ANALYSIS OF PSYCHOLOGICAL WELL-BEING AND JOB SATISFACTION TOWARD EMPLOYEES PERFORMANCE IN PT ARISTO SATRIA MANDIRI BEKASI, INDONESIA

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ABSTRACT

Automotive industry that creates dies and precision part plays crucial roles in Indonesian economy development and becomes fundamental element for the development. PT Aristo Satria Mandiri is one of company that engages in dies and precision part making for automotive sector. Causing of the rapid growth business and AFTA issue, in this situation understanding the quality of employee is necessary to set goal and strategy for improvement of the employee performance. It is required psychological analysis that consists of Psychological Well-Being Factor and Job Satisfaction Factor. In this quantitative research method analysis is being used. All data presented in detail analysis in order to give the completely clear idea, systematical description, and fact according to those correlation factors. The company develops by many factors, but the most crucial things as a manufacturing company is improving the human resource planning. To plan the human resource, maintain the psychological well-being and increase the job satisfaction has been approve to increase performance and productivity in that company. As for the result by several method, shows that the Psychological Well-Being and Job Satisfaction in PT Aristo Satria Mandiri has correlation with the Job Performance amounted to 20.8%. However, Psychological Well-Being has no significant effect to the Employee Performance and needed an improvement, and the Employee Satisfaction in the company is high and has significant effect in the role of Employee Performance.

Keywords: Psychological Well-Being, Job Satisfaction, Employee Performance

INTRODUCTION

PT. Aristo Satria Mandiri is engaged in the manufacture of molds (dies) and precision goods as one of the supporting elements of the automotive industry. The company uses a job order system, where production only be made based on incoming orders.

PT. Aristo Satria Mandiri, which is assisting by PT. Astra International Tbk through YDBA (Yayasan Dharma Bhakti Astra) always, providing training to SMEs assisted companies Astra. The foundation aims to help improve the skills of engineering, management, marketing, and finance and information technology to SMEs. The trainings are aimed at making quality products is always maintained. Moreover, with a target company PT Astra. Aristo Satria Mandiri had given the ease of borrowing capital funds through AMV (Astra Mitra Ventura).

The income of PT. Aristo Satria Mandiri from year to year has increased. That company always increases the revenue; the company set a target that continues to rise each year to be achieving by the company.

To achieve the goals and target PT. Aristo Satria Mandiri should increase the production affectivity. Moreover, in 2015, PT. Aristo Satria Mandiri would face the rapid competitive when AFTA getting started. The company should be able to increase the product quality, avoid producing failed product, reducing late in shipping goods, and maintain the customer relation.

Increasingly tight competition, the company should seek to do the business development, to enable companies to meet the desires and needs of consumers to see the opportunities that exist.

The company wants to develop its business by developing human resource potential. Human resources are the most valuable asset in the field of manufacturing. Companies want to know the performance of their employees by analyzing the psychology well-being and job satisfaction of workers in the company.

Corporate objectives in analyzing the company's performance through mental workers are to enable companies to improve the effectiveness of the work to increase production and to meet consumer demand with increased production quality of the company's efforts to increase profit.

To increasing the employee performance, thus the researcher would analyze the employee's psychological well being and measure the employee's job satisfaction. The aim of the research is to help the company in decreasing the reject product as a human mistake in production, delay in shipping the order to customer, and improve the production planning system. The employee should do all of these things, therefore increasing the employee performance means increasing the company performance.

REVIEW OF LITERATURE

A. Productivity

Productivity is critical for the long-term competitiveness and profitability of organizations. It can be rise effectively if it is manage holistically and systematically. (SPRING Singapore, 2011). HRM and productivity is an exciting and lively field and has made great strides in the last two decades. We see its future as being integrate in the general research programs of the economics of organization and management, which are becoming a major part of modern labor economics (Bloom, N., & Reenan J.V. , 2010)

Nicholas Bloom and John Van Reenan (2010) stated that through raising the employee job satisfaction it might increase the productivity, for example by way of the company implemented the decentralization of decision-making. Delegation of responsibility goes along with more employee involvement, greater information sharing and a greater participation of lower level staff.

