

Analysis of the Influence of Hygiene Factors and Motivator Factors on Employee Job Satisfaction at Kopdit Kosayu Malang

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ABSTRACT

Kopdit Kosayu, short for Koperasi Kredit Kosayu, is a savings and loan cooperative that was established on November 15, 1981. As of 2017, Kopdit Kosayu had reached a membership of 7,691 people, with total assets amounting to 150 billion IDR. This makes Kopdit Kosayu one of the successful savings and loan cooperatives in terms of business growth. Although the cooperative has shown strong financial performance from a business perspective, it has faced challenges in human resource management, particularly a decline in employee performance. This issue forms the basis of the present study. This research discusses the factors that influence job satisfaction by analyzing hygiene factors and motivator factors, and identifying which of the two has a greater influence on job satisfaction. The study uses Herzberg's two-factor theory, which categorizes motivation into two types: hygiene factors and motivator factors. These two factors are treated as independent variables in this study, with job satisfaction as the dependent variable

INTRODUCTION

Koperasi Kredit Kosayu, hereafter referred to as Kopdit Kosayu, is a savings and loan cooperative that was established on November 15, 1981. As a financial cooperative, Kopdit Kosayu has served a large number of members. As of 2017, the number of members had reached 7,691, with total assets of approximately 150 billion IDR.

Mr. Fransiskus Xaverius Gatot Setyo Purnomo, who has served two terms as Chairman of the Board of Kopdit Kosayu, once shared his concerns regarding human resources at the cooperative. One of the concerns he expressed was related to employee performance. According to him, the performance of Kopdit Kosayu employees has declined, as evidenced by the failure to meet the targets that were jointly set. Employees were perceived to be less productive in their work, and the profit targets set at the beginning of the year were not fully achieved.

LITERATURE REVIEW

Additionally, observations revealed that employees often complain about the tasks assigned to them. Their commitment to work appeared to be lacking. Conflicts among employees were not uncommon, and collaboration between departments was often ineffective. This is despite the fact that employees' salaries and welfare benefits were considered more than adequate. Various team-building activities had also been implemented as a means of motivation.

Based on the explanation above, the Chairman of the Board requested assistance in conducting a study to seek answers to these issues. It was ultimately agreed that the research would focus on the topic of Job Satisfaction among Kopdit Kosayu employees. The core question became: Have Kopdit Kosayu employees truly been satisfied with their work? Perhaps the visible symptoms are in fact expressions of job dissatisfaction among the staff.

METHODOLOGY

Based on the background of the problem outlined earlier, the purpose of this study is to analyze the influence of hygiene factors and motivator factors on employee job satisfaction and to analyze which factor has a greater influence on employee job satisfaction.

This study is a quantitative research with a causal associative type. Causal associative research investigates the potential cause-and-effect relationship based on observations of existing outcomes and seeks to identify the factors that might be the causes through specific data (Hartoto, 2009). Causal associative research examines the potential cause-and-effect relationships by observing the outcomes and looking for the factors that could be causing them through particular data (Hartoto, 2009).

The variables used in this study are categorized into two types: dependent and independent variables. An independent variable is one that occurs or exists before the dependent variable. The presence of variables in this study explains the occurrence of the focus and topic of the research.

1. The dependent variable in this study is the level of job satisfaction among the employees of Kopdit Kosayu. Job satisfaction is a pleasant emotional attitude and a love for one's job. This attitude is reflected in work morale, discipline, and job performance (Malayu S.P. Hasibuan, 2008).

2. The independent variables in this study are hygiene factors and motivator factors.

- a. Hygiene factors are those related to aspects surrounding the execution of work, also referred to as extrinsic aspects of the job. These include company policies and procedures, supervision, salary/wages, relationships with coworkers, and working conditions (Yulinda, 2009).

- b. Motivator factors are those related to the success in performing tasks, recognition, the work itself, responsibility, and opportunities for advancement and development (Yulinda, 2009).

The data used in this study is primary data. Primary data refers to data that is directly collected from the research object by the researcher, either individually or by an organization (Godam, 2006). In this study, the primary data used comes from a questionnaire distributed to 32 employees who have worked at Kopdit Kosayu. This allows for the identification of hygiene factors and motivator factors that influence employee job satisfaction while working. The data analysis technique used is multiple linear regression.

In this study, the researcher used instrument tests consisting of validity and reliability tests. Validity is a measure that shows the degree of accuracy or error of an instrument. The research results are considered valid if there is consistency between the collected data and the actual data that occurs in the object being studied (Sugiyono, 2010). The level of validity of the instrument indicates how closely the collected data aligns with the representation of the variable in question. The instrument is considered valid if the total items and item correlations are significant at $\alpha = 5\%$.

