



## Relationship Between Job Satisfaction and Performance: Conceptual Approach

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### ARTICLE INFO

Article history:  
Received: 01/06/2021  
Revised: 07/06/2021  
Accepted: 15/06/2021

#### Keywords:

Job Satisfaction, Performance

### ABSTRACT

In writing this article aims to explain the related conceptual framework that describes the relationship of job satisfaction variables with performance. Several theoretical concepts from the factors that form job satisfaction, performance to the conceptual framework are discussed in this article. The final goal of this study is to observe the relationship between job satisfaction and performance variables, which is very important in the development of further research related to the relationship between job satisfaction and performance.

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## 1. Introduction

Organizations in carrying out business activities, one of the elements of improving performance is very important to be considered by organizational leaders in improving employee performance. The formation of job satisfaction is an important element in improving work performance and productivity, workers need to know related to the formation of job satisfaction and the effect on performance can be improved

The purpose of this study was to identify the short-term dynamic fluctuations in the conceptual approach of the relationship between job satisfaction and performance in organizational practice. Furthermore, job satisfaction can explain daily fluctuations in the association with performance. The old debate highlights the nature of the relationship between job satisfaction and job performance. While some scholars argue that job satisfaction improves job performance, others argue otherwise, or even conclude that they are interrelated (Judge et al., 2001). The underlying assumption that job satisfaction increases performance is in line with the notion that attitudes guide and facilitate behavior (Fishbein and Ajzen, 1975).

Hasibuan (2013) states that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. If the job satisfaction felt by employees is low, it will have a negative impact on the company because the employee's performance will decrease and consequently the company's performance will be disrupted. Employee performance and employee job satisfaction will also be affected by the compensation they receive.

Employee performance according to Simamora (2004) is the level of employee work results in achieving the job requirements given. Employee performance is something that needs to be considered quite seriously by the company, because the performance of employees with various aspects in it will have a direct impact on the overall performance of the company.

## 2. Research Approach

This study uses a qualitative approach, namely by emphasizing the analysis on the comparative inference process and on the analysis of the dynamics of the observed phenomena relationship using scientific logic. Qualitative research is an approach that produces descriptive data in the form of written words from the people observed which are not put into terms used in quantitative research. Library research or library research is a series of activities related to the method of collecting library data, reading and recording and processing library collection materials without the need for field research. Ideally, a research professional uses a combination of library research and field research or with an emphasis on one or the



other. However, in examining the concept of learning motivation in the book of Alala, the author is more relevant to use library research methods. There are at least three reasons; first, because the research problem can only be answered through library research and otherwise it is impossible to expect data from field research. Second, literature study is needed as a separate stage, namely preliminary research to understand more deeply the new phenomena that are developing in the field or in society. Third, library data remain reliable to answer research questions.

### **3. Result**

#### **3.1 Job satisfaction**

Job satisfaction is felt by employees because there are things that underlie it. Basically a person will feel comfortable and the level of loyalty to his work will be high if at work the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of workers' feelings towards their work. Each individual will have a different level of job satisfaction according to the interests and expectations of the individual so that the level of perceived satisfaction is higher, and vice versa. Meanwhile, according to Davis (2011: 117) suggests that "job satisfaction is the favorableness or unfavorableness with employees view their work".

The factors that influence job satisfaction according to Gilmer's opinion in As'ad (2004) are as follows:

- a. Opportunity to Advance. In this case, whether or not there is an opportunity to gain increased work experience and ability during work. This includes opportunities for promotion or promotion.
- b. Job Security. This factor is often referred to as supporting job satisfaction, both male and female employees. Safe conditions greatly affect the feeling of employees working while working. Employees will stop and think again if the work they carry out contains danger and negative effects in it. For example, working in a paint factory or hazardous chemicals.
- c. Salary Salary is a form of compensation that often causes dissatisfaction, and it is rare for people to express job satisfaction with the amount of money they earn. A small salary with a fairly heavy workload will make employees disappointed and feel disadvantaged. Salary should be appropriate and given fairly to employees.
- d. Work Management. Good work management is one that provides a stable working situation and conditions, so that employees can work comfortably.
- e. Working conditions. In this case, work facilities and infrastructure such as workplaces, ventilation, lighting, canteens, and parking lots. Complete and safe facilities will provide work comfort for employees.
- f. Supervision (Supervision). For employees, supervisors are considered as father figures as well as superiors. Poor supervision can result in high absenteeism and turnover.
- g. Intrinsic factor of work. Attributes that exist in the job require certain skills. Difficulty and ease and pride in the task will increase or decrease satisfaction.
- h. Communication. Smooth communication between employees and leaders can increase employee satisfaction. Leaders who are willing to listen, understand and acknowledge the opinions or achievements and complaints of their employees are very instrumental in generating job satisfaction. Employees will feel recognized and valued in the company's environment.
- i. Social aspects of work. This aspect is an attitude that is difficult to describe but is seen as a factor that supports satisfaction or dissatisfaction at work. For example, the company or management provides compensation to employees who are experiencing a disaster, provides holidays or leave to sick employees and so on.
- j. Facilities. Hospital facilities, leave, pension funds, or housing are the standard of a position and if they can be fulfilled it will create a sense of satisfaction.

