



**UNIVERSITAS INDONESIA**

**JOB SATISFACTION  
AT DIRECTORATE GENERAL OF RAILWAY  
MINISTRY OF TRANSPORTATION**

**THESIS**

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**FACULTY OF ECONOMICS  
MASTER OF MANAGEMENT PROGRAM  
JAKARTA  
JUNE 2011**



**UNIVERSITAS OF INDONESIA**

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Submitted to fulfill one of the requirements to obtain degree of  
Magister Management

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**FACULTY OF ECONOMICS  
MAGISTER OF MANAGEMENT PROGRAM  
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JAKARTA  
JUNE 2011**

## STATEMENT OF ORIGINALITY

This final paper represents my own effort, any idea or excerpt from other writers in this final paper, either in form of publication or in other form of publication, if any, have been acknowledged in this paper in accordance to the academic standard or reference procedures

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### JOB SATISFACTION AT DIRECTORATE GENERAL OF RAILWAY MINISTRY OF TRANSPORTATION

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## PREFACE

Alhamdulillah Rabbil 'Alamin, thanks to ALLAH SWT and praise for him for his gift, mercy and blessing to me to have ability to finish my final report. This writing process finally can be finished because help from many individuals in giving me information, input, knowledge and motivation which are all very valuable to me. I would like to give my warmest and sincerest thanks to these following individuals.

1. Prof. Rhenald Kasali, Ph.D as Director of Magister Management Program of Faculty of Economics, all lectures and all staffs of MM-FEUI for their assistance and support during the period of my study in MM-MBA.
2. Dr Yanki Hartijasti, MBA. My thesis counselor who patiently guide me through this final phase of the program, with her endless comprehension support and suggestion.
3. My beloved parents, Raissekki and Yurnita for their love encouragement and supports both financially and mentally that made me possible to finish my study, my sister and my brother in law Rieza and Remon for their support.
4. Hilda Rusiani Viryana who I believed my heart to her, for her never endless patience, cognition, support and love for me during my study.
5. My colleagues in MBA-09 class, Pak Adhi "lalu semua ini untuk apa?", Anggara "Mr. A", Ary "Arty", Erwin "Echa", Ernesth "Hye", Linda "Aling", Lea "Cookie Monster", Marcel "Acel", Nur "A'an", Primsa "Dorr!!", Ruth "BuMil", Rico, Olivia "Ririririri", Siva, Iwan "Wance", Ypga "Aa' Oga", Zakhy "Bung Jeki", Tiwi and Desta for the "madness" during the study.... Lanjut Gan.
6. My Superiors and colleagues at Directorate General of Railway for the understanding and support to me.

In every experience we get in our life I believed somehow we got the benefit in it and I hope this final work can bring benefit for everyone who read it.

Jakarta, June 2011

Author

**LETTER OF AGREEMENT TO PUBLISH THE THESIS  
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## ABSTRACT

Name : Rieki Meidi Yuwana  
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Ministry of Transportation

This study purpose is to know and examine the level of job satisfaction at Directorate General of Railway Ministry of Transportation. Method use to find the level of job satisfaction is Spector's job satisfaction survey (JSS) and data analysis using validity test, reliability test, multiple regression analysis, t-test and mean analysis. Based on the result it is known that the level of satisfaction is at satisfied category. There are five dimensions at satisfied category and the other four at ambivalent category. From the multiple regression analysis it is known that all of the dimensions have significant correlation with the job satisfaction.

Key Words :

Job Satisfaction Survey, Spector, Directorate General of Railway, Ministry of Transportation.

## ABSTRAK

Nama : Rieki Meidi Yuwana  
Program Study : Magister Management – MBA  
Judul : Kepuasan Kerja di Direktorat Jenderal  
Perkeretaapian Kementerian Perhubungan

Tujuan dari studi ini adalah untuk mengetahui dan meneliti tingkat kepuasan kerja karyawan di Direktorat Jenderal Perkeretaapian Kementerian Perhubungan. Metode yang digunakan dalam penelitian ini adalah Job Satisfaction Survey dari Spector dan analisis data menggunakan uji validitas, reliabilitas, analisis regresi berganda, t-test dan analisis nilai rata-rata. Berdasarkan hasil penelitian diketahui tingkat kepuasan berada pada kategori memuaskan. Ada lima dimensi dalam kategori memuaskan dan empat dimensi yang lain pada kategori ambivalen. Dari analisis regresi berganda diketahui seluruh dimensi memiliki korelasi signifikan dengan kepuasan kerja.

Kata Kunci:

Kepuasan kerja, Spector, Direktorat Jenderal Perkeretaapian, Kementerian Perhubungan.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

Indonesia is a large archipelago and has the third highest population numbers around the world. Transportation is one of the problems that occurred in Indonesia, especially for island that have large population such as island of Java and the island Sumatera. One mode of transport that can carry passengers in bulk is the railway. The railway can connect many cities in one island quickly and economically, but the use of this transportation mode in Indonesia have not effectively used. It can even be said it has decreased, which can be seen from the declining number of rail length (from 6000km to 4500km in year 2003).

With the increasingly limited capacity of the service road, railway will give competitive advantage to the community. Excellence is not separated from the development of railway technology so the faster, safer, energy efficient and environmentally friendly (table 1.1). Also in terms of haulage rail remains the most superior mode. In line with bright prospects for the railways, its natural advantages that can be used optimally, particularly in the implementation of an integrated national transportation. Therefore, the implementation of the national railways in the future should translate into a leading transportation modes, particularly as forming the framework or the main cross-national transport that is able to guarantee the movement of people and goods in entire territory of Indonesia. Government in this regard, the Directorate General of Railways, Ministry of Transportation recognize the importance of managing re-organization of the national railways as a whole to ensure the objectives of railways as mandated in Law no. 23 of 2007 on Railway (figure 1.2).

**Table 1.1 Energy Consumption Comparison on Transportation Mode**

Moda Transportasi	Volume Angkut	Konsumsi Energi BBM/Km	Penggunaan Energi BBM/Km/Pnp
Kereta Api	1500 org	3 liter	0,0020
Bus	40 org	0,5 liter	0,0125
Mobil	5 org	0,1 liter	0,0200

Source: Rencana Induk Perkeretaapian Nasional (2011)

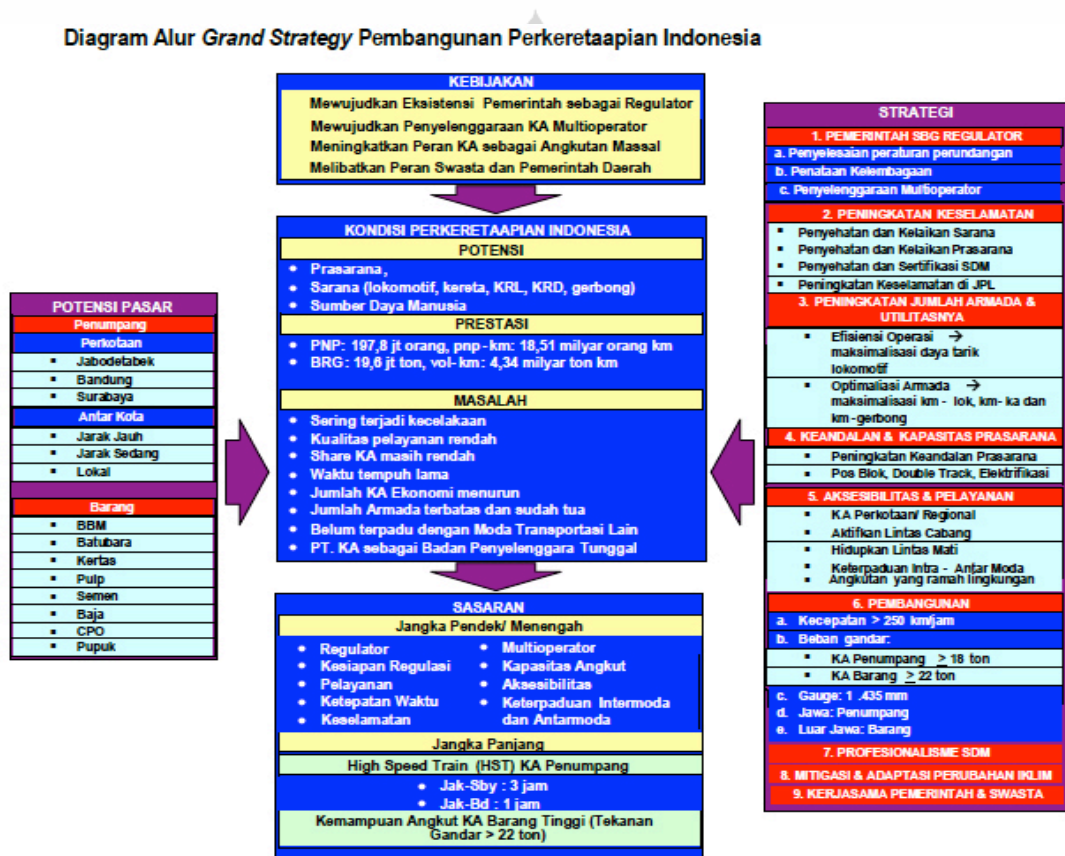
Infrastructure development of railways in Indonesia is the responsibility of government through the Ministry of Transportation Directorate General of Railway. Directorate General Railways is responsible for making regulations and implements the infrastructure development of railways. Director General Railway is the youngest organization within the ministry of transportation, because it was formed in 2005, which previously was under the directorate of land transportation (Rencana Induk Perkeretaapian Nasional, 2011).