The correlation formula used is the one proposed by Pearson, known as the Product Moment correlation formula, which is as follows:

$$r_{xy} = \frac{\sum xy}{\sqrt{(\sum x^2)(\sum y^2)}}$$

Description:

$x = X - X_1$

$y = Y - Y_1$

$X_1 =$ Average score of X

$Y_1 =$ Total score

Reliability means that the instrument is trusted enough to be used as a data collection tool because the instrument is well-designed. A good instrument will not lead respondents to choose certain answers, and its meaning will not be ambiguous. An instrument that is reliable will produce trustworthy data as well (Sugiyono, 2010). The reliability test can be conducted using the Cronbach Alpha (α) statistical test. A variable is considered reliable if it provides a Cronbach Alpha (α) value greater than 0.60.

Hypothesis Testing

The F test determines whether all the independent variables included in the model have the same influence on the dependent variable (Yulinda, 2009). The F test is used to simultaneously examine the independent variables, namely the hygiene factor (X_1) and the motivator factor (X_2), on the dependent variable (Y).

Hypothesis Testing:

Ho: $\beta_1 = \beta_2 = 0$, meaning that collectively there is no effect of the hygiene factor variable (X_1) and the motivator factor variable (X_2) on the job satisfaction variable (Y).

Ha: $\beta_1 \neq \beta_2 \neq 0$, meaning that collectively there is an effect of the hygiene factor variable (X_1) and the motivator factor variable (X_2) on the job satisfaction variable (Y).

Decision Rule:

Reject Ho if the significance value (sig. F) $\leq \alpha = 0.05$.

Ha is rejected if the significance value (sig. F) $> \alpha = 0.05$.

The formula for the F-test is as follows:

$$F = \frac{KTR}{KTS}$$

Explanation:

F = The F-value being tested (homogeneity)

KTR = Mean Square Regression (MSR)

KTS = Mean Square Residual/Error (MSE)

The coefficient of determination test (R^2) is used to measure how well the model explains the dependent variable. A higher R^2 value, or a value closer to 1, indicates a strong influence of the independent variable (X) on the dependent variable (Y). Conversely, a lower R^2 value, or one closer to 0, suggests that the independent variable (X) has little influence on the dependent variable (Y) (Yulinda, 2009).

The t-test is used to determine whether the researcher's estimation of a studied object aligns with the actual reality (Sulistyo, 2012:84). The t-test is conducted when the data between variables are independent or not correlated

(Sulistyo, 2012:86). In this study, the t-test is used to determine whether the independent variables have a partial (individual) effect on the dependent variable.

Ho: $\beta_i = 0$; for $i = 1$ and 2 , meaning that partially there is no effect of the hygiene factor (X_1) and the motivator factor (X_2) on the job satisfaction variable (Y).

Ha: $\beta_i \neq 0$; for $i = 1$ and 2 , meaning that partially there is an effect of the hygiene factor (X_1) and the motivator factor (X_2) on the job satisfaction variable (Y).

Decision Rule:

Ho is accepted if the significance value of the independent variable (X) $< \alpha = 0.05$

Ha is rejected if the significance value of the independent variable (X) $\geq \alpha = 0.05$

The second hypothesis test is conducted by examining the standardized coefficients in the regression results. The variable with the larger standardized coefficient is considered to have a greater influence on employee job satisfaction.

RESEARCH RESULT

Multiple Linear Regression Analysis

The multiple linear regression analysis in this study aims to examine the pattern of relationships between two or more variables. Multiple linear regression is used in research when the researcher uses more than two independent variables (Sugiyono, 2010).

Table 1. Results of Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	.594	.263				2.259
Hygiene	.354	.111	.360	3.190	.002	.250	4.004
Motivator	.516	.127	.457	4.050	.000	.250	4.004

a. Dependent Variable: Kepuasan

Source: Processed

The regression model above can be interpreted as follows: If X1 increases by 1, then Y will increase by 0.354. If X2 increases by 1, then Y will increase by 0.516.

Hypothesis Testing

F Testing

Based on the data processing conducted, the results for the F-test are as follows:

Table 2. ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.919	2	16.459	98.003	.000 ^a
	Residual	19.986	119	.168		
	Total	52.905	121			

a. Predictors: (Constant), Motivator, Hygiene

b. Dependent Variable: Satisfaction

Source: Processed

From the table above, it can be seen that the calculated F value is greater than the table F value, which is 98.003, and the significance is less than 0.05. This indicates that the independent variables, taken together, have a significant effect on the dependent variable.

R² Testing (Adjusted)

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 ^a	.622	.616	.40982	1.619

a. Predictors: (Constant), Motivator, Hygiene

b. Dependent Variable: Satisfaction

Source: Processed

From the table above, it can be seen that the Adjusted R Square value is 0.616. This indicates that the dependent variable Y is explained by the independent variables X by 61.6%, while the remaining percentage is explained by other variables not included in the model.

T Testing

Table 4. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.594	.263		2.259	.026		
Hygiene	.354	.111	.360	3.190	.002	.250	4.004
Motivator	.516	.127	.457	4.050	.000	.250	4.004

a. Dependent Variable: Satisfaction

Both variables have a significant influence on job satisfaction, as indicated by the significance value of less than 0.05. This demonstrates that the independent variable which has a partial and greater effect on the dependent variable is the Motivator factor, as it has the highest t-value.

