

## **Factors influencing job satisfaction: A conceptual framework**

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**ABSTRACT :** *The factors contributing to the job satisfaction of performance have been analyzed in order to develop the organizational behavior. This article aims to describe a conceptual framework about the influence of organizational culture, competence, motivation and performance as well as job satisfaction. This article presents some theoretical concepts of Organizational Behavior, Organizational Culture, Competence, Motivation and Performance. Some of the objectives of the study looked at the effect among variables which are expected to develop research goals and future research directions.*

**KEYWORDS:** *organizational culture, competency, motivation, apparatus performance, job satisfaction*

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### **I. INTRODUCTION**

Each organization has its own way, customs, and rules in achieving the goals and organizational mission. The life is based on the belief, a philosophy of life based on human relationships with the environment. The belief is used as a *basic assumption* underlying all programs, strategies and action plans which raise a high value when the activities are carried out is not violate on what has been programmed, and vice versa. In other words, the organization has a culture in accordance with the basic assumption of its leader. Behavior of individuals in the organization will bring up the individual performance. High performance in individuals within the organization shows that what was done by the individual in accordance with the programmed, it is also in accordance with the basic assumption that the organization of a high performance culture is certainly associated with good organization [1]. Organizational culture is a mutual agreement of the members of an organization, thus simplifying the broader agreement for the benefit of individuals. An organizational culture shapes attitudes and control human behavior. Individually or in a group someone will not be apart with the organizational culture. The facts about its practice that has not been prepared to deal with the current situation affected by regional conditions (primordialism). Granting a greater autonomy to the regional government is interpreted as *authority without limit*, so that it raises an ego of each region. These conditions means the more members accept the values of the organization, the greater their commitment to these values, thus impact on the growing strength of the culture [2]. A Strong organizational culture in creating job satisfaction does not be separated from the competences of the members, all kinds of non-academic competence as the ability to generate innovative ideas, management skills, and speed in work indicated no differences in implementation. The difference between individual competence in planning and organizing lies in the motivation and ability to think analytically that owned by the individual [3]. This view has similarities with a statement explaining that not all aspects of one's personal constitute competence. Only the personal aspects that encourage themselves may achieve superior performance called competence [4]. Some of the factors that can affect a person's competency skills are beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, intellectual ability, and organizational culture [5]. Motivation is one of the factors that affect performance [6].

### **II. ORGANIZATIONAL CULTURE ON APPARATUS PERFORMANCE AND JOB SATISFACTION**

The concept is defined by most culture scholars as the deep-rooted beliefs, values, and assumptions widely shared by organizational members that powerfully shape the identity and behavioral norms for the group. Organizational culture that is based on; (1) *Basic Assumption*, a representation of man's relationship with what is in the environment, (2) *Value*, the relevance of the act or behavior that can be measured with any changes or through social consensus, (3) *something left by (Artifact)*, everything that can be seen but it is difficult to simulated, can be in the form of technology, art, or something that can be heard [7]. Organizational culture is defined as a pattern of basic assumptions that are found, invented or developed by one particular group in order to learn and deal with the problem, so it needs to be taught to new members as the correct way to perceive, to think, and to feel with regard to the problem [7]. This view is in line with the view that sees culture as the values of the organization. Principles, traditions and ways of working that are shared by the members of the organization affect how they act [8].

The study of the influence of organizational culture on the performance is shown by the results of the path analysis of the 322 employees of the company in UK. That there is a positive and powerful relationship between the culture in the organization's performance. The evidence is consistent with the findings proving that significant influence of organizational culture on employee performance [9]. Furthermore, there is strong evidence to explain the influence of organizational culture on job satisfaction shown by the study of organizational culture influence on job satisfaction in the 228 practitioners in information communication and technology in Hong Kong [10]. Organizational culture is believed to be one of the key factors in the success of organizational performance [11].

