THE INFLUENCE OF JOB SATISFACTION AND WORK MORALE ON EMPLOYEE PRODUCTIVITY AT PT. PEGADAIAN PALEMBANG BRANCH OFFICE

Check for updates

[1]Tiara Pransiska, [2]Akila, [3]*Adie Kurbani

[1,2,3]*Faculty of Economics and Business, PGRI University Palembang - Indonesia*

[1]tiaraptansiska16@gmail.com
[2]akilaali62@gmail.com
[3]*adiekurbani78@gmail.com *(corresponding author)*

ABSTRACT

This study aims to determine the effect of job satisfaction and morale on employee productivity at PT Pegadaian Palembang Branch Office. The population in this study were all 63 employees, the sample in this study was the same as the population of 63 people using saturated samples. The results of shows that there is a considerable and significant influence of Job Satisfaction and Work Morale on Employee Productivity of PT Pegadaian Palembang Branch Office. The F test obtained that there is a significant influence between the Job Satisfaction-and Work Morale simultaneously on Employee Productivity at PT Pegadaian Palembang Branch.

Keywords: *Job Satisfaction; Work Morale; Employee Productivity*

INTRODUCTION

Human resources must be improved to meet the challenges posed by globalization. HR plays an important role for organizational improvement (Nasrika, 2019). Without adequate assets, an organization will find it difficult to carry out its making exercises (Tampubolon, 2020). Thus, the organization should have the option to follow the work fulfilment and spirit of the representatives so as to build the work efficiency of the representatives in the organization (Naufal, 2023).

Productivity is a mental attitude that holds the view that today's life will be ideal from yesterday and tomorrow will be the best from today (Syafwandi, 2022). In general, efficiency is the ratio of information to result or information to result. One of the many factors that can influence an employee's ability to do their best in their job is their level of job satisfaction (Mirawati et al., 2022). Job satisfaction is an interesting and important topic because of the many benefits it offers. When representatives' needs are met, they are fulfilled at work. In the context of work, fulfilment can refer to the compensation provided by the organization, which can be in the form of benefits or compensation (Purwanggono 2021).

Here we recognize that job fulfilment determines the achievement or failure of the representative's job (Sawir 2020). However, to manage it more effectively, each office decides on different supporting equipment that makes it easier to take care of business. An organization needs to create a feasible framework to promote high morale to achieve the set goals of the hierarchy (Fatemaluo et al. 2023). In addition to position fulfilment, the joy of a representative at work also affects efficiency. Morale is a person's desire, sincerity, and discipline to do their best, as well as their willingness and deep enjoyment of their work (Lase & Halawa 2022). The eagerness of employees to put themselves at work shows high morale (Gardjito et al. 2014).

The work environment at PT Pegadaian Palembang Branch Office is one of the determining elements that can arouse the work enthusiasm of workers. For example, fostering a family atmosphere among coworkers and a comfortable work environment. Employees may feel encouraged to generate passion and enthusiasm for work as a result of this. If proper communication is maintained, a kinship can develop; however at PT, communication between employees and superiors is a little substandard. Palembang Pawnshop Branch Office will be an issue in the fulfillment of representative work, labor and work efficiency.

One of the peculiarities that currently occurs in the workplace is that each representative has his own feeling of satisfaction in completing the work given by the organization (Zen et al. 2023). This is influenced by several things, including company facilities, salary, and workplace culture. Job satisfaction for representatives is a very important marker, because the satisfaction obtained will be a determining figure for the representative's mentality towards a task (Sabri 2021). The sensation of fulfillment in the workplace can well affect the way representatives behave, such as discipline and energy to work which will increase (Sabri 2021).

Based on the background, the researcher is interested in conducting research of the effect of job satisfaction and morale on employee productivity at PT Pegadaian Palembang Branch Office.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

Job satisfaction is the work of employees related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno, 2019). Busro (2020) states that a worker's attitude towards his job can

be reflected in job satisfaction. A sense of security at work includes physical, social, environmental, socio-economic, and psychological aspects (Sudirman 2018). The financial point of view should be seen from the government-supported compensation and pensions provided by the association (Bairizki 2020). It is seen from the opportunities provided by the organization to advance, receive rewards, and foster positive relationships with colleagues and superiors in terms of social psychology (Harmawati 2022).

