Analysis on Employee Job Satisfaction at Daluman Villa

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Abstract

Employee satisfaction level is important to be maintained at the workplace to make them performed well at the workplace. This research focuses on the level of satisfaction at Daluman Villa. The level of employee satisfaction was analyzed using Gruneberg theory as the fundamental theory in constructing this research. The data obtained were collected from the questionnaire distribution and interview. The questionnaire data obtained were tested its validity and reliability using SPSS system and Cronbach’s Alpha. The data obtained were discussed by using descriptive analysis and qualitative analysis. The result from the research is most employees are satisfied with the indicators stated by Gruneberg theory. To Daluman Villa, it could be suggested that they should maintaining the good practices that have been done in order to keep the employees satisfied with their job, thus their performance and productivity would be maintained as well, or even enhanced.

**Keywords**: Job satisfaction level, Gruneberg theory, Employee performance

Abstrak

Tingkat kepuasan karyawan penting untuk dijaga karena berkaitan dengan performa kerja. Penelitian ini berfokus pada tingkat kepuasan karyasan di Daluman Villa. Tingkat kepuasan dianalisis berdasarkan Teori Gruneberg sebagai landasan teori. Data dikumpulkan melalui kuisioner dan wawancara. Data diuji validitas dan reliabilitasnya dengan menggunakan SPSS dan Koefisien Alpha Cronbach. Data dideskripsikan secara deskriptif kuantitatif dan kualitatif (mixed-method). Hasil penelitian menunjukkan bahwa Daluman Villa telah melaksanakan Langkah yang baik dalam menjaga tingkat kepuasan karyawan.

**Kata Kunci**: Tingkat Kepuasan Karyawan, Teori Gruneberg, Performa Karyawan

1. INTRODUCTION

Daluman Villa is a five star villa in Bali that concern with the Human Resources and Employee Satisfaction issues on its business operation. Daluman Villa believes that human resource issues and employee job satisfaction issues are important. Their concern on Human Resources matters and specifically employee job satisfaction has successfully brought them to the point where the turnover rate is good. Referring to the current performance of employee turnover rate in Daluman Villa, the management finds gathering data on how the company has satsified the employees. For Daluman Villa, a successful result in keeping the good result on employee job satisfaction would be beneficial for human resource management of the villa where it can be used as a reference on establishing fundamental human resources policies in the future.

In analyzing employee job satisfaction, Gruneberg theory (1976) is used as the main source in this research. Gruneberg theory provides a complete and comprehensive study on Employee Job Satisfaction that is relevant to be used in this research. There are factors that is explained by Gruneberg (1976) about Employee Job Satisfaction that will be used by researcher to identify the level of employee satisfaction in Daluman Villa. From the latest data of staff turnover in Daluman Villa, the latest rate is 5% compare to 40 employees in total which is very good. Therefore, by using the Gruneberg theory of job satisfaction, the level of employee job satisfaction at Daluman Villa is analyzed. The result of this research will be important for Daluman Villa to be used as a reference to study and maintain the good result on employee job satisfaction.

Gruneberg theory (1976) used as the fundamental theory in constructing this research. There are two factors, intrinsic and extrinsic, were explained by Gruneberg that determine employee job satisfaction. As the intrinsic factor, it is defined as factors that coming from internal feelings towards the job satisfaction level, those factors are success, recognition, application of skill, and job involvement. For extrinsic factor it is defined as factors that affecting employee job satisfaction coming from external factors, those factors are pay, security, work groups.

supervision, participation, role conflict and organizational structure and climate. The current employee satisfaction level at Daluman Villa is good, therefore researcher would study on employee job satisfaction to identified which factor indicate best practice on employee job satisfaction at Daluman Villa.