Challenges faced by the Directorate General of Railway is enormous, considering it is new and need human resources who are competent to perform its duties to develop railways all across Indonesia (figure 1.1). Having human resources who are competent and dedicated is an advantage for the Directorate General of Railway to develop and carry out its duties to meet the transportation needs of the community.

**Figure 1.1 Railway Service Demand**

Source: Rencana Induk Perkeretaapian Nasional, 2011

Currently, Directorate General of Railway is expanding its organization, because it aims to face the challenges of the future of the railways and to develop, maintain and strengthen the quality and effectiveness of the organization through human resource development. One indicator to see the effectiveness of the organization in developing its human resources is through employee satisfaction (Kreitner & Kinicki, 2007).



**Figure 1.2 Indonesian Railway Grand Strategy**

Source : Rencana Strategis Kementerian Perhubungan, 2010

Directorate General of Railways has never conducted a survey to determine the job satisfaction of its employees, so that it is presently not known whether the development of the organization has met the satisfaction of employees.

Job satisfaction is an object of research because a large impact for the development and progress of the company. Job satisfaction form positive behaviors (Judge & Illies, in Greenberg & Baron, 2008), increases work motivation (Kinicki, McKee-Ryan, Schriesheim & Carson in Kreitner & Kinicki, 2007), involving employees become more active (Brown in Kreitner & Kinicki, 2007), more productive and ultimately provide benefits or a major contribution to the firm (Judge & Illies, in Greenberg & Baron, 2008; Evans & Jackson, 2003). Employees who experience job satisfaction was reported capable improve the company's financial performance, although this increase its nature indirect (Kreitner & Knicki, 2007). The result of calculation by the company, such as Sears shows the relationship of job satisfaction on Revenue Company, meaning that job satisfaction can increase growth and profit company (Sopow, 2006). In addition, variables such as tardiness, turnover, and absenteeism can be reduced through increased job satisfaction employees (Kreitner & Kinicki, 2007; Bontis & Fitz-enz, 2002; Robbins, 1992).

According to some studies, employees who experienced dissatisfaction resulted in several negative consequences of attitudes toward work. The consequences of these negative attitudes is the high turnover and absenteeism (Hardy, Woods & Wall in Greenberg & Baron, 2008; Griffeth, Hom & Gaertner in Kreitner & Kinicki, 2007), resignation (Boswell, Boudreau & Tichy; Mitchell & Lee, Lee, Mitchell, Holtom, McDaniel & Hill, in Greenberg & Baron, 2008), physical injury (Barling, Kelloway & Iverson, in Greenberg & Baron, 2008), decrease in mental health (Blegen, in Kreitner & Kinicki, 2007), low levels of cooperation, attitude, easily bored, and low productivity to the emergence of a demonstration or strike (Ansari in Zhang, DeMichele & Connaughton, 2004).

Previous studies showed that the performance of employees affected by job satisfaction (Wiggins and Moody, 1983 on Spector, 1985), this becomes the basis for this research, to see relationship between employee behavior with their performance in the work environment, as we know many civil servants are not doing their job properly, one of which relates to discipline in work time (kompas.com, 2011; tribun jabar, 2011; manado today, 2010. From these

problems this research tried to find out level of job satisfaction within the Directorate General of Railway, to find out whether the lack of discipline is influenced by job satisfaction or not and whether the gender and working period of the employee affected the level of satisfaction.

### **1.2 Problem Findings**

Based on the job satisfaction in the Directorate General of Railway Ministry of Transportation this research is tried to find:

1. How is the general job satisfaction level in Indonesian Directorate General of Railways?
2. What are the dimensions that influence job satisfaction in Indonesian Directorate General of Railways?
3. Is there any significant difference in job satisfaction level based on gender and working periods?

### **1.3 Scope of Research**

The unit of analysis used to measure employee job satisfaction is Directorate General of Railway Ministry of Transportation. This research was conducted within particular time, cross-sectional study and a field of study because this study examines attitudes and behavior of humans in a natural environment.

The discussion of job satisfaction is a complex scope because it involves one's feelings towards the various dimensions that exist in job. Therefore, to narrow the discussion, dimensions measured is the pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, communication. The study also examines the extent to where significant differences in the level of employee satisfaction based on factors demographics of the nine dimensions of job satisfaction and job satisfaction in general.

## 1.4 Research Objectives

This research hope to give general information about job satisfaction in Directorate General of Railways, and the result can be used by the government to take the right action on problems they face to meet their employees needs and expectation. And government can easier to develop their human resources programs to increase the performance.

From information above this research objectives are:

1. Knowing the general job satisfaction level in Indonesian Directorate General of Railways.
2. Knowing the dimensions that influence job satisfaction in Indonesian Directorate General of Railways.
3. Knowing the level of job satisfaction based on gender and working period difference.

## 1.5 Systematic of Writing

This research consists of five chapters, where each chapter has its own emphasis as follows:

### Chapter 1: Introduction

This chapter contains background, problem findings, scope of research and the research objectives.

### Chapter 2: Basic Theory

This chapter contains the relevant theory used to do analyzed, calculation, and problem solving.

### Chapter 3: Research Methodology

This chapter consist of the research design, data collection, research scale and research measurement testing used in this research.



#### Chapter 4: Research Results Analysis

In this chapter all of the data that already being measured will be analyze and will be discussed.

#### Chapter 5: Conclusion and Suggestions

This chapter will summarize the result of this research and proposed some suggestion to the research object and also for the further research.



## CHAPTER 2

### BASIC THEORY

#### 2.1 Job Satisfaction Definition

Several studies have linked job satisfaction with one's own feelings in relation to the work environment. So one's feelings toward the job can certainly be regarded as a reflection of the attitude toward work.

Below will be given some definition of job satisfaction according to some researchers.

- Job satisfaction is any combination of psychological, physiological, and environment circumstances that cause a person truthfully say, 'I am satisfied with my job (Hoppock, 1935 in Spector, 1997).
- Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experiences (Locke, 1976 in Spector, 1997).
- Job satisfaction is affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1982 in Spector, 1997).
- Job satisfaction is simply how people feel about their jobs and different aspects of their jobs (Spector, 1997).
- Job satisfactions refer to an individual's general attitude toward her or his job (Westwood, 1992).
- Job satisfaction is one of the main independent factors that influence work performance of the worker in public, private and voluntary organizations. (Dharma, 2005).
- Job satisfaction is the way employees feel herself or her work (Wexley and Yukl, 1977).
- Job satisfaction is an effective response resulting from an evaluation of the work situation (Mottaz, 1988 in Spector, 1997)

## **2.2 Job Satisfaction Theory**

### **2.2.1 The Theory of Needs and Motivations**

People need motivation to work. All motivation comes from suspense when human needs are not met. Maslow's theory became the basis of empirical research of human behavior and attitude (Stone, 2005). Level of Maslow's hierarchy of needs consists of five needs a sequence from lowest to the needs of highest need, namely: physical needs, safety, social, ego, and self actualisation. In general, the lower needs must be met first before higher needs. However, other researchers found no support for this view. Maslow's theory is still assessing the security issues and a higher salary than non-economic issues such as the varieties of work. The difficulty of doing empirical research that supports the theory of Maslow as a hierarchy of five stages, some researchers tried to reformulate Maslow's theory in other ways. Alderfer classifying needs as the existence (food and clothing and shelter), social relationships (affiliation), and growth (Robbins, 1998). While McClelland proposed three motivation in the workplace: the need for achievement, need for power, and affiliation needs (Robbins, 1998).