Factors that affect job satisfaction as indicated by (Sinambela, 2017: 309):
a) "Psychological factors related to employee psychology include interest, work-related peace of mind, attitude towards work, talent, and skills.
b) Social elements are factors related to social associations between individual representatives, their bosses, and representatives of different types of work.
c) Physical factors include the type of work, regulations governing working hours and breaks, work equipment, room conditions, temperature, lighting, airflow, employee health, age, and other factors related to the physical conditions of the workplace and its employees.
d) Monetary variables are factors related to certification and worker government assistance that incorporate the framework and the amount of compensation, federal pension aides, different advantages, office giving, advancement, etc.
e) By paying attention to and maintaining positive relationships with subordinates, leaders can improve the quality of supervision and increase employee satisfaction, giving employees the impression that they are an integral part of the workplace.
f) Relationship factors between workers include:
    1) The relationship between supervisors and representatives
    2) Actual factors and working conditions
    3) Connections between workers
    4) Ideas from partners
    5) Feelings and working conditions"

Indicators of job satisfaction according to Cashmere (2016: 208) are:
a) "Quality
b) Quantity
c) Time
d) Cost Pressure If expenses exceed the budget
e) Responsibility"

Busro (2018) contends that work spirit is an otherworldly condition or behaviour of individual workers and meetings that can make deep joy in the workforce work steadily and reliably in achieving the goals set by the organization. Purwanto (2013: 83) stated "work enthusiasm is a person's emotional and mental reaction to his work, work enthusiasm affects both the quantity and quality of one's work''. So, work energy is a description of the state of the representatives in their workplace as well as the articulation and mindset of people or associations that show a sense of satisfaction and happiness in carrying out their responsibilities (Supatno 2022). There are many advantages to improving morale, including decreased absenteeism and increased productivity.

Busro (2018: 326) explains the factors that affect Work Spirit are:

a) Job security of stable and stable employee positions
b) Prospects for advancement (possibility for advancement).
c) Good working conditions
d) The leadership example of a good leader will not instill fear.
e) Allowances, salaries, and compensation.

According to Busro (2018: 325-326), the indicators of Work Morale are as follows:

a) ''Work atmosphere
Is a person's feeling for the conditions of both the environment and the work he feels that affects a person at work.

b) Diligence in work
Is the extent to which employees have a sense of work accuracy, so that errors in work become very low.

c) Work enthusiasm
Namely the high desire of employees in completing the assigned tasks.

d) Work is completed faster
For every job that is completed, do not delay the work and the work is completed on time.

e) Increased productivity
Employees become faster and the productivity of the employee's work increases so that it benefits the company.''

The level of productivity of an individual, group or organization in the workplace can all be measured. Efficiency can reflect achievement or disappointment in achieving execution feasibility and effectiveness corresponding to asset utilization(Delfi Parembang 2023). Some factors that help efficiency incorporate the representatives' desire to do their jobs. In addition, employees must be placed according to their abilities. According to Sutrisno (2019: 102), "work productivity is the ratio of the overall work results that try to influence a certain product of labor."

Busro (2018:348), states that there are about 10 angles that affect worker efficiency, which are as follows:

a) "employee motivation;
b) education and training
c) discipline, honesty, and diligence;
d) employee nutrition and health
e) skills and competencies
f) attitude and work ethic (character);
g) capacity to work in teams;
h) salary, income, performance benefits, and remuneration;
i) physical and social environment;
j) The level of technology used"

Simanjuntak in Sustrisno (2019: 104) states that "efficiency is very important for workers in an organization." To measure work efficiency, accompanying markers are needed:

a) Capacity
Can do the task. The capacity of the representative is highly dependent on the abilities possessed and exceptional skills in the workplace.