Many articles were found using other theory than Gruneberg, however the other theories were not as comprehensive as Gruneberg. Theory of Hackman and Oldham were used in journal of Job Characteristics model of Hackman and Oldham in garment sector in Bangladesh: a case study at Savar area in Dhaka district, the result of this journal is the characteristic of job satsifaction in the venue used is neglected and this result more focus on the workers morality and motivation. Maslow Hierarchy of Needs were also a common theory used by researcher to define employee job satisfaction, however this theory were not providing complete and cemprehensive indicator of job satisfaction. From journal A Comparative Study on Employee Job Satisfaction Level Using Herzberg Two Factor and Maslow’s Need Theory With Reference to Manufacturing Industry, Maslow’s theory were used however the reserahcer also need supporting theory from Herzberg two factor to be able to defined employee job satisfaction.

This study decided to use Gruneberg theory after comparing this theory to other employee satisfaction theory and found that Gruneberg theory explained a complete and comprehensive study on employee job satisfaction. Gruneberg theory shows detail result on this study that is relevant to be applied as a fundamental theory in this research. The comparison of Gruneberg theory to the other theory are provided in the Table 1.

**Table 1 Comparisons between Theories**

|  |  |  |
| --- | --- | --- |
| **Gruneberg, 1976** | **Hackman & Oldham,****1975** | **Maslow Hierarchy of Needs, 1943** |
| SuccessRecognitionApplication of SkillJob InvolvementPaySecurityWork GroupsSupervisionParticipationRole ConflictOrganizational Structure and Climate | Skill VarietyTask IdentityTask SignificanceTask AutonomyJob Feedback  | EsteemSocialSafetyPhysiological |

The research was conducted at Daluman Villa. Daluman Villa is a five star villa that was built on 2012 and located at Baik-Baik Street No. 5, Nakula, Seminyak, Bali, Indonesia. This villa has two types of villas, one bedroom villa and two bedroom villa with a private pool. There are 5 main departments at Daluman Villa, those departments are Accounting, Sales and Marketing, Engineering, Food and Beverage, and Room Division. There are 40 employees work for Daluman Villa and placed on departments available with different roles and responsibilities. According to the latest result of employee turnover data, the turnover rate is 5% of 40 total employees at Daluman Villa.

This study took 40 total of employees at Daluman Villa as a research object. The focus of this research is to analyze employee job satisfaction at Daluman Villa. This research was expected to be useful for Daluman Villa as a reference to study, maintain and do improvement regarding employee job satisfaction at Daluman Villa.

1. RESEARCH METHOD

The research used mix methods which were presented in quantitative and qualitative analysis on its result. The quantitative analysis interpreted the result of the numerical data obtained from the Villa. Qualitative analysis interpreted the information and data obtained from interview. Data needed for this study were sourced quantitative and qualitative data which approached from primary data and secondary data. For the primary data, this study gathered from questionnaire distribution and interview, and for the secondary data is from documentation and file related to the study. Thus, researcher gathered the data directly from Daluman Villa, and online websites.

For the sample, this study used total employees at Daluman Villa to be the research sample because the total employees are 40 people. In addition, to validate the data obtained to support this research, triangulation and focus group discussion data with the industrial expert and practitioner were used to support this study.

1. RESULTS AND ANALYSIS

To measure the quantitative data is valid to be used in this research, validity test and reliability test are used to valídate the data obtained from calculation using Pearson product moment correlation available in SPSS system. The use of validity test is to see if the data valid or not, the validation of data obtained from the calculation using Pearson Product Moment Correlation, the questionnaire data will be valid if the r-count value is bigger than r-table. In this research, the r-table used is 0.316. The use of reliability test is to measure that the data is reliable. For reliability test, the researcher used Cronbach’s Alpha reliability test, with the criteria is data reliable if the result score is above 0.891.

 Mean score also used to interpret the result of the questionnaire distributed to determine the average answers from the respondents. In this research, mean score indicates the average answer per job satisfaction criteria which used by the researcher to identify which criteria of job satisfaction is the best practice of employee job satisfaction at Daluman Villa. Triangulation is used to support the data validation by doing interview with industrial practitioner trough focus group discussion, Daluman Villa’s employee, General Manager of Daluman Villa, and other researcher that also did research on employee job satisfaction.