### **2.2.2 Expectations Theory.**

Vroom (1964) proposes that job satisfaction is a function of the difference between what was expected with what is received from the job (Robbins, 1998). What is received is considered as the intrinsic value or tangible value. There are three variables that is called by Vroom, namely: the attractiveness of an outcome, the belief that the effort to push the performance, and expectations that encourage good performance achieving desired outcomes (Robbins, 1998). Associated with job satisfaction, a person shows what they want, perceived, expected, and accepted. Therefore, overall job satisfaction is determined by summing individual between what is acceptable with what is desirable (value), between what is acceptable with what is needed, and between what is acceptable with what is expected (Robbins, 1998).

### 2.2.3 Two Factor Theory.

Herzberg's theory of work motivation (1959) investigated the job satisfaction and human needs (Stone, 2005). The need is determined by the man himself, namely motion or instinct to avoid pain from the environment and all the moves learned to adapt to meet the needs of biology. Extrinsic or hygiene factors relating to the avoidance of dissatisfaction which includes salary, status, security, interpersonal relations, supervision, working conditions, policies and administration (Stone, 2005). A group of other needs relating to the individual's ability to achieve the needs. With the fulfillment of these needs, a person will experience psychological growth. The drive to meet the needs of growing out of job satisfaction in the work environment.

**Table 2.1 Hygiene Factors and Motivators at Workplace**

<b>Hygiene Factors (Dissatisfiers)</b>	<b>Motivators (Satisfiers)</b>
Salary	Achievement
Safety feelings	Recognition
Status	Responsibility
Working condition	Challenging Work (Work Itself)
Supervision	Advancement
Company Policy	Involvement
Coworkers	

### 2.3. Measurement of Job Satisfaction

Measurements of job satisfaction rating scale usually use the method, critical incidents, interviews and action tendencies. Rating scales are the most

common method of measurement used. Below is the most commonly used method for measure job satisfaction.

### **2.3.1 The Job Descriptive Index (JDI)**

The Job Descriptive Index (Smith, Kendall, & Hullin, 1969) has probably been the most popular facet scale among organizational researchers. It also may have been the most carefully developed and validated, as is well described in Smith's book. Many users of the scale have summed the five facet score into an overall score, although this practice is not recommended by Smith and her associates (Ironson, 1989 in Spector, 1997)

The scale assesses five facets are:

- Work
- Pay
- Promotion
- Supervision
- Coworkers.

### **2.3.2 The Minnesota Satisfaction Questionnaire (MSQ)**

The Minnesota Satisfaction Questionnaire (Weiss, 1967 in Spector, 1997) is another satisfaction scale that has been very popular among researchers. The MSQ comes in two forms, a 100-item long version and a 20-item short form. It covers 20 facets, many of which are more specific than most other satisfaction scales. The long form contains five items per facet, whereas the short form contains only one. Most researchers who use the short form combine all the items into a single total score, or compute extrinsic and intrinsic satisfaction subscales from subsets of items. Extrinsic satisfaction concerns aspects of work that have little to do with the task themselves and how people feel about the work they do. Subscales, which have better reliabilities than individual items, are generally preferred.

Twenty facets of Minnesota Satisfaction Questionnaire are:

- Activity
- Independence
- Variety
- Social status
- Supervision (human relations)
- Supervision (technical)
- Moral values
- Security
- Social services
- Authority
- Ability utilization
- Company policies and practices
- Compensation
- Advancement
- Responsibility
- Creativity
- Working conditions
- Coworkers
- Recognition
- Achievement

### **2.3.3 The Job Diagnostic Survey**

The Job Diagnostic survey (Hackman, 1975 in Spector, 1997) is an instrument that was developed to study the effects of job characteristics on people. It contains subscales to measure the nature of the job and job tasks, motivation, personality, psychological states (cognitions and feelings about job tasks), and reactions to the job. One of the reactions is job satisfaction. The JDS is discussed here as a facet measure because it covers several areas of job satisfaction which is:

- Growth
- Pay
- Security
- Social
- Supervisor
- General

The individuals subscales contain from two to five items each. The format for the facet items is a 7-point scale ranging from extremely dissatisfied to extremely satisfied. The format for the global satisfaction subscale is a seven point ranging from disagree strongly to agree strongl. Considering that its purpose was to study job characteristics, the JDS includes those facets that were most important for this purpose.

#### **2.3.4 The Job in General Scale (JIG)**

The Job in General Scale (Ironson, 1989) in Spector, 1997 was designed to assess overall job satisfaction rather than facets. Its format is the same as the JDI, and it contains 18 items. Each items is an adjective or short phrase about the job in general rather than a facet. The total score is a combination of all items. Ironson argue that overall job satisfaction is not the sum of individual facets and that it should be assessed with a general scale like the JIG.

As with the JDI, the JIG uses three response choices. For each item, respondents are asked if they agree (yes), aren't sure (?) or disagree (no). negatively item are reverse-scored, and the total score is the sum of the responses. The JIG would be a good choice for the assessment of overall job satisfaction when this is of interest rather than facets. Often, facet scales are used to assess general satisfaction by combining all of the individual facet scores.

#### **2.3.5 Michigan Organizational Assessment Questionnaire Subscale**

The Michigan Organizational Assessment Questionnaire contains a three-item overall satisfaction subscale (Cammann, 1979 in Spector, 1997). The scale is simple and short, which makes it ideal for use in questionnaires that contain many

scales. The authors report an internal consistency of .77, although subsequent studies have found higher reliabilities (Jex, 1992). The items of scale are:

- All in all I am satisfied with my job
- In general, I don't like my job
- In general, I like working here

For each item there are seven response choices:

- Strongly disagree
- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly agree

The responses are numbered from 1 to 7, respectively, but the second item is reverse-scored. The items are totaled to yield an overall job satisfaction score. Validity evidence for the scale is provided by research in which it has been correlated with many other work variables.

### **2.3.6 Job Satisfaction Survey (JSS)**

The Job Satisfaction Survey (Spector, 1997) assesses nine facets of job satisfaction, as well as overall satisfaction. The scale contains 36 items and uses a summated rating scale format. This format is the most popular for job satisfaction scales. The format of JSS makes it relatively easy to modify. Each of the nine facet subscales contains four items, and a total satisfaction score can be computed by combining all of the items.

Each of the items is a statement that is either favorable or unfavorable about an aspect of the job. The items are:



- Pay
- Promotion
- Supervision
- Fringe benefits
- Contingent rewards
- Operating condition
- Coworkers
- Nature of work
- Communication

Based on the information above about the Job Satisfaction Survey, it can be seen that Job Satisfaction Survey has the most numbers of dimension among the other survey. With the dimensions from job satisfaction survey, this research can gain more information related job satisfaction at Directorate General of Railway if it compared to other survey.

Job satisfaction survey is simpler if it compare to MSQ because JSS only contain 36 statements while MSQ contains 77 statements, and it is more specific if it compares to the short form of MSQ because MSQ short form contains 20 facets that not necessarily needed in this research.

JDI uses five facets that score to overall score, from this score JSS is better than the JDI because it uses nine facets. JIG is similar with the JDI and only contains three responses for each statement.

JDS only contains five dimensions and this dimension cannot represent the entire dimensions that consist in Directorate General of Railway. The Michigan OAQS is very short and only contain three subscale for overall satisfaction.

With all of this benefit compare to the other survey method, this research used this JSS to find the job satisfaction score in Directorate General of Railway Ministry of Transportation.

## **2.4 Job Satisfaction Survey Facets**

### **2.4.1 Pay**

Rewards is one form of compensation given to employees as a form of company reward for services rendered or work done. Rewards are considered as direct compensation, while others who are financially compensated indirectly called allowances (Mathis & Jackson, 2006). The majority of literature on motivation strongly support the idea that the benefits brought a significant impact on employee performance and ultimately lead to job satisfaction (Lawler, 1990; Gavin & Vinten, 2005). Not all studies describe benefits as the main source of job satisfaction (Essen, 2006; Elliot, 2007; Igalens & Roussel, 1999) but the benefits are considered as one of the key determinants of job satisfaction because of the functionality of money, a person can perform various transactions (Esen, 2006; Kickham, 2007). In addition, the benefit acts as a symbol of achievement and recognition of one's success. Power, prestige, status, and desire are psychological and emotional aspects of money. In Taylor's study (1911) when developing the concept of scientific management, shows that a large reward is concluded to be the best predictor of employee job satisfaction (Scott & Davis, 2007).