b) Further develop the achieved results
   Try to further develop the results achieved. One of the results that can be felt both by those who work and those who enjoy the results of their work is the result.
c) The soul of this work is the work that should take precedence over yesterday. This hint should be seen from the attitude of hard work and the results achieved a day later compared to the previous day.
d) Self-improvement
   Continue to nurture yourself to further develop work capacity. Self-improvement should be possible by looking at the difficulties and assumptions for what will be faced.
e) Quality Continuously strive to improve the level of quality.
   Work that can demonstrate the quality of an employee is called quality.
f) Efficiency Comparison of the results obtained with the total resources used.
   Every research activity, the framework is the basis for determining the flow of a study. The following is the framework in this study:
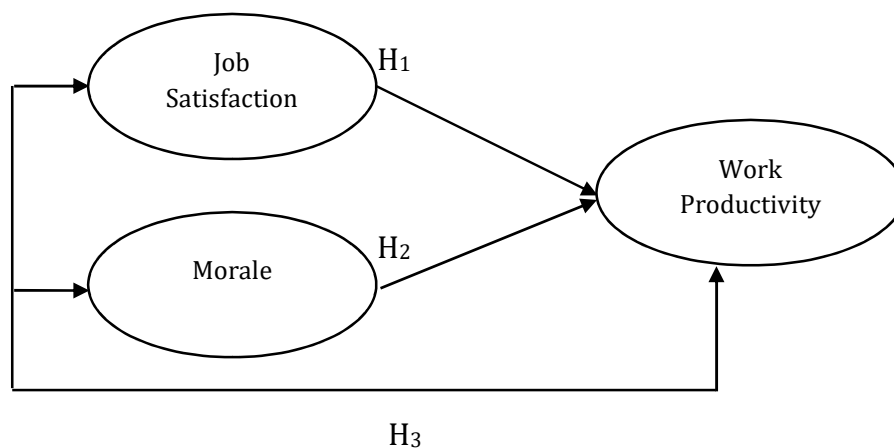
Source : Constructed for this study, 2023

Figure 1
Research Framework

Hypotheses
The hypotheses in this study are:
H1: Is there an effect of job satisfaction on work productivity at PT. Pegadaian Palembang Branch Office.
H2: Is there an effect of work enthusiasm on work productivity at PT Pegadaian Palembang Branch Office.
H3: Is there an effect of job satisfaction and work enthusiasm on work productivity at PT. Pegadaian Palembang Branch Office.

RESEARCH METHOD
This research uses quantitative methods which can be interpreted as research methods based on the philosophy of positivism (Irvan 2023), used to research on certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2020). this research involved all employees at PT Pegadaian Palembang Branch Office

totaling 63 people. The type of sample used in this study is saturated sampling, which is sampling the entire existing population.

Data collection methods are the most important step in research, because the main purpose of research is to obtain information for further exploration (Sugiyono, 2020). This study employs questionnaire for data collection. According to Sugiyono (2020), a measuring scale is an agreement used as a reference to determine the short length between measuring instruments, so that using measuring instruments can produce quantitative data. Table 1 show the Measurement Scale.

Table 1
Measurement Scale

No.	Statement	Score
1.	Strongly Agree (SS)	5
2.	Agree (S)	4
3.	Undecided (C)	3
4.	Disagree (TS)	2
5.	Strongly Disagree (STS)	1

Source: Sugiyono, 2020

The data analysis technique in this study uses the classical assumption test, multiple linear regression, coefficient of determination, t hypothesis test and F hypothesis test. In completing the data analysis technique, it was carried out with SPSS version 23 (Priyatno, 2018).

RESULTS AND DISCUSSION
Multiple Linear Regression Analysis
Multiple Linear Regression Analysis is a statistical method used to measure the influence of more than one independent variable on a single dependent variable. The main purpose of this analysis is to understand the relationship and how much influence each independent variable has on the dependent variable (Mardiatmoko 2020).