### **III. COMPETENCE ON APPARATUS PERFORMANCE AND JOB SATISFACTION**

Human resources is a reference to the competence to achieve organizational goals. Competence is the basic foundation of the characteristics that indicate how to behave, to think, equating the situation, and to support for a long enough period of time. The better one's attitude in the development of competency will increase the importance of human resources quality [12]. Competence is one of the main capitals of the individual, the results of research based on the perception of 256 managers in Taiwan showed competence of workers have an effective impact on performance. Meanwhile, the sharing of knowledge within an organization is considered to have an effective impact on the development of human resources. This criterion involves the transfer of knowledge from one person to another that eventually improves performance [13]. Such findings are consistent with evidence suggesting that the competency of employees is not significant to increase employee performance, because the skills, knowledge and attitudes of employees can't improve their performance [14]. Satisfaction can be indicated through the quality of service, empirical evidence shows that the creation of satisfaction reflected in the quality of services that include interpersonal quality, technical quality, environmental quality, and the quality of the administration which is a representation of competence [15].

### **IV. MOTIVATION ON APPARATUS PERFORMANCE AND JOB SATISFACTION**

Motivation can be derived from outside (something that is done to motivate people) and from inside or *intrinsic motivation* (encouragement within the individual) [16]. High and low motivation of individuals in the work caused by; *Needs*, physiological deficiencies that cause the behavior, *Job Design*, changing the specific work processes to improve performance, *Satisfaction*, that the motivation of the individual work related to job satisfaction, *Equity*, is a motivation that explains how the pursuit of honesty and fairness in social exchange, *Expectation*, forward that people are motivated to behave in a way that generates benefits valued, and *Goal Setting*, what is sought to be achieved individually, the object or purpose of an action [17].

The relationship between motivation and performance is positive because employees who have high motivation will produce high performance [16]. Now the problems in providing services become more complex and diverse. Proactive behavior becomes more important as a determinant of the success of the organization. The results of hierarchical regression analysis showed that low-intensity services provide no significant effect on the quality of service, the advent of high intrinsic motivation within stewardess giving a positive and significant effect on the quality of service, thus to give satisfaction to the service user airline services even if low intensity, Taiwan [18]. Such findings consistent with evidence suggesting that the motivation to work owned by employees in its implementation can improve employee performance [19].

### **V. APPARATUS PERFORMANCE ON JOB SATISFACTION**

There are four factors that determine the performance management behavior, namely (1) the culture of the company; (2) the structure, systems, plans and formal policies; (3) leadership; and (4) regular and competitive environment [11]. Functional relationship between performance and performance attributes influenced by three factors namely *knowledge, skills, and motivation*. Knowledge refers to the knowledge held by employees, skill refers to the ability to do the job and motivation is encouragement and enthusiasm to do the work, but there are other factors that can affect a person's performance is the role (role perceptions) [20]. Performance is a means to obtain better results from the organizations, teams, and individuals with a way to understand and manage the performance [21].

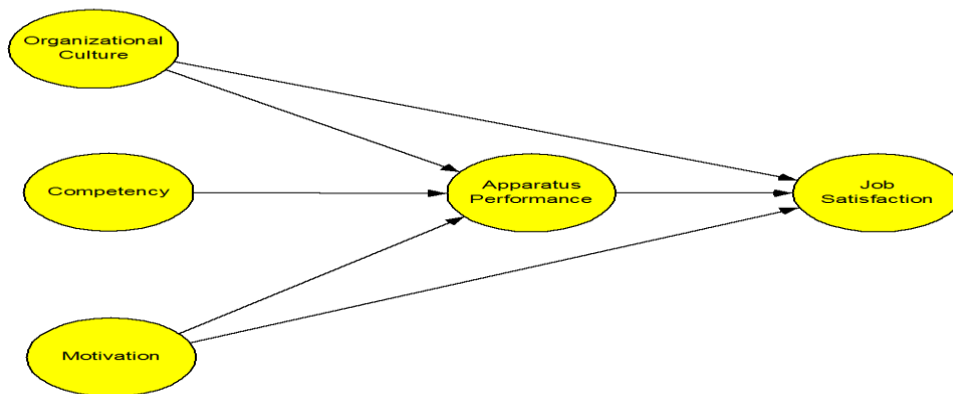
Job satisfaction as "a function of what one wants from one's job and what one perceives it as offering." Job satisfaction is purported to impact "citizenship behaviors," which include prosocial behavior like constructive or cooperative gestures that contribute to organizational effectiveness. Each job requires interaction with co-workers and superiors to follow the organizational rules and policies to meet the performance standards, to accept working conditions which often less than ideal. Job satisfaction is a positive feeling about the work of

someone which is the resulted from an evaluation of the characteristics [22]. Job satisfaction has a positive or negative attitude which made individually for their work [23].