Moreover, the performance of employees in a company greatly affects the productivity of the company. Regarding of the research by Nicholas Bloom and John Van Reenan (2010), there is a huge number of econometric studies that summarize the productivity impact of HRM, which are:

1. First, high quality studies generally show that there is a positive effect on productivity of incentive pay, both individual bonuses and group bonuses.
2. Second, appreciations of employees with high ability give a great impact on the psychology of its employees to increase the productivity.
3. Third, other than the form of incentives pay, it also be an effective thing to be implemented, such as teamwork, group bonus and firm characteristics such as decentralization and information technology
4. Fourth, there are many examples of incentives, for example, when a reward bound by a certain period so that workers can manipulate the commission to achieve the desired target.

B. Employee Performance

The actual foundation in an organization is high performance. If there is no high performance then entire organization, then the company goals cannot be achieve. The leader and the manager should evaluate the performance continuously.

Based on Güngör in Ying research (2012), Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include timeliness of output, cooperativeness, quantity of output, quality of output, and the presence at work.

According to Alex Soemadji Nitisemito (2001: 109), there are varieties of employee performance factors, among others: The number and composition of the compensation awarded, appropriate job placement, training and promotion, a sense of security in the future, relationship with colleagues, and relationship with leader.

Based on the above factors, then the factors affecting the performance of employees can be divided into two, internal factors and external factors.

1. Internal factors include: the ability of the intellect, work discipline, job satisfaction and employee motivation
2. External factors include: leadership style, work environment, compensation and management system contained in the company

C. Psychological Well Being

Well-being is a dynamic concept that includes subjective, social, and psychological dimensions as well as health-related behaviors. Psychological well-being is about lives going well. It is the combination of feeling good and functioning effectively. (Huppert, 2009).

The Ryff Scales of Psychological Well-Being is a theoretically grounded instrument that specifically focuses on measuring multiple facets of psychological well-being. These facets include the following:

1. Self-Acceptance
2. Positive Relation
3. a sense of Autonomy in Thought and Action
4. Environmental Mastery
5. Purpose in Life
6. Personal Growth

Responses totaled for each of the six categories, for each category, a high score indicate that the respondent has a mastery of that area in his or her life. Conversely, a low score shows that the respondent struggles to feel comfortable with that particular concept.

D. Job Satisfaction

Job satisfaction relate with the worker's sense of achievement and success on the job. It is generally directly link to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being reward for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. (AZIRI, 2011).

Herzberg published the two-factor theory of job motivation in 1959. The theory was highly controversial at the time it was publish, claims to be the most replicated study in this area, and provided the foundation for numerous other theories and frameworks in human resource development.

The theory states that job satisfaction and dissatisfaction was affecting by two different sets of factors. Therefore, satisfaction and dissatisfaction cannot be measure on the same continuum.

Based on their review of the literature, Herzberg et al. made core assumptions on which to base their hypothesis and research design. First, there was enough evidence to assume that there was some relationship between job attitudes and productivity.

Hygiene Factors

Hygiene factors are base on the need to for a business to avoid unpleasantness at work. If employees consider these factors inadequate, then they can cause dissatisfaction with work. Hygiene factors include:

a. Company policy and administration
b. Wages, incentives, benefits and other financial remuneration
c. Quality of supervision
d. Quality of inter-personal relations
e. Working conditions / Physical
f. Feelings of job security

Motivator Factors

Motivator factors are base on an individual's need for personal growth. When they exist, motivator factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above-average performance and effort. Motivator factors include:

a. Opportunity for advancement
b. Gaining recognition
c. Responsibility
d. Challenging / stimulating work
e. Sense of personal achievement
f. personal growth in a job

There is some similarity between Herzberg and Maslow's models. They both suggest that needs have to be satisfied for the employee to be motivated. However, Herzberg argues that only the higher levels of the Maslow Hierarchy (e.g. self-actualization, esteem needs) act as a motivator. The remaining needs can only cause dissatisfaction if not addressed.