### **2.4.2 Promotion**

Promotion is the movement of the position of an individual to a higher position (Mondy & Noe, 2005). Promotions arise because of the initial desire to obtain a higher income, social status, psychological growth and greater responsibility. Promotion as an essential part of career development to create its own charm and challenging conditions to stay within the company and at the same time the individual will feel the strength were compared. Campaign provides an opportunity for someone to develop, obtain a stepping stone, morale and have a greater responsibility, and increased social status (Varhol, 2000). Therefore, according to DeVaro (2006) promotion scheme biased to the source of satisfaction and motivation to achieve higher performance (Booppanon, 2008). But, for the management, knowing what was regarded by employees has value is important so

that management is more easily offer promotions (Lawler, 2008). Most employees were pleased to get a promotion but at the same time, there is the possibility that other employees not selected to get a promotion. If your favorite candidate neglected group in the promotion process, which should have deserved a promotion, then the situation could lead to disappointment and resignation. Worse, if the employee realizes that the wrong people get a promotion then protest and anger are very likely to occur (Mondy & Noe, 2005).

### **2.4.3 Supervision**

Supervision related to the autonomy that is received by a person to take the decision to perform the work and also the technical ability or competence of superiors, including the willingness of employers to guide or delegate authority, justice, and job knowledge (Herberzg in Elliott, 2007). Spector (1997) explained that supervision provides an opportunity of input on policy matters and autonomy over work assignments that are charged. Spector (1985) also conducted a meta-analysis showing the autonomy to have an effect on employee job satisfaction. Supervision is a broad explanation of the style or model of harmony with management and employees. According to the Messiah (2005), the high quality of the relationship of employer contribution to employee job satisfaction. Employee satisfaction increases when employers pay attention to and support subordinates personally, have understanding and friendly attitude, respect for employee performance, and able to listen to employees (Mathis & Jackson, 2003; Vroom, 1990). Most employees want a pattern that has formed relationships with superiors and they will feel that their presence has meaning for others, that are needed both by the employees themselves and the employer or company (Yanovsky, 2002).

### **2.4.4 Fringe benefits**

The study of 600 workers by Tremblay & Balkin (2000) concluded that there is a clear distinction between satisfaction with the rewards and satisfaction with benefits. Benefits are additional income received from jobs that are not part

of salary as medical allowance, transport and others. Allowances can be just as important as salary, especially when given to the starting position with low wages (Merchant, 1988). Allowances are usually given as an attraction for employees in the company (Lawler, 1990). The payment is able to attract and retain the best employees for the development of the company (Tremblay, Sire & Balkin, 2000). Expected by the benefits, employee job satisfaction during the early period, and thereafter to maintain satisfaction, depending on the relationship they have with the direct supervisor (Kimbal & Nink, 2006). Some experts argue that it enjoys good employee relations with superiors is not enough to form employee morale. Therefore, it takes an integrated process between the various dimensions such as compensation, benefits, and relationships with employees (Frauenheim, 2006). At the time the company struggled as global economic competition, the more benefits can be contributed to or could also possibly contribute trimmed, meaning that in circumstances such as this explanation and the process becomes absolutely necessary (Frauenheim, 2006). Often the workers can not afford the costs such as health funds, insurance and others. In such situations, they will be motivated by extra effort to maintain performance and productivity, so get the same benefits.

#### **2.4.5 Contingent rewards**

Contingent rewards or the so called non-monetary rewards for employees is a gift from company in the form of recognition and praise, assignments with greater responsibility, and delegation of authority or greater freedom to act, or it could be a special job assignment from management because employees do their jobs well. The existence of rewards in the form of non-monetary company will increase job satisfaction and employee motivation (Lawler, 2003). The prize will be more leverage if known how large the benefits to employees. Therefore, each institution must examine the system of recognition and reward system so that it truly motivate institutional performance improvement, team performance and individual performance (Aplander & Lee, 1995).

#### **2.4.6 Operating Conditions**

The organization consists of procedures that describe the work process to be carried out by individuals and groups within the company. The company has a duty to maintain a safe working environment, which connect it with Maslow's basic theory of basic human needs for security and safety. The working conditions that include both rules and procedures that will help employees do the job correctly and consistently. According to Elliott (2007), working conditions are all factors which involve the physical working environment such as the amount of labor, and facilities to be able to do the job. In addition, working conditions are also included as part of the equipment, lighting, layout, ventilation, and general appearance of the employees work.

#### **2.4.7 Coworkers**

Opportunities to work with others and interact mendorong employees will work better. According to Simmons (2006), relationships with colleagues can create a huge difference in job satisfaction, namely the creation of quality of working life. Research with the same theme suggests that the better the relationship between co-workers, the greater the level of job satisfaction and higher quality relationship based on employment (Kalleberg & Mastekaasa in Franek, 2008). Relationships are built properly in the work environment influence the ability to make decisions, the weight of sharing information, and his solid support of the emotional ties individuals (Messiah, 2005). Coworkers can become the most rapid means to share information, such as sharing information about training and development opportunities, seek or offer advice on how to achieve the targets set by firm.

#### **2.4.8 Nature of Work**

This dimension relates to discuss the work directly influence employees' opinions and experiences on the job, it means about how the employee likes the

work. In addition, states concerning this dimension meant a job for the employee. View of employee attitudes associated with the pride of doing the work, or whether or not the employees enjoy the work they own. Some of the issues already discussed in the previous dimension that determines the rules and human relations. This dimension is more focused issue of how employees see and feel the job.

#### **2.4.9 Communication**

Communication is the management's ability to receive, transmit and act upon appropriate information for connecting between individuals, between groups within the organization and with the environment effectively (Gibson, Ivancevich, Donnelly, & Konopaske, 2006). In general, suitable and sustainable communication that can provide motivation for managers and employees, helping them overcome the various problems faced. According to Downs and Hazen (2005), elements of communication that includes the perspective of the organization in general, personal feedback, organizational integration, communication, supervision, communication climate, horizontal communication, media quality, and communication with employees is a very important element for motivation and job satisfaction (Booppanon, 2008). Communication is considered important because with these elements, allowing employee organizations to better recognize and encourage the achievement of organizational goals. However, the quality of these elements depends on the ability of interpersonal relationships of individuals effectively to convey information through a communication whether verbal or non verbal communication (Booppanon, 2008).

#### **2.5 Demography Factors and Job Satisfaction**

Several previous studies (Franek, 2008; Luchak & Gallartly, 2002; Tamie, 1996) states that there are significant differences in satisfaction levels based on demographic factors work against the dimensions of job satisfaction.

Research Franek (2008), for example, examine differences in satisfaction based demographic factors such as gender, age, education, job position, size organization and type of ownership of the organization on job satisfaction. Results research indicates some significant differences in levels of job satisfaction employees. First, research Franek (2008) showed that no significant differences in job satisfaction between women and men. Second, differences satisfaction levels based on the age factor, like "a small effect," and "Significant negative correlation." Third, Franek study also showed that the level of education have a significant influence on job satisfaction, although the relationship mentioned non-linear. Significant differences, which tested with a one-way analysis of variance with a post-hoc Tukey test (ANOVA) shows that job satisfaction based on education level increases gradually from employees with the level of elementary education to employees with higher education levels, "distance learning course at university." Then, an employee with higher education levels high, which is called "completed university," has decreased level of work satisfaction.

According to Franek, the results obtained are consistent with the results studies ever conducted in Britain, the United States and other countries Nordic. But still according to Franek, these differences seem caused by a specific distribution of age, the average age of employees of respondent with the level of secondary education and higher education levels are employee with a younger age than other age groups. It means that these age groups tend to have high levels of job satisfaction less satisfactory. Franek also explained that the level of satisfaction based on the exact age is less satisfactory because in his research indicated that the relationship of age with job satisfaction is negative correlation. Research Cadova-Horakova (2006), in the same country reported that job satisfaction increases in line with the high level of education (Franek, 2008). Because of these inconsistencies, according to Franek, this bias require further research and clarification. Fourth is the factor position. Research Franek (2008) showed significant differences in the level of job satisfaction among employee with the position of manager / employee with supervisory responsibility and non-manager/supervisory position of responsibility. The significance of differences

was tested based on the t-test showed that the level of employee job satisfaction manager level higher than the level of employee satisfaction with the level of responsibility of non-manager / supervisory dimension in the majority job satisfaction. This finding is consistent with the results of studies that have been done before, like in Britain, the United States and other countries Nordic, included in the study conducted by Cadova-Horakova in the Czech countries (2006, in Franek, 2008).