Table 2
Multiple Linear Regression Analysis Test Results

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	6.852	1.750		3.916	.000
	Job Satisfaction	.132	.196	.196	1.167	.248
	Work Morale	.684	.060	.952	11.428	.000

a. Dependent Variable: Work Productivity
Source: Data processed with SPSS version 23, 2023

The regression equation model that can be written from these results in the form of a regression equation is as follows:
$$Y = 6.852 + 0.132 X1 + 0.684 X2 + e$$

The following is an explanation of the multiple linear regression test in the Table 2:

1. Costanta value of employee productivity (Y) is 6.852, it can be interpreted that the variable job satisfaction (X1) and work morale (X2) is equal to zero (0), then employee productivity at PT Pegadaian Palembang Branch Office is 6.852.
2. The value of 0.132 is the coefficient for the variable job satisfaction (X1), meaning that the satisfaction of a position increases by one unit while the others remain predictable, then at that time it will be followed by an increase in work productivity by 0.132 one unit. A partial decrease in the implementation of job satisfaction by 0.132 units will occur if the job satisfaction variable (X1) decreases by one unit.
3. The value of 0.684 is the coefficient value for the work enthusiasm variable (X2), meaning that accepting work enthusiasm with an increase of one unit while the others remain predicted and there will be an extension of 0.684 one unit. If the work enthusiasm variable (X2) is reduced by one unit, it will be with a reduction equivalent to 0.648 one unit.

From the aforementioned explanation, it can be concluded that the factors of job satisfaction and work enthusiasm significantly affect employee productivity.

Determination Coefficient Analysis
The determination coefficient indicates the percentage of the contribution of the independent variable to the bound variable in a study. If the value of the determination coefficient is high, then the model used is considered good because the independent variables included in the model are enough to explain the dependent variables (Sugiyono and Rahajeng 2022).

Table 3
Determination Coefficient of Job Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567[a]	.322	.311	4.385

A. Predictors: (Constant), Job Satisfaction
B. Dependent Variable: Employee Productivity
Source: Data processed with SPSS version 23, 2023

In the Table 3, the amount of R square is 0.322 or 32.2%. This means that the contribution of the influence of job satisfaction variables (X1) and work enthusiasm (X2) on Work Productivity (Y) is 32.2%, while the remaining (100%-32.2%) = 67.8% is influenced by other factors not included in this study.

Table 4
Determination Coefficient of Morale

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884[a]	.782	.778	2.488

A. Predictors: (Constant), Job Satisfaction
B. Dependent Variable: Employee Productivity
Source: Data Processed With SPSS Version 23, 2023

In the table 4, the amount of R squere is 0.782 or 78.2%. This means that the contribution of the influence of job satisfaction variables (X1) and work enthusiasm (X2) on Work Productivity (Y) is 78.2%, while the remaining (100%-78.2%) = 21.8% is influenced by other factors not included in this study.

t-Test (Partial)

According to Sugiyono, t-Test (Partial) is a statistical test used to test the influence of independent variables on partially bound variables in a regression model. This test aims to find out whether each independent variable significantly affects the dependent variable (Sugiyono 2019).

Table 5
t-test of Job satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.766	2.686		6.241	.000
	Job Satiscation	.659	.123	.567	5.378	.000

a. Dependent Variable: Employee Productivity
Source: Data processed with SPSS version 23, 2023

Based on the Table 5, the results show a significant value between the job satisfaction variable (X1) on work productivity (Y) of 0.000 <0.05, meaning that H0 is rejected Ha is accepted, it can be concluded that there is a significant influence between Job Satisfaction (X1) on Work Productivity (Y).

Table 6
t-test of Work Morale

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	6.316	1.693		3.730	.000
	Work Morale	.635	.043	.884	14.776	.000

A. Dependent Variable: Employee Productivity
Source: Data Processed With SPSS Version 23, 2023

Based on Table 6, the results show a significant value between the work spirit variable (X2) on work productivity (Y) 0.000 <0.05, meaning that H0 is rejected Ha is accepted, so it can be concluded that there is a significant influence between work spirit (X2) on work productivity (Y).