E. Previous Research

Regarding to Lise M. Saari and Timothy A. (2004), that discussed about the employee attitude and job satisfaction, the paper were identified how to measure the job satisfaction and influence the employee attitudes. From this research, the researcher concluded that the person's job satisfaction is in so much control by the organization, for the employee, the satisfaction of a job is a result from their performance and could affect to their life satisfaction. However, continuing to take actions to address low job satisfaction is not only important for organizational effectiveness, but by not doing so, organizations can cause spillover of employees, low job satisfaction into their life satisfaction and well-being.

Based on the research that shows job satisfaction predicts withdrawal behaviors like turnover and absenteeism. The researchers have been able to statistically measure the financial impact of employee attitudes on organizations (e.g., Cascio, 1986; Mirvis & Lawler, 1977). Numerous studies have shown that dissatisfied employees are more likely to quit theirjobs or be absent than satisfied employees (e.g., Hackett & Guion, 1985; Hulin, Roznowski, & Hachiya, 1985; Kohler & Mathieu, 1993). This research found that Job satisfaction shows high correlations with turnover and absenteeism. Job dissatisfaction also appears to be relating to other withdrawal behaviors, including lateness; unionization, grievances, and drug abuse, and decision to retire.

Regarding to Matthew J. Grawitch and Larissa K. Barber in their journal was discussing about the healthy workplace that focused on the "organizational effectiveness" approach that focuses on how managers can improve the organization and its elements (selection methods, job design, reward systems, decision-making, etc.) to increase performance, often by increasing employee motivation and/or satisfaction. This approach is rooted in the administrative and behavioral sciences with an emphasis on organizational outcomes. Managers, theorists, and researchers in this tradition often make the explicit assumption that employee outcomes and organizational outcomes – that is, if organizational effectiveness is positive, so are employee outcomes. Moreover, In the organizational approach, work is seen primarily from management's perspective. Employee views are relevant to the extent that employee motivation and outcomes (e.g., satisfaction, commitment, and lower turnover) pay off for the organization. In such a context, the enlightened leader understands how to design the organization to increase employee motivation, effort, and performance, and reduce dysfunctional behaviors. Leaders also assume that the employee will respond "appropriately" to well-designed management initiatives.

F. Research Framework

The independent variables in this research are Psychological Well-Being and Employee's Job Satisfaction that will be studied their influences on the dependent variable, which is the Job performance.

Figure 1 : Modified Theoretical Framework Study
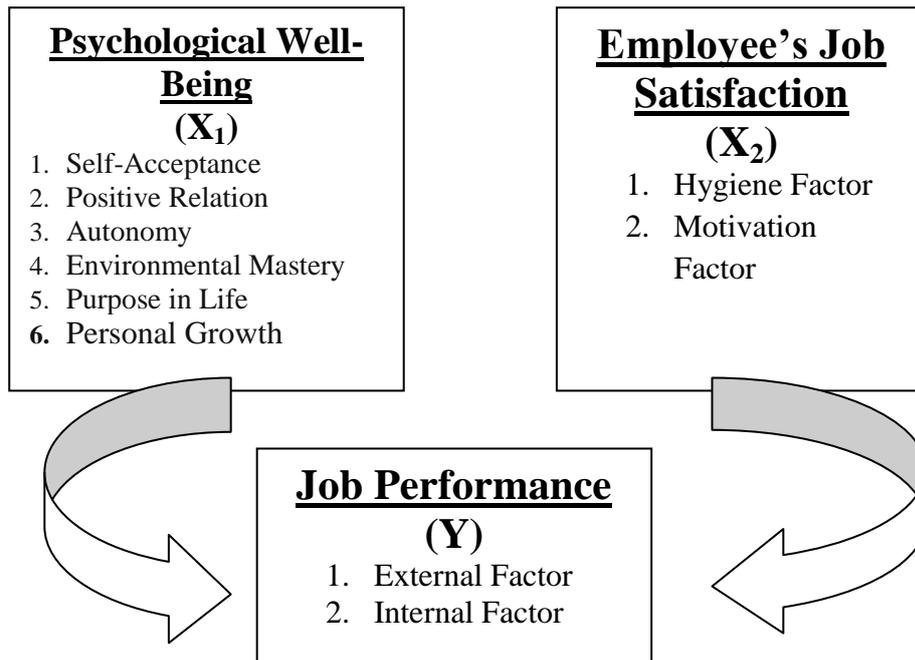
ANALYSIS AND INTERPRETATION