### **2.5.1 Gender**

Some studies show no significant relationship between gender and job satisfaction (Campbell, 2009; Franek & Vecera, 2008; Barrett in Rethors, 2008; Chaerany, 2000; Brief & Oliver, Brief, Rose & Aldag, D'Arcy, Syrotuik & Siiddique , Goh & Low, Shapiro & Stern, in Yu-Ching, 2004). But research conducted periodically show that there are gender differences in the dimensions of job satisfaction (Esen, 2006). The results showed that women find more important dimension of job satisfaction compared with men. Women, for example, co-workers assume the dimensions are more important than other dimensions (Esen, 2006). In the communication dimension, indicated that women and men perform different communication (Kreitner & Kinicki, 2007). Research Luchak and Gellartly (2002) showed that age was not related significantly to job satisfaction but in fact there are significant differences in gender ie women are more satisfied than men. Research in Australia shows that women more happy or satisfied than men (Long, 2005). The same invention shown in the consolidated results of research conducted in Britain and the United States (Bender; Gaziouglu in Osman, 2007).

### **2.5.2 Age**

Several studies have shown a negative relationship between age and job satisfaction (Ganzach, 1998; Research Training & Development in Gonzalez, 2008; Luchak & Gellartly 2002) or only found little effect korelasinegatif (Franek & Vecera, 2008). But according to Spector (1997), research shows that age and



satisfaction have a relationship but the relationship is unclear. Several other studies have shown a positive relationship between age on job satisfaction (Gavin & Vinten, 2005; Rhodes in Kreitner & Kinicki, 2007). Research Sloane and Ward (2001) of five universities in Scotland studied job satisfaction using the factor of age and gender. Research shows that certain age groups showed significant differences in job satisfaction, namely the age of 36 years had a significant difference on job satisfaction among women and men. Employees with different ages have different levels of job satisfaction to the benefits offered by the company.

### **2.5.3 Educational Background**

In this study the relationship of job satisfaction on educational status is known that high levels of education not by itself bring job satisfaction. Some studies even show that there is no significant relationship between levels of formal education and job satisfaction (Quinn; Zaring; DeSantis & Durst in Gonzalez, 2008). Research in the Nordic countries show that the higher the education level of employees then there is the tendency of the higher level of employee satisfaction (Eskildsen, Kristensen, Weslund, 2004; Cadova-Horakova in Franek, 2008). A study conducted by Franek and Vecera (2008) in Czech countries shows that the higher one's education up to a certain level before college education, the higher the level of work satisfaction. Furthermore, employees with college education are even lower levels of work satisfaction than employees with lower levels of education in colleges of education (Franek & Cevera, 2008). Other studies have shown that when a job is challenging for employees and requires adequate education to finish the job satisfaction by itself increased (Ganzach, 1998). Conversely, job satisfaction and intelligence or education to be negatively associated when the complexity of the job is monotonous (Ganzach, 1998).

### **2.5.4 Working Period**

Experience or length of one's work affect the level of job satisfaction (Rashed in Chen, 2005). In a research note that a leader with longer work

experience were more satisfied in the scope of work, wages and supervision. Other studies have shown that the period of employment actually contributed negatively to job satisfaction. Someone who worked longer in the same job will be disappointed with the rewards they receive. This may occur because companies do not meet the demand for rewards or contextual demands (Bilgic, 1998). Nevertheless, Bedeian (in Chen, 2005) found a positive relationship between years of service in employment, promotion and other dimensions of job satisfaction. Working period affecting job satisfaction on different dimensions (Esen, 2006). Employees with years of service less than 2 years and 6-10 years working period mentioned compensation as the most important dimension to their overall job satisfaction, while employees with years of service 3-5 years and 11-15 years old, became the most important benefits. For employees with working lives of more than 16 years, medical benefits are the most important dimensions that contribute to job satisfaction (Esen, 2006).

#### **2.5.5 Working Position**

According to Rashed in management positions have a significant difference to all the scope of satisfaction (Chen, 2005). The higher one's positions, the higher the level of work satisfaction. The result of the same study showed that the higher positions higher employee job satisfaction (Franek & Cevera, 2008; Howard & Frink, Relly, Brett & Stroh, Skaret & Brüning in Chen, 2005). Perhaps, through high positions, someone receives a variety of means or facilities, and by itself meets the various needs and in turn create job satisfaction.

#### **2.5.6 Marital Status**

When someone in the company's status has been married then carried on its own responsibility is also getting bigger. With that responsibility, someone has a better attitude and appreciate the time and opportunity to finally assume that the work was important (Robbins, 1998). Based on several studies (Bersoff & Crosby, Tait, Padgett, Baldwin in Yu-Ching, 2004) found that employees who are married are more satisfied in their profession compared with employees who are still single or divorced status. Furthermore, employees with status has been

married: rarely absent from work, not quickly change jobs, and more satisfied with their work than employees who have unmarried status (Austrom, Baldwin & Macy in Chaerany, 2000). In the study Chaerany (2000) on 100 respondents in Jakarta bank employee was found that there was no significant difference between the two status, but a significant difference lies precisely in their attitude to use the opportunity to develop skills and knowledge. From these studies also found that employees with a status of married tend to have a positive attitude towards aspects of supervision, coworkers and her job than employees with unmarried status (Chaerany, 2000).

### **2.5.7 Number of Dependents**

Many studies do research on demographic factors like gender, age, education level, position title, years of service, and marital status but few examine the contribution factor of the number of dependents on job satisfaction. Research Johnson (2009) showed that respondents with or without dependent family members, had no significant difference in the level of job satisfaction on job satisfaction and to fund their company-provided benefits.

## **2.6 Previous Studies on Job Satisfaction**

### **2.6.1 In Western Countries**

There were many studies in western countries that used Job Satisfaction Survey. Some of them were study done by Franek (2008) in Nordic Country which found that there were no significant difference between gender and job satisfaction. Research done by Chen (2005) in Taiwan found that working period had significant difference with job satisfaction, while study by Esen (2006) in America found employees with longer working period were more satisfied than those with shorter working period,

### **2.6.2 In Indonesia**

In Indonesia, some studies also did job satisfaction survey. For example Chaerany (2000) at bank industry found that gender had no significant difference with job satisfaction in banking industry, while Sihombing (2009) found gender

had no significant difference with job satisfaction in cosmetic industry but working period had significant difference with job satisfaction



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Research Design

The study focused on job satisfaction perceived by employees. The approach used is descriptive research, namely cross-sectional study through a survey method analytical. Cross sectional study is a design research done by gathering as much information as one of the samples obtained from elements of the population (Maholtra, 2007).

#### 3.2 Research Variables

In this research there are two variables, the independent variables and dependent variable. Independent variables are gather from the nine dimension of job satisfaction survey and it consist of 36 variables. Independent variables are use to find the score of job satisfaction for each dimension in job satisfaction survey.

Dependent variable is consist of one variable that gather from the statement number 44 from the questionnaire. This dependent variable use to find the general job satisfaction level at Directorate General of Railway

#### 3.3 Data Collection

This research use questionnaires to obtain the primary data and study of litarature as the secondary data. To obtain primary data, then a survey conducted to employees of Directorate General of Railway Ministry of Transportation, located in Ministry of Transportation head office, Central Jakarta. It is expected that these data provide specific information needed in research (Maholtra, 2007). Collection methods used were self-administered survey, the survey asked respondents to fill out their own questionnaire (Aaker, Kumar, & Day, 2004). Data collection was performed at a centralized location in Directorate General of Railway Ministry of Transportation head office. To fill out this questionnaire,

respondents expected to spend about 10-15 minutes. Implementation and supervision carried out by the secretariat and the HRD department. In addition, each respondent was told about the confidentiality of any information disclosed in the questionnaire sheet.

Employees get questionnaire distributed by the HRD & GA department. Top approval by the Director General of Railway Ministry of Transportation, researchers cooperate with the secretariat and the HRD & GA Directorate General of Railway Ministry of Transportation head office, to collect the required data.

### **3.4 Research Instrument**

Questionnaire design is very important in research because its design can have significant effects on the results of the study (Maholtra, 2007). The research instrument used is Job Satisfaction Survey (JSS) developed by Spector (1997) which is claimed as a survey instrument which covers the most overall job satisfaction dimensions.

Job Satisfaction Survey (JSS) developed by Spector (1985) is an appropriate tool for measure of job satisfaction. It is believed that the JSS that has been used in 29 previous studies (N = 3690) provide strong evidence of the relationship between dimensions of job satisfaction. Spector (1997) believes that there are tests that previously could not explain the overall employee satisfaction to the scope of human resource.