In this research, 11 criteria of employee job satisfaction used based on Gruneberg theory. The processing of the data is started with the mean score calculation of 11 criteria of employee job satisfaction. After the mean score per criteria obtained, the score obtained per criteria using interval class. Table 2 provides the result of data calculation.

Table 2 shows the 11 indicators of employee job satisfaction, however, there were 2 questions per indicator that represent each indicator, therefore the total questionnaire is 22. Those questionnaire were distribute to the sample of the research through online platform. The respondents were given a statements from 5 (strongly agree) to 1 (strongly disagree). The questions that have been answered by the respondents were calculated to indicate the mean score and categorize it into interval class to interpret the value of each statements. According to the data proceed, there are indicators show a high score and low score, for the highest score is success, and the lowest is security.

Table 2 Mean Score of Each Indicator

| **No** | **Employee Job Satisfaction Indicator** | **Mean** **Score** |
| --- | --- | --- |
| 1 | Success | 4.4 |
| 2 | Recognition | 4.3 |
| 3 | Application of Skill | 4.1 |
| 4 | Job Involvement | 4.2 |
| 5 | Pay | 4.1 |
| 6 | Security | 3.8 |
| 7 | Work Groups | 4.2 |
| 8 | Supervision | 4.2 |
| 9 | Participation | 4.2 |
| 10 | Role Conflict | 4.2 |
| 11 | Organizational Structure and Climate | 4.1 |

According to Gruneberg (1979), the success factor of job satisfaction is when the employee has the feel of importance of their job and they intended to finish it because they are aware that their job tasks are important and necessary and satisfaction feels of the employee when they are confidence of their skill and abilities are suitable with the jobs they are doing. According to the interview, most of the employees feel satisfy with their job because their skill and ability is suitable with their current job position and they feel that their current job is important.

According to the mean score in Table 3, the overall score for success factor is 4.4 where it showed that the average employees at Daluman Villa are strongly agreed that they are satisfied with the success factor of job satisfaction according to Gruneberg theory. However for the corrective action plan Daluman Villa should maintain the current satisfaction of employee by giving them recognition of their success in the workplace.

 Table 3 Result of Mean Score per – Factor (Success)

|  |  |  |
| --- | --- | --- |
| **No.** | **Indicator** | **Mean Score** |
| 1 | The job tasks are given to me is a necessary tasks for me to accomplish | 4.4 |
| 2 | I believe that I have skills and abilities that is suitable for my current job tasks | 4.4 |
| Success | 4.4 |

Table 4 shows that security indicator hit the lowest score in employee job satisfaction. Even though the score is low, this still indicate that employees agree with the statements given. According to the interview, most of employees at Daluman Villa tend not to have anxiety on losing their job which shows the fact that the turnover rate at Daluman Villa is low. As per last year, the staff leaving from Daluman Villa is only two people. However according to discussion with industrial expert from FGD, awareness on losing job and salaries are very possible to be happened considering the current condition of COVID-19 and lay offs trends happening in several hospitality industries.

Table 4 Result of Mean Score per – Factor (Security)

|  |  |  |
| --- | --- | --- |
| **No.** | **Indicator** | **Mean Score** |
| 1 | I don’t have an anxiety on losing my job for now | 3.7 |
| 2 | My current salary can be used for future needs | 3.9 |
| Security | 3.8 |

For action plan, researcher suggest Daluman Villa to make work from home for the workers that not interact with guest, and for those who are interact with the guest, management can make a schedule of shifts of work.

According to the Table 5, the first statement of recognition is 4.4 which means most of the employees at Daluman Villa strongly agreed with the statement of they receive rewards from the company when they are able to finish the job tasks given by the company. According to interview with the GM of Daluman Villa, from the company’s side, the recognitions or rewards are given to the staff trough yearly assembly. In the yearly assembly, the company will give the rewards to the employees. For the second statement of recognition, most of the employees at Daluman Villa are agree that they are already satisfied on how their subordinates compliments them when they successfully finished certain tasks. Giving compliments and recognition to staff will surely affect positively to their job satisfaction level which led to excellence service performance in the workplace.