The researcher is using self-constructed questionnaire, due to these self-constructed questionnaires, pre-testing needed to be done, before the distribution and completion of actual questionnaire. Regarding to Maholtra and Birks (2006), pre-testing addressed to a few people for purpose of improving the questionnaire by identifying the questionnaire and eliminating potential problem before using it in the actual survey. The pre-testing conducted on 30 respondents and then processed for the validity and Reliability Testing. Finally, the actual questionnaires were distributing to 51 respondents in the site after eliminating several invalid questions.

A. Validity and Reability Test

The researcher tested the validity based on the corrected item-total correlation table or r table. The researcher used 30 respondents for the pre-test, and based on the r tables, the mean correlation coefficient between variables or r = 0.361. These bear two conditions, as seen as:
  1. If the r count > 0.361 then it is a valid questions
  2. If the r count < 0.361 then the question is invalid or rejected.

Tabel 1 : Validity Measurement

Variable	Total Questions	Valid Questions	Invalid Questions
X1	42	22	20
X2	30	24	6
X2	16	13	3

As the result from the SPSS analysis on validity, there are 60 valid questions on the questionnaire and 28 invalid questions.

For the reliability computation, the author used SPSS version 18.0 and Cronbach's Alpha method to measure the reliability of the items in the questionnaire. Note that a reliability coefficient of .60 or higher is considered "acceptable" which means it can be use to continue the study. This testing is to find out the items in the questionnaire whether it is consistent or not when the items are used. The result of the computation with SPSS shows as the table below.

Table 2 : Reliability Test Result

| Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	**.909**	60

B. Classical Assumption Test

Figure 2 : Histogram
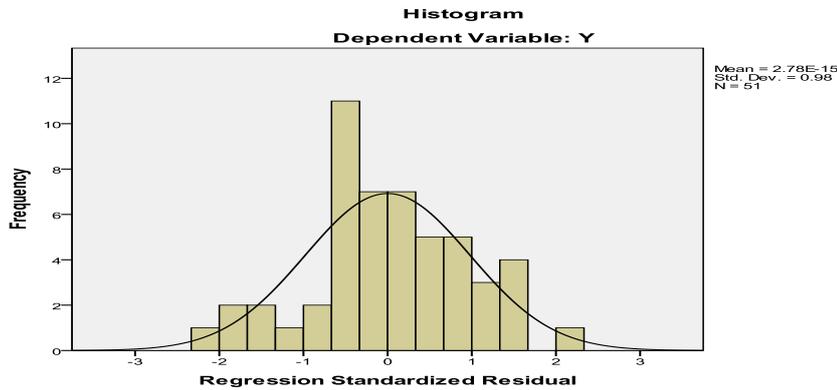
Regarding to Levine and Stephen (2010), the the histogram bar chart shows the the data has normal distribution if the curve has a bell shape. If the bar chart curve is deviated to the right or left, the data are not normal. The good data should be has a normal distribution pattern. In the Histogram of regression standardized residual above, the curve has a bell shape, which means the data has normal distribution.