That means that the previous survey did not cover all dimensions job satisfaction, although the survey is said to be very popular and often used (Spector, 1997). Results of a survey designed by Spector, JSS consisted of nine dimensions outlined in 36 statements. The survey tested the dimensions which could affect employees' job satisfaction and accurately able to examine employee perceptions and attitudes variables (Spector, 1997).

The first part, explain the identity of the researcher, research objectives, call participation of respondents in order to provide the required information. Second part is the nine demographic factors that will be selected by respondents.

Nine demographic factor is the gender of respondents, which consisted of men and women. Second, the age factor, which is distinguished in the age group under 25 years to 60 years, coded into five categories. The third demographic factor is levels of education, which are sorted from primary education level to doctoral degree.

Working periods at Ministry of Transportation and working periods at Directorate General of Railway of respondents coded into eight category, the working period of less than 1 years to over 30 years. Respondents who complete the survey consisted of various directorate such as directorate of infrastructure (direktorat prasarana), directorate of safety (direktorat keselamatan), directorate of vehicle (direktorat sarana), directorate of traffic and transportation of railway (direktorat lalu lintas kereta api) and sekretariat directorate of railway (sekretariat direktorat jenderal).

Positions consisting of five categories which is director general, director, vice director, section head and staff. The survey also included data respondents related to marital status that consists of three states namely Not Married, Marriage, and Ever Married. The last demographic factor is asking respondents number of dependents.

The third part is the nine dimensions of job satisfaction and job satisfaction in general. Each dimension consists of four statements that describe total of 36 points statement. Statement of the 37<sup>th</sup> until 45<sup>th</sup> asked satisfaction employees in general for each dimension. These statements are used to measure of job satisfaction based on nine dimensions, pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication.

The fourth part is the concluding section. On this section respondents were asked to write comments or suggestions regarding job satisfaction they want to express.

Each dimension of job satisfaction had a score of 1 to 6. The first dimension is the dimension of pay, which consists of four statements, namely: (1)

I feel I am being a fair amount for the work I do; (10R) Raises are too few and far between; (19r) I feel unappreciated by the organization when I think about what they pay me; (28) I feel satisfied with my chances for salary increases.

The second dimension is the dimension of the promotion, which consists of four statements, namely: (2r) There is really too little promotion on my job; (11) Those who do well on the job stand a fair chance of being promoted; (20) People get ahead as fast here as they do in other places; (33) I am satisfied with my chances for promotion.

The third dimension is the dimension of supervision, namely: (3) My supervisor is quite competent in doing his-her job; (12R) My supervisor is unfair to me; (21r) My supervisor shows too little interest in the feelings of subordinates; (30) I like my supervisor.

The fourth dimension is the dimension of fringe benefits, namely: (4R) I am not satisfied with the benefits I receive; (13) We receive the benefits are as good as most other organizations offer; (22) The benefits package we have is equitable; (29r) There are benefits we do not have the which we should have.

The fifth dimension is the dimension of the contingent rewards, namely: (5) When I do a good job, I receive the recognition for it that I should receive; (14R) I do not feel that the work I do is appreciated; (23r) There are few rewards for those who's work here; (32r) I do not feel my efforts are rewarded the way they should be.

The sixth dimension is the dimension of operating conditions. This dimension consists of four statements, namely: (6R) Many of our rules and procedures make doing a good job difficulty; (15) My efforts to do a good job are seldom blocked by red tape; (24r) I have too much to do at work; (31r) I have too much paperwork.

The seventh dimension is the dimension of coworkers, namely: (7) I like the people I work with; (16r) I find I have to work harder at my job because of the



in-competence of people I work with; (25) I enjoy my coworkers; (34r) There is too much bickering and fighting at work.

The eighth dimension, the dimension of nature of work, consists of four statements: (8R) Sometimes I feel my job is Meaningless; (17) I like doing Things I do at work; (27) I feel a sense of pride in doing my job; (35) My job is enjoyable.

The ninth dimension is the dimension of communication, namely: (9) Communications seem good within this organization; (18r) The goals of this organization are not clear to me; (26r) I often feel that I do not know what is going on with the organization; (36r) Work assignments are not fully explained.

From the 36 statements, half of which were written in the form of positive and half is written in the negative form, which are marked with the letter **r** (reverse). The results summary can be seen in table 3.1. A statement prepared in negative shapes calculated with the score upside down. Score four showing strongly agree in the negative form is equivalent to a score of 1 for strongly agree that represent disagreement in a positive form. This method possible total score combined so that the statement has meaning (Spector, 1997).

**Table 3.1 Job Satisfaction Survey Scoring Number**

<b>Dimension Sub</b>	<b>Dimension</b>
Pay	1, 10r, 19r, 28
Promotion	2r, 11, 20, 33
Supervision	3, 12r, 21r, 30
Fringe Benefits	4r, 13, 22, 29r
Contingent Rewards	5, 14r, 23r, 32r
Operating Conditions	6r, 15, 24r, 31r
Coworkers	7, 16r, 25, 34r
Nature of Work	8r, 17, 27, 35
Communication	9, 18r, 26r, 36r

Source: Spector (1997)

Each respondent's answer on the 4 statement from each dimension, if added up can have a minimum score of 1 to score the maximum 24. From the 36 statements, totaling a score which can be obtained a minimum score of 36 up to a maximum score of 216.

Initially, the Job Satisfaction Survey (JSS) is designed for organizations that character of services, public and non-profit but even so, according to Spector himself, JSS can also be used for all types of organizations. For Directorate General of Railway Ministry of Transportation research interests in Indonesia, then the questionnaire was translated into Indonesian and were checked by the thesis counsellor.

### 3.5 Measurement Scale

Likert Scale is a measurement scale used in the questionnaire. Likert Scale require respondents to identify the degree of agree or not agrees with a variety of statements related to behaviors or object (Maholtra, 2007). In this scale, the numbers used to make ranked object and demonstrate the value of the dimension measured.

**Table 3.2 Likert 6-Point Scale**

Likert Scale Point	Description
1	Strongly Disagree
2	Disagree
3	Somewhat Disagree
4	Somewhat Agree
5	Agree
6	Strongly Agree

Source: Spector, 1997

### 3.6 Sampling Method

Target study population are employees of Directorate General of Railway Ministry of Transportation. The samples used in this study included in this type of non-probability sampling refers to all the population has equal opportunities.

The non-probability sampling use in this research is simple stage non-probability with method haphazard sampling, this research use this technique

because the selection of sample is based on the HRD who distributed the questionnaires.

### **3.7 Research Measurement Testing**

#### **3.7.1 Validity and Reliability Test**

Validity test is a development that shows the difference of the score scale observations could reflect real differences between objects the characteristics measured (Maholtra, 2007). Reliability test is a development that indicates that a scale will issue consistent results if the measurement is done repeatedly (Maholtra, 2007).

##### **3.7.1.1 Validity**

In 1985, Spector conduct research studies that prove and support the JSS dimensions of job satisfaction in comparison with the scale differently to the same employee. Before the Job Satisfaction Survey (JSS) made by Spector, two other surveys, namely Job descriptive index (JDI) and Minnesota Satisfaction Questionnaires (MSQ) is a satisfaction scale work the most valid and most popular, used by researchers job satisfaction. Both the survey, showing the dimensions correlated well, particularly on five dimensions: pay, promotion, supervision, coworkers, nature of work.

The correlation between the dimensions of the equivalent show the value of 0.61 to 0.80 (Spector, 1985, 1997). In some studies, conducted with the instrument validity test see Corrected Item - Total Correlation using SPSS for. If the Corrected Item - Total Correlation  $>0.2$ , then the item statement is considered valid (Santoso, 2001). Another validity test is also frequently used factor analysis. For Research in Directorate General of Railway Ministry of Transportation, the researchers used a test based validatas factor analysis. Factor analysis is a procedure that aims perform dimension reduction in SPSS in order to form a factor to replace a number of specific variables (Maholtra, 2007). Examination conducted on all variables. If a variable tends to groups and formed a factor, then these variables have a fairly high correlation with other variables. But if these

variables has a weak correlation with other variables, it will likely not clustered in certain factors (Santoso, 2001).

Validity test is done through the following stages. First, based on the Kaiser-Meyer-Olki Measure of Sampling Adequacy (KMO). KMO analysis to test the adequacy of research that should coefficient meet the requirements above 0.5 and the significant level should be under 0.05. Second, the Anti-Image Matrices test whether a variable worthy of analysis or do not have to comply with the provisions of the percentage above 0.5. Third, Communalities as a tool to measure the percentage of variants have variable meet the requirement that a percentage value greater than 0.5. Fourth, Total Cumulative Variance Explained must have a percentage above 60%. Fifth, Component Matrix number of variables must be eligible approaching 0.7. Validity of test results based on factor analysis, the obtained statement valid and invalid (Santoso, 2011).