DISCUSSION

This research refers to the theory proposed by Herzberg regarding the two-factor theory, namely motivator factors and hygiene factors. The factors included in the motivator category are achievement in performing tasks, recognition, the work itself, responsibility, and opportunities for advancement and development (Yulinda, 2009). The second group of factors, hygiene factors, relate to aspects surrounding the execution of the work or job context, also referred to as the extrinsic aspects of the job. These include company policies and procedures, supervision, wages/salary, relationships with coworkers, and working conditions (Yulinda, 2009).

After conducting research with employees of Kopdit Kosayu as the research subjects, the results confirmed Herzberg's theory – both hygiene factors and motivator factors have an influence on employee job satisfaction.

Regarding the hygiene factors at Kopdit Kosayu, it can be explained that employees have good relationships with their supervisors. The motivation and guidance provided by supervisors help foster strong relationships between supervisors and employees. When employees encounter problems at work, their supervisors are able to assist in resolving these issues effectively and professionally.

In addition, it is not only the supervisors who support employees in their work – their coworkers also play an important role in contributing to job satisfaction. The relationships among coworkers have developed beyond just professional interactions and have become more like friendships. When an employee faces a problem, their coworkers are often the first to know, offering input and support to help resolve the issue. This makes employees feel comfortable working at Kopdit Kosayu.

Another form of support that makes employees feel comfortable and satisfied in their jobs comes from the company's system. The company provides a clear structure and flexible task distribution, which greatly helps employees in carrying out their duties. In addition, the company also ensures occupational health and safety and provides adequate workspace for its employees. The wages and benefits provided by the cooperative are fairly distributed and appropriate to the work performed, enabling employees to achieve a sense of well-being.

The motivator factors at Kopdit Kosayu can be explained by the fact that employees are able to complete all their tasks well due to available information, such as company documents, and the questions raised by employees to their supervisors, which support them in completing their tasks. Recognition and praise from supervisors for employees' work also serve as a key motivator factor at the company. In fact, some employees have even received promotions for their well-executed work.

The work performed by employees at Kopdit Kosayu is considered a good opportunity for growth and development toward a better future. The large responsibilities given by supervisors to employees also serve as motivation for them to carry out each task. Employees at Kopdit Kosayu also have a desire to make changes in various aspects of their work to secure their careers and future. Recognition from supervisors for employees' work is a strong motivational

factor. The positions held by employees at Kopdit Kosayu align well with their capabilities and desires. The results of this study also show that motivator factors have the greatest impact on job satisfaction among employees. This is evident from the research findings, which indicate that motivator factors have a stronger influence compared to hygiene factors.

Job satisfaction at Kopdit Kosayu can be defined as employees feeling happy with the work they do. This is reflected in the enthusiasm employees show by arriving on time every day. Furthermore, the company's fair policies make employees feel satisfied with their career at the company. The rewards employees receive provide a boost to their motivation, leading to improved job performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research conducted by the researcher, the following conclusions can be drawn:

1. The two variables derived from Herzberg's theory, namely hygiene factors and motivator factors, both have a positive influence on job satisfaction among employees at Kopdit Kosayu. This positive influence indicates that the cooperative has successfully provided facilities, comfort, and infrastructure that support the employees' work, thereby enabling them to contribute more to the cooperative.

2. Among these two factors, the motivator factor has a greater influence on employee job satisfaction at Kopdit Kosayu. This factor includes achievement in carrying out tasks, recognition, the work itself, responsibility, opportunities for growth and advancement, status, and accomplishments. It can be concluded that the employees of Kopdit Kosayu feel comfortable and satisfied working at the cooperative, and that the cooperative has successfully fulfilled the employees' expectations.

There are several suggestions for the cooperative that are expected to improve Kosayu Credit Cooperative by paying attention to the following points:

1. Pay more attention to motivator factors, which include achievements/recognition such as praise from superiors for employees' work performance, responsibility in terms of superiors entrusting employees with significant responsibilities, and opportunities for growth/promotion as a result of well-executed work.

2. The work carried out by employees at Kopdit Kosayu is considered a good opportunity for growth and development in a better direction. The work itself, recognition from superiors for good performance, and status are important. Next, the hygiene factors include relationships with superiors, such as motivation and guidance provided by superiors to employees, which fosters good relationships between superiors and employees. When employees face problems at work, superiors can help resolve those problems effectively and professionally. Salary, job security in a comfortable and peaceful environment – away from noise such as protests or markets – contribute to employee satisfaction. Comfortable working conditions, such as a pleasant and relaxed atmosphere, and supportive relationships among coworkers also make

employees feel at ease. This in turn can enable them to contribute more to the company and increase company profits through the achievements they make.

3. In formulating company policies, it is expected that more attention will be paid to both of these factors, especially the motivator factor. This includes giving recognition for work achievements and offering promotions for greater contributions to the company's progress.

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