Figure 3 : Normal P-Plot Graphic
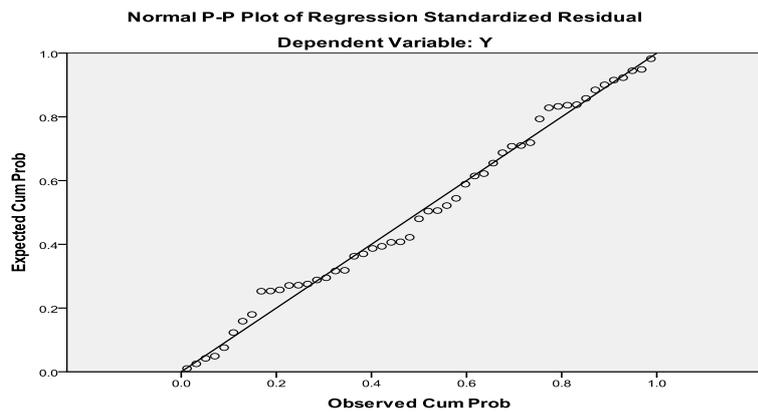
The regression comply the normality if the plots placed around the diagonal line. On the contrary, if the plots are placed far from the diagonal line, then the regression model is doing not meet the requirements of normality.

Based on the plots figure above, the plots placed around the diagonal line. The distributed data is normal and the regression model is complied the normality, which means the data is normal.

Table 3 : One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		51
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.34619881
Most Extreme Differences	Absolute	.092
	Positive	.070
	Negative	-.092
Kolmogorov-Smirnov Z		.654
Asymp. Sig. (2-tailed)		**.786**

The basic concept of Kolmogorov Smirnov normality test is to compare the distribution of the data (which will be tested the normality) with the standard normal distribution. Standard normal distribution is the data that transformed into the form of the Z-Score and assumed normal, than actually, the Kolmogorov Smirnov test is a test of difference between the normality of data was tested with the standard normal data.

The result of Kolmogorov Test will shows in the Assumption Significance (2-tailed) value. The result is 0.0786, which means the data is normal because the value is greater than 0.05.

Table 4 : Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	**.991**	**1.009**
	X2	**.991**	**1.009**

There is no Multicollinearity if the Tolerance value is more than 0.1 and VIF is less than 10. From the table 4, independents variable that consist of VIF of Employee's Psychological Well-Being (X1) and Employee's Job Satisfaction (X2) are the same, which is 1.009. Meanwhile, the Tolerance of Psychological Well-Being (X1) and Employee's Job Satisfaction (X2) are also same which is 0.991. All of value shows both VIF and Tolerance has meet the requirement, there are the independent variables less than 10 and tolerance more than 0.1 or avoid 0. The result shows there is no Multicollinearity between the independents variable in this regression.

Figure 5 : Scatterplot Diagram
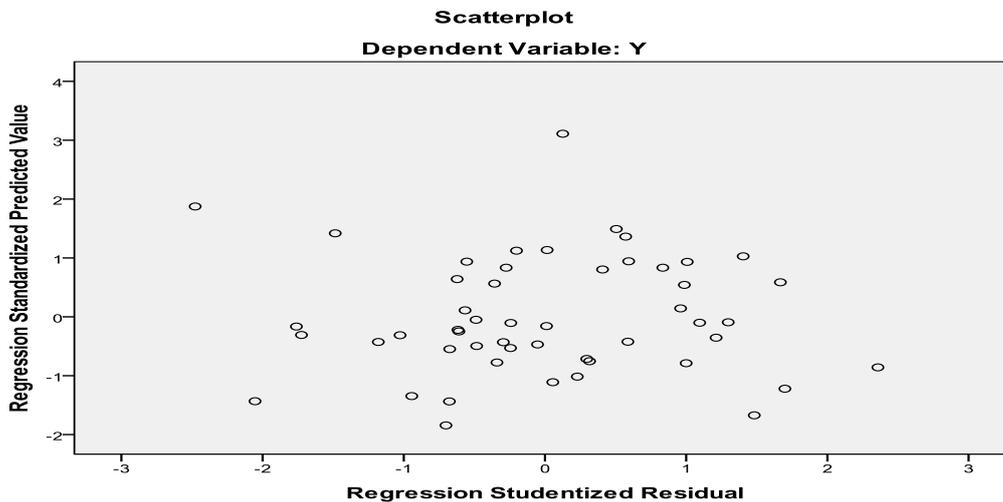
The Heteroscedasticity could be test by plots pattern in scatter plot. If the plot spread unweel-ordered pattern above and below 0 (zero) on Y axis, than it can be concluded that there is no Heteroscedasticity issue.
Figure 5 shows that the distribution of the data is scattered and not create any specific pattern. In addition, the points spread above and below zero with unwell-order pattern on Y-axis. The researcher can conclude that the data has no Heteroscedasticity issue and it is a good regression model.