Dimension of pay has four statements, from the validity test it is known that all of the four statement is in the valid area, this means that all of the employee know what is these statements means. In four statement in dimension of promotion one statement is not valid, this statement is (2) There is really too little chance for promotion on my job, this which explain whether the employee know what should they do in their job, maybe not all the employee feels they know what to do at their workplace.

From the factor analysis conducted for dimension of supervision it is known that one statement in not valid that statement is (30) I like my supervisor. This statement maybe make the respondent feel unsure with the question and make their answer not represent the actual feelings. In the dimension fringe benefits after the factor analysis conduct one statement is not valid (22) The benefit package we have is equitable.

The next dimension that all the statement include in the analysis is dimension of contingent rewards because all of the statement is valid. But in the dimension of operation one statement is not valid that statement is (15) My efforts to do a good job are seldom blocked by red tape. As we know, Governmental

institution is a bureaucratic institution and maybe some of the employees do not like this situation while the others like.

Three out of four statement in the dimension of coworkers exceed the significant score, only one dimension not include in the analysis this dimension (34) There is too much bickering and fighting at work. This also happened in the dimensions of nature of job and communication those statement that not include in analysis are (8) I sometimes feel my job is meaningless and (26) I often feel that I do not know what is going on with the organization.

The last dimension in validity test is the general satisfaction. Two statements are not valid those statement are statement regarding nature of work and coworker. Table 4.3 showed the summary of all the statements before and after the factor analysis.

**Table 3.3 Research Instrument Summaries in Directorate General of Railway**

Dimension	Before Factor Analysis	After Factor Analysis	Statements Not Include
Pay	4	4	0
Promotion	4	3	1
Supervision	4	3	1
Fringe Benefits	4	3	1
Contingent Rewards	4	4	0
Operation	4	3	1
Coworker	4	3	1
Nature of Work	4	3	1
Communication	4	3	1
General	9	7	2
Total	45	36	9

Source: Reprocessed Data

Complete data can be seen at appendix 2 until appendix 10, pages A-8 until page A-25.

### 3.7.1.2 Reliability

Job Satisfaction Survey (JSS) was originally developed because of the changes in the human resource needs. JSS instrument has been used in 115 studies and total sample size of 30,000 (Spector, 1985). Reliability test conducted to measure the consistency of an instrument, so that instruments are protected from bias. To test the reliability of the questionnaire done by looking at the coefficient alpha or Cronbach's alpha using SPSS. Minimum requirements specified by the coefficient alpha Nunnally is 0.50. Throughout the alpha coefficient is close to the minimum requirements 0.40, then the research instruments can still be used for research analysis (Foster, 1999, Kim & Mueller, 1978)

**Table 3.4 Cronbach's Alpha Reliability Test in Directorate General of Railway**

Dimension	Cronbach's
Pay	0.6745
Promotion	0.5345
Supervision	0.5895
Fringe Benefits	0.5719
Contingent	0.6777
Operating	0.4784
Coworkers	0.5616
Nature of Work	0.7685
Communication	0.6694
Overall	0.8923

Source: Reprocessed Data

Complete data can be seen at appendix 2 until appendix 10, pages A-8 until page A-25.

Table 3.4 showed cronbach's alpha at Directorate General of Railway Ministry of Transportation, all of the dimensions exceed the minimum requirements alpha 0.40 this mean that all of the dimension can be used for research analysis.

### **3.8 Data Analysis Method**

After the job satisfaction survey data collected, the data were coded, entered and analyzed using SPSS procedure. After doing the coding, the data is entered in the data analysis process.

#### **3.8.1 Descriptive Analysis**

Descriptive analysis done to see how far the level of employee satisfaction Directorate General of Railway Ministry of Transportation Through the average mean score, this study shows the average employee satisfaction as the dimensions of job satisfaction, as average satisfaction for pay, promotion, supervision, etc.. Options statement using 6 point Likert scale, namely a scale of 1 (strongly disagree), 2 (disagree), 3 (somewhat disagree), 4 (somewhat agree), 5 (agree) and 6 (strongly agree). Furthermore, Spector classified mean score averages into three groups, 1-2 is in the category of satisfied, 2-4 is in the category of ambivalent and 4-6 is in the category of satisfied (Spector, 1994).

#### **3.8.2 Multiple Regression Analysis**

Regression analysis consists of several models, such as simple linear regression, multiple linear regressions, and dummy variable regression (Maholtra, 2007). Analysis regression used in this study is multiple regression analysis. Multiple regression analysis is a regression for a variable more than one independent variables (Santoso & Tjiptono, 2001; Maholtra, 2007). The purpose of multiple regression is to find a regression model that most appropriate to describe the factors associated with dependent variable (Maholtra, 2007; Aaker, Kumar, & Day, 2004). In principle, multiple regression model can serve as a prediction tool, such as predicting the value of the dependent variable using information on one or several independent variables. In addition, multiple regression serves as a means of association, which quantify the relationship one or several independent variables with a dependent variable. With these functions, it would identify independent variables which associated with the dependent variable. From this analysis it can be seen where the most dominant variable affect the dependent variable, which indicated the value of regression coefficient b

which have been standardized, namely the value of beta. In this study, multiple regression analysis conducted to determine the relationship between the level of each dimension on job satisfaction.

### **3.8.3 T-Test and Anova**

T-test conducted to determine whether there are differences in employee's job satisfaction levels with demographic factors, such as the gender factor. In this T test data analyzed by SPSS using the independent sample T test. While one-way ANOVA (ANOVA) was used to test differences in the level of employee satisfaction with demographic factors on dimensions and job satisfaction in general with more than 2 variants, for example test factor of working periods.

## **3.9 Research Object**

### **3.9.1 Ministry of Transportation**

The geographic condition of Indonesia which comprises 17.500 island stretching from Sabang to Merauke with the population of more than 230 million has posed transport as a heart of national development has been capable of supporting the mobility of people, equitable distribution of goods and services throughout the country and provided accessibility in the village, border, isolated region and accelerated the region development.

Transport development which consist of land, railway, sea, air and its supporting has generally reduced the inter-regional disparity, opened the trade opportunity and increased the social welfare. Since the beginning of the first Five-Year Development in 1969, development of transport means and infrastructures has always gained big share of development fund allocation from the state budget. Along with that, public and private participation continuously increased together with the government to meet the increasing demand of people in transport service.

Aware of how big challenge from the side of geographic and demographic and how heavy resulted from the economic crisis in the era of reformation the



Government of Republic of Indonesia pays big attention in transport sector, strives hard to do the best as optimal as possible.

### 3.9.2 Vision and Mission of The Ministry of Transportation

With the vision of “Realization of the implementation of a reliable transport service, competitive and provide value-added” (*Terwujudnya penyelenggaraan pelayanan perhubungan yang handal, berdaya saing dan memberikan nilai tambah*), the mission of the Ministry of Transportation is described to four main tasks:

- Maintaining the level of service facilities and communications facilities (*Mempertahankan tingkat jasa pelayanan sarana dan prasarana perhubungan*);
- Implementing consolidation through restructuring and reform in the field of transportation infrastructure (*Melaksanakan konsolidasi melalui restrukturisasi dan reformasi di bidang sarana dan prasarana perhubungan*);
- Increasing community access to transportation services (*Meningkatkan aksesibilitas masyarakat terhadap pelayanan jasa perhubungan*);
- Improving the quality of communications services that are reliable and provide added value (*Meningkatkan kualitas pelayanan jasa perhubungan yang handal dan memberikan nilai tambah*).

### 3.9.3 Directorate General of Railway

The long journey of railways in Indonesia starting from 1840 the Dutch colonial era up to now 2010. Infrastructure that operate more and more down the number and quality and unprecedented effort to modernize. This causes a significant decrease in the role of these modes in the context of the implementation of national transportation. Yet in terms of energy efficiency and low pollutant (carbon) is produced, the railway mode is superior compared with other modes. This means that if properly organized and precise, these modes must

be able to become the leading transportation modes, particularly as forming the framework or the main cross-national transportation.