There are several indicators used to determine the level of job satisfaction felt by employees. According to Hariandja (2006), job satisfaction indicators include:

- a. Salary Salary is remuneration in the form of money given by the company to its employees or employees. If the amount of pay or salary received by a person is fair in accordance with his workload, achievements, and performance in the company, the employee will feel satisfied, because he feels he is rewarded accordingly

- b. The work itself Job satisfaction felt by employees is also influenced by the work they do. The content of the work someone does whether it has a satisfactory element.
  - c. Co-workers Colleagues in a company also have an influence on the level of employee job satisfaction. Good relationships with fellow employees will create a comfortable working atmosphere, not pressured and can help each other.
  - d. Superiors The supervisor or leader is the person who regulates the operations of the company. The leader who determines the policies and regulations that apply within the company. The way or style of the leader in managing the company will affect the perceived job satisfaction of employees.
  - e. Promotion Companies need to hold promotion programs for employees who have good achievements and good performance. Employees will be motivated to excel and improve their performance so that employees will feel recognized for their existence in the company.
- Luthans (2006) in Mahesa (2010) suggests that job satisfaction affects:
- a. Performance Employees who have a high level of satisfaction, their performance will increase. Satisfaction felt by employees at work will provide encouragement to work better and achieve. There are several moderating variables that link performance with job satisfaction, one of which is rewards. If employees receive the rewards they think they deserve, and are satisfied, it will result in greater performance.
  - b. Employee Turnover High job satisfaction will make employee turnover low, because employees feel comfortable to continue working at the company. It is different if there is job dissatisfaction, employees feel uncomfortable, depressed and as a result employees are not able to work well and consequently employee turnover will be high.

### 3.2 Performance

Performance which is often referred to as performance is also called result (Cash and Fischer, 1987) which means what has been produced by individual employees. Another term is human output which can be measured by productivity, absence, turnover, citizenship, and satisfaction (Robbins, 2003: 27). Individual performance is also called job performance, work outcome, task performance (Baron and Greenberg, 1990). The results are influenced by organizational performance whose components consist of Organizational Development, Compensation Plan, Communication System, Managerial Style, Organization Structure, Policies and Procedures (Cash and Fischer, 1987). Business results can be improved by adopting specific measures that include employee job involvement, empowerment, job redesign, skills-based training and development programs, appraisal and reward systems (Pfeffer, 1998).

Mangkunegara (2011) argues that there are two factors that affect performance achievement, namely:

- a. Human abilities basically have two abilities, namely potential abilities and reality abilities. Reality ability is a combination of knowledge and skills. In the world of work, to be able to achieve good performance, employees, employees or workers must have abilities that are in accordance with the work they do. For example, employees in the engine department must know the ins and outs of machinery or automotive as well as employees in the finance department must know and master financial science.
- b. Motivation Every employee or employee has motivation in him to work in achieving his goals. Motivation is an urge to carry out activities in order to obtain or achieve goals. Motivation is formed from the attitude of an employee in dealing with work situations that move himself in a direction to achieve his work goals in order to achieve organizational goals. Employee motivation to work is usually formed for certain reasons, for example to get a salary, gifts, and so on.

Performance indicators according to Mangkunegara (2011) are as follows:

- a. Quality of work, which consists of: accuracy, thoroughness, skill and cleanliness
- b. Quantity of work, which consists of: output and speed in carrying out "extra" work
- c. Work reliability, which consists of: implementation in following instructions, initiative, caution, and diligence in carrying out work.
- d. Attitude Attitude consists of attitudes towards the company, other employees, and the company as well as cooperation.

### 3.3 Conceptual Job Satisfaction on Performance

According to Hasibuan (2013) job satisfaction can be explained by an emotional attitude that is pleasant and loves his job, this attitude is reflected by morals, discipline, and work performance. Employees who are satisfied with various aspects of work tend to feel more committed to their workplace, invest more time in the workplace and hence, improve performance.



Based on the results of research that has been stated by Natalia et al (2021) Job Satisfaction has a fairly strong influence on employee performance. Where the effect of job satisfaction on employee performance can be tested empirically, taking into account job satisfaction in order to improve the performance of employees and can maintain it.

Previous work has focused primarily on establishing job satisfaction which has partially looked at the role of autonomous and intrinsic motivation on performance, arguing that independently motivated individuals have internalized values and behaviors, thus performing better in the workplace. When people understand the value and purpose of their work and feel ownership and autonomy in carrying it out, they can perform better.

#### **4. Conclusion**

The conclusion that the author can take from this conceptual is related to the level of factors that make up job satisfaction and performance indicators conceptually can affect job satisfaction and employee performance. In writing this scientific paper that requires conceptual answers, it can be concluded that the factors that shape job satisfaction affect performance. Based on theoretical studies and empirical studies, the conclusions of this scientific paper can be stated in more detail that job satisfaction is one sign that the company has been able to manage employees or human resources in the company well. Employees with a high level of job satisfaction will be able to work well without any burden or pressure. Work is fun. Employees who are satisfied both with the work environment, the attitude of their superiors and with the compensation system implemented by the company, will try to work optimally and improve their performance and strive to excel.

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