Table 5 : Autocorrelation Test Result

Model	**Durbin-Watson**
1	**1.991**

From the test results, it showed the DW value is 1.991, while the value of d_L is 1.468 and d_U is 1.63088. Regarding to the Durbin-Watson table, the good data are has no autocorrelation, both positive nor negatively, in this position could the decide to not reject the regression. It is happen if $d_U < d < 4-d_U$ and the result is :

$$d_L \ < \ d_U \ < \ DW \ < \ 4-d_U \ < \ 4-d_L$$

$$1.46838 < 1.63088 < 1.991 < 2.36912 < 2.53162$$

Regarding to the range above, the position of the Durbin Watson value is between d_U and $4-d_U$, which means there are no autocorrelation in the linear regression. For more convincing the Durbin-Watson result, we could use Run Test to measure the autocorrelation that can be as follow:

Table 6 : Run Test

	Unstandardized Residual
Test Value[a]	-.01771
Cases < Test Value	25
Cases >= Test Value	26
Total Cases	51
Number of Runs	25
Z	-.422
Asymp. Sig. (2-tailed)	**.673**

From the test results, it shows that the significance value is 0.673, which is above the 0.05. Thus, we can conclude there is no problem of autocorrelation in regressions.

C. Multiple Regression Test

Based on the table 7 and formula of multiple linear regression, in the equation 3.3 had slightly change, due to the use of standardized coefficients. An equation of multiple regressions with two variables can be shows as follows:

$$Y = -0.096X_1 + 0.455X_2$$

Table 7 : Multiple Regressions

Model		Standardized Coefficients
		Beta
1	(Constant)	
	X1	**-.096**
	X2	**.455**

The equation of the regression above will explain as:
1. Regression coefficient of Employee's Psychological Well-Being (X_1) is   -0.96, which means if the other independent variable is constant and the Employee's Psychological Well-Being (X_1) are increase for 1%, than the Employee Performance (Y) will be much more negative around 0.096 or 9.6%. The coefficient is negative, it means there are negative correlation between Psychological Well-Being (X_1) and the Employee's Job Performance (Y), and when the Employee's has higher Psychological Well-Being, it may be negative impact t the Employee's Job Performance.

2. Regression coefficient of the Employee's Job Satisfaction (X_2) is 0.455, which means if the other independent variable is constant and the Employee Satisfaction (X_2) are increase for 1%, than the Employee Performance (Y) will be increase 0.455 or 45.5%. The coefficient is positive, it means there are positive and good correlation between Job Satisfaction (X_2) and the Employee's Performance (Y), and when the Job Satisfaction (Y) is increased, it would be increased the level of Employee's Performance (Y).

