive relationship with work productivity in the company. Based on these results, it can be stated that job satisfaction has a significant effect on employee work productivity. This finding is in accordance with the results of previous studies from Halkos and Bousinakis (2010) and Naser et al. (2016).

Job satisfaction has a positive and significant effect on employee work productivity because employee self-satisfaction will increase employee work productivity. This is influenced by the higher employee job satisfaction, the higher work productivity. Various literatures on human resource management have emphasized the practice of a more productive work system so that employees are monitored and proven to contribute to

improving organizational performance. Job satisfaction is one of the most widely studied job-related attitudes in the fields of industrial and organizational psychology, and organizational behavior (Spector, 1997). Job satisfaction is a factor that will encourage employees to work in long-term positions (Darmawan et al., 2020). Apart from job satisfaction, companies will face recruitment costs caused by turnover. For this reason, companies must pay attention to employee job satisfaction as well. This finding emphasizes and enriches studies on efforts to increase employee productivity through job satisfaction. Efforts can be made such as increasing employee job satisfaction by giving bonuses in the form of money to employees who can complete work outside the predetermined targets.

Job training also has a significant dominant influence on employee productivity. This finding is in accordance with the results of previous studies from Conti (2005); Dearden et al. (2006); and Balot et al. (2006). In human resource management practice, training is an important factor for productivity. Higher levels of productivity are observed in firms that report providing training (Tan & Batra, 1995). There is a relationship between job training and productivity although job training tends to lose value when workers change jobs. Therefore companies must accept the consequences of increasing costs to fill trained positions. With certain conditions in the company's finances, management needs to invest in training programs in order to balance the benefits of increasing productivity with the costs of investing through job training programs (Putra et al., 2017). Therefore, companies must be able to provide more opportunities for employees to develop skills and work abilities through job training. Even with the risk that trained workers can migrate or move easily when their worker skills are higher without paying training fees. They feel they have a better competency value from training and application in the workplace. Therefore, job satisfaction needs to be implemented in order to influence workers to stay longer in the company.

Thus, to develop a competitive advantage, it is very important for companies to utilize employee productivity carefully in order to be successful in achieving company goals. Labor productivity is an important part of the overall process related to employee welfare. Therefore, qualified employees are employees who are able to do a job and provide a good job or have high company performance so that company goals are achieved.

The importance of the role of human resources as assets to realize the company's goals, requires serious efforts to manage human resources in a company (Sinambela, 2014). This is a tough challenge that must be faced by a manager, how managers can move employees so that they are always willing to exert their best abilities for the benefit of the company to achieve company goals (Oetomo, 2004).

Conclusion

This study concludes that job satisfaction has a significant effect on employee productivity. In addition, job training also has a significant effect on employee work productivity and the effect is greater than the effect of job satisfaction. The two independent variables have a significant simultaneous effect on the dependent variable.

Based on these findings, the authors suggest the following. Every company strives to achieve higher productivity through optimizing the human resource function. The findings in this study reinforce the notion that well-trained and satisfied workers are the main conditions for achieving increased work productivity. Human resource management practices should be addressed in this position, to check employee behavior and performance. Human resource management practices in companies need to realize employee job satisfaction and implement human resource capacity development through job training. They should be given the opportunity to receive competency development programs in order to produce better performance. They also have to get their rights as workers fairly. Both of these things have an important role to increase employee productivity. The very positive relationship between job satisfaction and job training with work productivity has provided a wise way of how companies can motivate employees to work more productively. In other words, job satisfaction and job training can increase employee productivity, and vice versa.

For further research, it is necessary to enlarge the research population and expand the scope of research by using several forms of organization to obtain higher quality data. To better understand how to increase employee work productivity, it is necessary to add research variables that are indicated to have an effect on work productivity in addition to job satisfaction and job training such as work ethic, education, compensation, discipline, organizational culture, performance appraisal, organizational commitment, work environment, motivation and work experience.

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