F-Test (Simultaneous)

The F-Test is a statistical test used to determine whether independent variables simultaneously have a significant influence on dependent variables in a regression model. This test is carried out by comparing the value of F-count with the F-table at a certain level of significance. If the F-count > F-table or significance value is less than 0.05, then the alternative hypothesis is accepted (Ghozali 2022).

Table 7
F-Test Results (Simultaneous)

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1360.143	2	680.071	110.495	.000ᵇ
	Residual	369.286	60	6.155		
	Total	1729.429	62			

a. Dependent Variable: Work Productivity
B. Predictors: (Constant), Work Morale, Job Satisfaction
Source: Data processed with SPSS version 23, 2023

From the F test in Table 7, the significant result is 0.000 <0.05. This means that H0 is rejected Ha is accepted. So it is concluded that there is a significant influence between job satisfaction (X1) and work morale (X2) on work productivity (Y).

CONCLUSIONS AND SUGGESTIONS

Based on the research obtained in that job satisfaction and work morale have a significant effect on employee productivity at PT. Pegadaian Palembang Branch Office. Simultaneously, job satisfaction and work morale have a significant effect on employee productivity at PT. Pegadaian Palembang Branch Office.

Based on the conclusions Then the suggestions given that the assessment indicators are good and need to be maintained.

The leadership of PT Pegadaian Palembang Branch Office should pay attention to factors that can affect employee morale. For example, by motivating employees, making the atmosphere more cheerful and others in order to spur employee enthusiasm at work. And for all employees must maintain good communication with superiors or subordinates so that the work atmosphere is more comfortable.

To increase employee productivity, it is hoped that it can provide a safe and comfortable workspace so that employees feel at home at work.

Researchers can then examine additional variables such as leadership, work-life balance, or employee training that may affect productivity. In addition, research can be conducted with different approaches such as longitudinal studies, interdisciplinary comparisons, or qualitative analysis. Focusing on demographic aspects, such as generation or gender, and the relationship between productivity and customer satisfaction can also be a concern. Further research on organizational culture or the impact of technology is also relevant to enrich the findings.

REFERENCES

Bairizki, A. 2020. Manajemen Sumber Daya Manusia. www.pustakaaksara.co.id.

Busro, M. (2020). Theories of Human Resource Management. Jakarta: Pernamedia Group.

Kashmir. (2018). Human Resource Management (Theory and Practice). Jakarta: Raja Wali Press.

Cuk, J. P. 2021. Manajemen Sumber Daya Manusia Menuju Indonesia Emas 2045 Berpacu Dalam Pengembangan Core Competencies Disusun Untuk Mendapatkan Surat Pencatatan Ciptaan Hak Kekayaan Intelektual Dari Kementerian Hukum Dan Hak Asasi Manusia Republik Indonesia.

Delfi, P. 2023. "Pengaruh Pengembangan Karir Dan Kepuasan Kerja Terhadap Kinerja ASN Di Kantor Bupati Tana Toraja."

Fatemaluo, E., Erwina, B., Jonner, L. G., Veramika, and Br Sembiring. 2023. 12 Pengaruh Kepuasan Kerja Dan Iklim Kerja Terhadap Semangat Kerja Pada Kantor Dinas Koperasi Umkm Kota Medan.

Gardjito, A. H., Mochammad A, Musadieq, G., and Eko, N. 2014. 13 Jurnal Administrasi Bisnis (JAB)|Vol Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Bagian Produksi PT. Karmand Mitra Andalan Surabaya).

Ghozali. 2022. "Pengaruh Intellectual Capital, Good Corporate Governance Dan Corporate Social Responsibility Terhadap Kinerja Keuangan Dengan Manajemen Laba Sebagai Variabel Mediasi (Studi Empiris Pada Perusahaan Manufaktur Yang Terdaftar Di BEI Tahun 2018-2020)." Diponegoro Journal Of Accounting 11(4): 1–15. http://ejournal-s1.undip.ac.id/index.php/accounting.