D. Goodness of Fit

Table 8 : Goodness of Fit test by using the F-test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.575	2	.788	**6.309**	**.004[a]**
	Residual	5.993	48	.125		
	Total	7.568	50			

Table 4.8 showed the statistic calculation results of the F-test for 6.309 with probability 0.004. Since, the probability is much smaller than 0.05, and the F test for N=51 with K = 3, which means in $df_1 = 2$ and $df_2 = 48$ is 2.798 which means the F value is much higher than the the F table. It could be concluding that at the same times (simultaneously) all independent variable of Psychological Well-being and job satisfaction is significantly influence the dependent variable of employee performance. Thus, the regression model can explain that variable Psychological Well-being and job satisfaction jointly affect employee performance.

Table 4.9 : Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
	1	.456	.208	.175	.3533377

From the table 4.9, the researcher would look at the correlation coefficient (R) to interpret the relationship between variables. Based on the data, it shows the value of R is 0.456 or 45.6%. Which is means that the correlation between the Employee's Psychological Well-being (X_1) and Job Satisfaction (X_2) with Employee's Job Satisfaction (Y) is may be high.

However, in the multiple regression, the R^2 value is just 0.208. In the multiple regressions, the coefficient if determination (R^2) will represents the proportion of the variation in dependent variable (Y), which explained by the set of independence variables. Due to the used just two kind of independent variable, the coefficient determinant which will be used by the researcher is R square, because the adjusted R square are using if the independent variable is more than two variables.

Therefore, that means there are just 20.8% of the value fluctuation of Employee Performance in the PT. Aristo Satria Mandiri affected by Psychological Well-being (X_1) and Job Satisfaction (X_2), while the rest 79.2% influenced by other variables outside of the study.

Table 4.10 : Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.757	.769		3.587	.001
	X1	-.134	.179	-.096	-.746	.460
	X2	.438	.124	.455	3.528	.001

Regression model equation will shows as the following:

Employee Performance = 2.757 – 0.134PWB + 0.438JS + e

1. Employee Performance influenced by Psychological Well-Being
There are no significant of the employee's Psychological Well-Being to the Employee's Job Performance.

2. Employee Performance influenced by Job Satisfaction
There are high significant and positive impacts of the Employee's Job Satisfaction to the Employee's Job Performance.

CONCLUSION AND RECOMMENDATION

Based on the analysis and the interpretation that have done, the researchers can conclude that:

1. There is has no significant influence of the Psychological Well Being towards the Employee's Performance in PT. Aristo Satria Mandiri. Based on some data, the Employee's Well Being has stronger influence for the white-collar employee, which is the employee in PT. Aristo Satria Mandiri mostly is a type of blue-collar workers.

2. There are high significant and positive impacts of the Employee's Job Satisfaction to the Employee's Job Performance. The Job Satisfaction is influence the prospective of the employee to work in PT. Aristo Satria Mandiri with the indicator of Fulfillment by Hygiene Factor and the Motivation Factor.

3. In simultaneous way, Employee's Psychological Well-Being (X_1) and the Job Satisfaction (X_2) have high significance in influencing the Employee's Job Performance (Y).

4. The R^2 has a value of 0.208. it means that both the Employee's Psychological Well-Being (X_1) and the Job Satisfaction (X_2) heavily influence the Employee's Job Performance (Y) as much as 20.8% proportion. The rest proportion, which is out of two variables, can explain by 79.2% from the other variables.

Based on the conclusion, the recommendation for the company also the next researcher are :

1. To maintain the blue-collar workers and the white-collar employee it should have differences, because the needs and importance are may be different. The company could give the employee training that may be relate with their job, it also helps the employee's to help workers avoid making mistakes repeatedly.

2. Regarding to the research above, the employees response to the Employee Satisfaction is quite normal.. The company can arrange job standardization. If the company has the standard will be have a system.

3. Due to limited use of two variables, both Psychological Well-Being and Job Performance can only described the Employee's Performance at 20.8%. It is not to high percentage; it may not to represent the Employee's Performance completely. The future research may take more variables such as work stressor (K. Daniels and C. Harris, 2000), and the factor of self-efficacy (Edgar Bresó Esteve, 2003)

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