Study on employee's job satisfaction has been carried out by several previous researchers. It is about the insignificant satisfaction of the performance [24]. Other facts showing that there is a positive relationship between job satisfaction and performance [25;26]. Evidence shows the indirect effect that the performance of work can lead to job satisfaction, that match the ability of the job requirements also increase job satisfaction, individuals who more able to perform the work nicely and has a high performance tends to have higher job satisfaction [27]. Job satisfaction is a significant effect on performance [28]. The opposite, shows that there is no relationship between the two variables [29].

## VI. CONCEPTUAL FRAMEWORK

Referring to the theoretical and empirical studies, it can be argued there is causality between organizational culture, competence, apparatus performance and motivation on job satisfaction shown in the following conceptual framework:



**Figure: Conceptual Framework models showing the correlational links.**

Happiness is a lay construct. Scholarly research, of course, demands additional precision in order to operationalize workplace happiness adequately. Over the years, researchers have proposed a number of different approaches to operationalize happiness. Within the organization sciences, job satisfaction is probably the most common and one of the oldest operationalization's of workplace "happiness." Of course, no one claims that satisfaction with a job is isomorphic with the happiness of life as a whole. By definition, because job satisfaction is specific to one's job, it excludes aspects of one's life external to the job. This relatively narrow scope stands in stark contrast to research on psychological well-being (PWB), where the happiness component is, by definition, operationalized as a broader construct than job satisfaction, one that refers to aspects of one's life both on and off the job. The formation of causalities between variables refer to the results of previous studies provide significant effect of organizational culture on employee performance [9]. Then good organizational culture can improve employees' job satisfaction [10]. Organizational culture is believed to be one of the key factors determining the success of organizational performance [11]. Other variable that give effect to the performance and job satisfaction is the effect on the performance of competence, that there is a strong influence of competence to the performance [13]. On the other evidence was found that the higher the competency of the individual in the work resulting in higher job satisfaction they felt in the work [15]. Such evidence was rejected, according to the findings of other researchers that the competency of employees is not significant to increase employee performance [14]. Creation of performance and job satisfaction which are high is due to several factors, one of which is the motivation factor. The higher work motivation, the higher job performance and job satisfaction in their work [16]. Representation of job satisfaction in the service industry can be demonstrated through the quality of provided services, the results of the analysis provide evidence that low-intensity services which provide no significant effect on the quality of service, the advent of high intrinsic motivation by the flight attendants give a positive and significant effect on the quality of service, that although the intensity of the service is low, but with a high intrinsic motivation it will give satisfaction to the service user [18;19]. Nevertheless, there are also other findings which prove that high job satisfaction can't improve individual performance [24]. Other facts showing that there is a positive relationship between job satisfaction and performance [25;26;27]. Job satisfaction is a significant on performance [28]. The opposite is, that there is no relationship between the two variables [29].

## VII. DISCUSSION

Few topics in the history of industrial-organizational psychology have captured the attention of researchers more than the relationship between apparatus (individual) performance and job satisfaction. Researchers have investigated the relationship operating from different assumptions and with different goals. However, it is also safe to conclude that there are many inconsistencies in the results testing these models (and in the ways the models have been tested) and a lack of consensus regarding the validity of the models. It is our contention that one reason for the lack of assimilation and consensus is that many researchers have dismissed the relationship between apparatus performance and job satisfaction. Conceptual framework of this study provided a review and reexamination of the relationship between apparatus performance and job satisfaction. Though the potential linkage between apparatus performance and job satisfaction is nearly as old as the field of industrial-organizational psychology. Based on the causality between variables that have been put forward, namely good organizational culture, competence, work motivation and high performance provides real effect to the high and low job satisfaction of individuals. Thus, necessary to test the conceptual framework on government agencies with the workers as the unit of analysis, and thus expected no valid evidence in the analysis of causality between variables which have been proposed so as to provide scientific contributions in the field of organizational behavior. In addition, ongoing research will provide more in-depth understanding of the effects of employee attitudes and job satisfaction on organizational measures. Greater insights on the relationship between employee attitudes and apparatus performance will assist professionals as they strive to enhance the essential people side of the work in a highly competitive.

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