Harmawati, E. 2022. Pengaruh Dukungan Rekan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Pendidikan Kabupaten Ponorogo (Doctoral Dissertation, Universitas Muhammadiyah Ponorogo).

http://www.businessdictionary.com/definition/human.

Indra, A. I., Muhammad, W. A., Muhammad, I. 2023. "Filosofi Penelitian Kuantitatif Manajemen Pendidikan Islam." Jurnal Review Pendidikan dan Pengajaran Volume 6 Nomor 4.

Lase, F., and Noibe, H. 2022. "Mendidik Peserta Didik Dengan Nilai Nilai Karakter Cerdas Jujur." Educativo: Jurnal Pendidikan 1(1): 190–206.
 doi:10.56248/educativo.v1i1.28.

Manahan P. T. 2020. Change Management. www.mitrawacanamedia.com.

Mardiatmoko, G. -. 2020. "Pentingnya Uji Asumsi Klasik Pada Analisis Regresi Linier Berganda." Barekeng: Jurnal Ilmu Matematika dan Terapan 14(3): 333–42. doi:10.30598/barekengvol14iss3pp333-342.

Mirawati, R., Nur, I., Nico, F. G, Narendra, P., and Riyanti, T. 2022. "Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Motivasi Kerja Pada Karyawan (Literature Review Manajemen Kinerja)." Jurnal Ilmu Multidisiplin. doi:10.38035/jim.v1i3.

Muhammad, S. 2020. Birokrasi Pelayanan Publik.

Nasrika. 2019. Pengembangan Sumber Daya Manusia Pada Era Globalisasi. Malang.

Priyanto. (2018). SPPSS Easy Guide to Data Processing for Students and the Public. Yogyakarta: Andi.

Puwanto,. A (2028). Theories of Human Resource Management. Jakarta: Pernamedia Group.

Rizki, N., Muhammad. 2023. Implementasi Digital Marketing Dalam Peningkatkan Jumlah Jamaah Umrah Pada Pt. Wahana At-Taqwa Assalam Kota Tangerang Tahun 2023.

Sabri, A. 2021. Pengaruh Stres Kerja Dan Konflik Pekerjaan-Keluarga Terhadap Kinerja Karyawan Melalui Pt. Jtrust Olyimpindo Multi Finance, Indonesia Program Studi Magister Manajemen Fakultas Ekonomi Universitas Negeri Jakarta Kepuasan Kerja Sebagai Variabel Intervening.

Sinambela. (2017). Human Resource Management. Jakarta: PT Bumi Aksara.

Sugiyono. (2020). Quantitative, Qualitative and R&D Research Methods. Bandung: Alfabeta.

Sugiyono 2017. Management Research MethodsBandungAlfabeta

Sugiyono, E., and Rita, R. 2022. "Pengaruh Budaya Organisasi, Gaya Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Pegawai Melalui Motivasi Pegawai Sebagai Variabel Intervening Pada Dinas Ketahanan Pangan, Kelautan Dan Pertanian

Provinsi DKI Jakarta Tahun 2020." Jurnal Ilmiah Akuntansi dan Keuangan 4(7): 2022. https://journal.ikopin.ac.id/index.php/fairvalue.

Sutrisno. (2019). Organizational Culture. Jakarta: Kencana Prenada Group.

Supatno. 2022. Analisis Faktor-Faktor Yang Mempengaruhi Produktivitas Kerja Karyawan Operasional Dalam Melakukan Bongkar Muat Petikemas Pt Tps Skripsi.

Syafwandi, A. U. 2022. "Pengaruh Pengawasan Dan Disiplin Kerja Terhadap Kerja Pegawai Pada Kantor Sekretariat Dewan Rakyatdaerah (DPRD) Kabupaten Bogor." Jurnal Pendidikan Tambusai Volume 6 Nomor 2.

Zen, A., Almira, Ratih. R., Asri, Ayu. A., Juan, D. A., and Tuhu, S. N. 2023. "Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Lingkungan Kerja, Kompensasi Dan Kepemimpinan Dengan Pengambilan Keputusan Sebagai Variabel Intervening." doi:10.31933/jimt.v4i6.