For the application of skill, employees agree that they can implement their skill and abilities trough various tasks given by company. According to interview with the general manager the management gives opportunities to the employee to implement their skill and abilities at the workplace, for example, a house keeping staff that has a good sense of art and he/she implement his/her skill on decorating venue when Daluman Villa would like to held a Christmas celebration. When people can implement their skill and ability in the workplace, they will feel happy for being acknowledged for their skill and it positively impact their job satisfaction level.

For job involvement, most of the employees are satisfied with their current job and they feel that their current job is reflecting their identity, most employee are also satisfied and proud with their current job. Because each statement get high score, then it means job involvement done by Daluman Villa is good and should be maintained.

For pay indicator, both statements get the same score, 4.1, which means that most of the respondents are agree that the company paid them accordance with their work performance at the workplace and employees are able to afford their daily expenses from the salary they have got in present time. However according to FGD, pay indicator predicted to have lower score by the time considering the current condition of COVID-1,9, therefore Daluman Villa should make a plan to prevent any impacts.

For work groups, most of the employee are agree with the statements and is interpreted that most of the population are satisfied with the statements where employees aagree that they have good work relation with the subordinates and have no matters when they have to work in groups. According to interview with the general manager, building teamwork is important to keep the employees’ performance good, effective, and conducive, therefore the management designed a team building activity for twice a year to boost the ability of the employee to work in a group.

For supervision, employees are satisfied with how supervisors give them direction on task distribution and give constructive feedback on their job performance. According to interview with the general manager, supervisors and management of Daluman Villa is really aware with the task distribution at Daluman Villa. Therefore, to measure all of the information are delivered clearly, all of information are delivered to the employees every morning through morning briefing.

**Table 5. Mean Score Recapitulation**

| **No.** | **Indicator** | **Mean Score** |
| --- | --- | --- |
|  | **Recognition** |  |
| 1 | I receive rewards from the company when I am able to finish job tasks given by the company successfully | 4.4 |
| 2 | I will receive complimentary from my subordinates when I am able to finished job tasks well | 4.2 |
|  | **Application of Skill** |  |
| 3 | Daluman Villa gives me various tasks so I can implement my skill and abilities at the workplace | 4.0 |
| 4 | I can use and implement my skills to do my job tasks | 4.2 |
|  | **Job Involvement** |  |
| 5 | I enjoy with my job and I feel my current job is reflecting my identity as well | 4.2 |
| 6 | I feel proud on my current job | 3.8 |
|  | **Pay** |  |
| 7 | The company give me salary that relevant with my performance at the workplace | 4.1 |
| 8 | with the salary I have got, I can afford daily expenses | 4.1 |
|  | **Work Groups** |  |
| 9 | When I face difficulties at the workplace, my subordinates will help me | 4.1 |
| 10 | when I have to do my job tasks in a team, I feel accepted by the team members’ | 4.3 |
|  | **Supervision** |  |
| 11 | my supervisors are giving clear direction on the job tasks distribution’ | 4.3 |
| 12 | supervisors are giving constructive feedback on my job performance | 4.2 |
|  | **Participation** |  |
| 13 | The Villa management is giving me the opportunities to expressing ideas and opinion in the decision making | 4.3 |
| 14 | management is listening to and appreciate my opinions in the decision making’ | 4.1 |
|  | **Role Concflict** |  |
| 15 | I am fully understand with my job tasks/ description, and I am enjoy to do that job description/tasks at the workplace’ | 4.3 |
| 16 | Tasks are being delegated for me is already suitable with my current position | 4.1 |
|  | **Organizational Structure and Climate** |  |
| 17 | I don’t have difficulties when I had to work together in a team with the other subordinates in upper or lower level on the organization structure | 4.3 |
| 18 | I think that the organizational chart at the workplace is suits the organization’s size and I enjoy working with this type of organizational chart | 3.9 |

For participants, most of employee at Daluman Villa are satisfied on how the management encourages them to be involved in the company’s decision making. Employee satisfaction level will likely to be high when they feel valued and be part of the organization by having opportunity to be involved in the decision making. To support this interpretation, an interview with the general manager and he explained that the management sometimes giving the employee opportunities to express their ideas and opinion in decision making, but when the decision making is about the financial issue of the Villa, the employees are not involved in the decision making.

For role conflict, most of employee are agree that they have clear understanding on the job delegations or job description in the workplace. According to the interview with the general manager, to measure that every employee has clear understanding, morning briefing is always done by Daluman Vila.

At Daluman Villa, organizational structure and conflict, most of employee are agree that the bureaucracy systems are effective and their trust to the upper level management is good. Employees strongly agree that they don’t have difficulties on working with other subordinates in upper or lower level on the organizational structure. From interview with the general manager, the organizational chart used by Daluman Villa is already suitable with the size of the villa, number of employees, and the current organizational chart is already reach all of the employee layer at Daluman Villa.

To summarize the result on research and action plans to be taken, researcher had compiled all the important information into Table 6.

**Table 6. Table of Result Summary**

| **Criteria** | **Improvement Needed** | **Remarks** |
| --- | --- | --- |
| Success | As an indicator that hit the highest score in employee job satisfacion, Daluman Villa can consider this indicator to be reference in making policy on plotting the right person in the right position | It is necessary to be used as reference in ploting people in which position |
| Recognition | Daluman Villa should maintain the current recognition system given to the employee to maintain their level of satisfaction | Maintain the current performance and held employee appraisal |
| Application of Skill | Daluman Villa should consider to give more job variances to employees to improve employee job satisfaction | Compare to the other intrinsic factor of job satsifaction, this indicator shows the lower score, therefore Daluman Villa has urgency to improve current policy |
| Job Involvement | Maintaining the current performance and making employee appraisal to analyze the reason of lack satisfaction level in job involvement | Maintain the current performance and held employee appraisal |
| Pay | Establishing limited schedule for employees so in their spare time they can seek for a freelance working | Company will give employee chance to get a freelance works in their spare time |
| Security |
| Work Groups | Maintain the current performance to maintain employee job satsifaction | Maintain the current performance and held employee appraisal |
| Supervision |
| Participation |
| Role Conflict | Set daily reminder by held a short briefing per departments to measure employee are clear with their roles at the workplace | Necessary to remind every employees' roles |
| Organizational Structure and Climate | Need to be maintained because the current policy is already good | Maintain the current performance and held employee appraisal |

1. CONCLUSION

Conclusion According to the analysis, it is important to study on employee job satisfaction. In a case for Daluman Villa, a successful result in keeping the good result on employee job satisfaction would be beneficial for human resource management of the villa where it can be used as a reference on establishing fundamental human resources policies in the future. The study found that the success criteria get the highest score compare to other criteria, therefore for other criteria, improvements should be applied.

Daluman Villa has a great sight for this study that it is highly opened for this stdy to be conducted as the result, this research has done smoothly. In collecting data from questionnaire distribution, the questionnaires are distributed directly by the GM of Daluman Villa to the employee trhough online. However following the physical distancing due to Covid-19 pandemic, the employees who stand by at Daluman Villa was limited so the questionnaires data cannot be proceed immediately.

This study were done due Covid-19 pandemic which limitate several actions could have been done by the researcher. Following government’s regulation on physical distancing, researcher decided to do online research for this study. Eventhough the researcher could not came to Daluman Villa to do observation and offline research, Daluman Villa staff were cooperative so researhcer could finish this study.

In conclusion, Suggestion for future studies, the result of this research will be relevant to be used as reference when students or researcher would like to undertake research or getting knowledge on how is the level satisfaction theory by Gruneberg (1979) applied at the hospitality industry. For future studies, researcher suggest to directly collecting necessary data and information to the research venue. The time selection also needs to be concerned to avoid possible barriers could be occurred.

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