Historically the organization of the railway starts from the time of the Dutch East Indies colonial government (1840-1942), then continued in the Japanese colonial period (1942 - 1945) and after that held by the Government of Indonesia (1945 - present). In the post-Proclamation of Independence (1945-1949) after the establishment of Railway Departmental Agency of the Republic of Indonesia (DKARI) on September 28, 1945 there are several private railway companies incorporated in the SS / VS (Staatsspoorwagen / Vereniging Spoorwagenbedrijf or the combined company and private railways Netherlands), which is on the island of Java and DSM (Spoorweg Deli Maatschappij) in North Sumatra, still wants to operate in Indonesia.

Under the 1945 Constitution article 33 paragraph (2), rail transport is categorized as a branch of production is important for countries that control the lives of many people, therefore the exploitation of railway should be controlled by the state. Then on January 1, 1950 established Departmental Agency Railway (DKA) which is a combination DKARI and SS / VS. On May 25, 1963 DKA status changes to the State Railway Company (PNKA) under PP. 22 of 1963. In 1971 under PP. 61 of 1971 transfer of a business form a company PNKA Jawatan Kereta Api (PJKA). Later in the year 1990 under PP. 57 years 1990, PJKA switch form a Railway Public Corporation (Perumka), and the last in 1998 under PP. 12 of 1998, Perumka shift shape into PT KA (Persero).

In the course of PT. KA (Persero) in order to provide better service on commuter rail transportation, has used the means Rail Electric Trains in the area of Jakarta, Bogor, Depok, Tangerang (Serpong) and Bekasi (Greater Jakarta) and non-exploitation in the field of passenger transportation business to form a subsidiary PT. Commuter rail company based on Presidential Instruction No Greater Jakarta. 5 years, 2008 and letter No State Enterprises. S-653/MBU/2008 August 12, 2008.

From the history of institutional transformation, can be extracted that the operation of the railway starts from the private sector (in Dutch), the nationalization of the republic, state enterprises (SOEs), and now with the

regulations that encourage private sector involvement in the operation of infrastructure (Presidential Decree No. 67 of 2005), directed railways to be held by the private sector. From the builder, the chronological formation of institutional regulators railways began with the issuance of Decree of the Minister of Transportation No. 58/1996 concerning changes in the Directorate General of Land Transportation, where one of the Directorates underneath it is the Directorate of Traffic and Road Transportation Rail.

Furthermore, Minister of Transportation Decree No. 24/2001 concerning changes in the Directorate General of Land Transportation, agreed to amend the name of the Directorate of Traffic and Transportation Directorate of Railway to Railway. Next based on Presidential Regulation No. 10/2005 regarding Organization Unit and Task of Echelon I (one), in Article 27 establish the Directorate General of Railways to be one echelon of the organization under the Ministry of Transportation who will take care of railway development in Indonesia.

Directorate General of Railway duty and function:

Duty

Formulate and implement policies and technical standardization in the field of railways.

Function

- Prepare the formulation of the Department of Transportation in the field of traffic and railway transportation, technical infrastructure, safety and technique of railway facilities
- Implementation of policies in the field of traffic and railway transportation, technical infrastructure, safety and engineering facilities train;
- Preparation of standards, norms, guidelines, criteria and procedures on traffic and railway transportation, technical infrastructure, safety and technique of railway facilities;
- Providing technical guidance and evaluation in the field of railways;

- Implementation of the administration of the Directorate General of Railways.

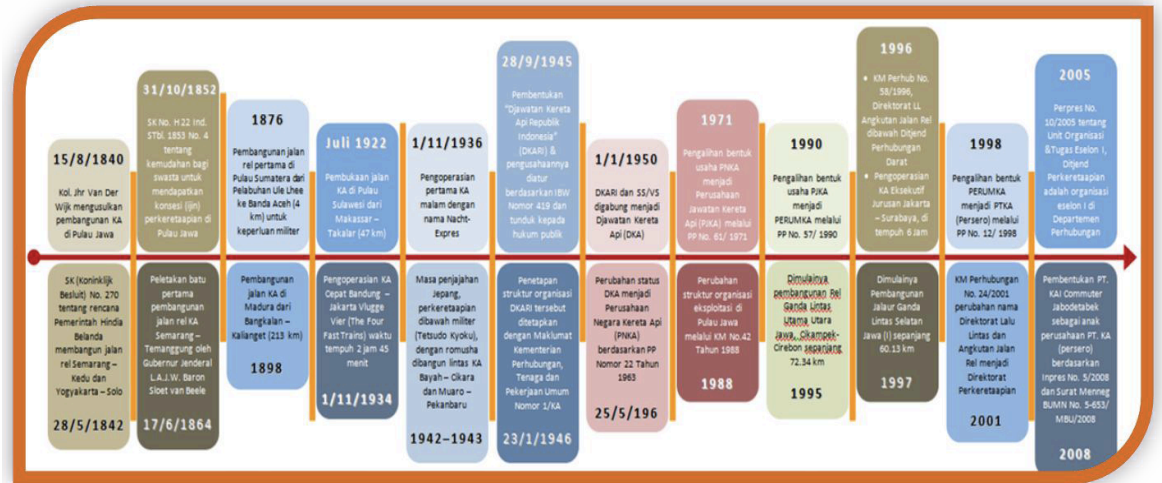


Figure 3.1 Railway Histories in Indonesia

Source : Rencana Induk Perkeretaapian Nasional (2011)

### 3.9.4 Organizational Charts

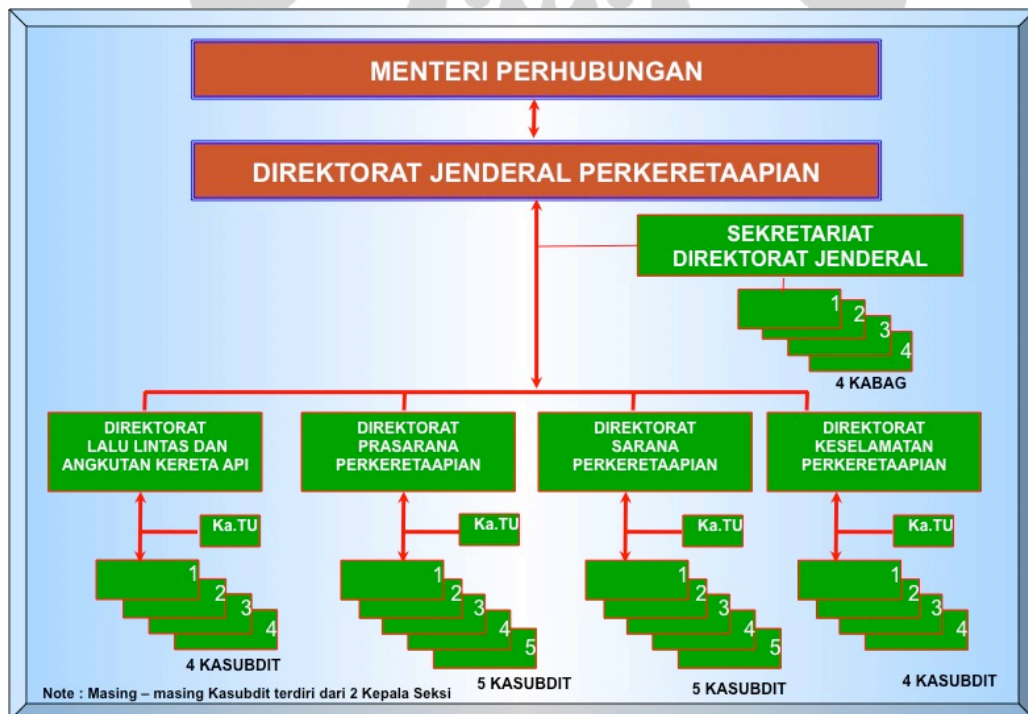


Figure 3.2 Directorate General of Railway Organizational Charts

Source: Reprocessed Data

## CHAPTER 4

### RESEARCH RESULT ANALYSIS

#### 4.1 Research Subject

##### 4.1.1 Respondent Data

Data analysis for this research was obtained from questionnaires by respondents in Directorate General of Railway Ministry of Transportation, conducted in April to May 2011. Furthermore, the data was analyzed using program Statistical Package for Service Solution (SPSS) as described in the procedures described in the previous chapter.

##### 4.1.2 Respondent Description

Total population of Directorate General of Railway Ministry of Transportation employees in Jakarta head office is 458 people. From 458 people, 100 employees received a questionnaire which was distributed by the HRD. Questionnaires returned were 82 sets or level of response rate was 82%. Out of the 82 questionnaires, all of them can be used or 100% can be processed

Table 4.2 showed the general profile of the respondents based on demographic factor which consists of sex, age, education taken, years of service at Ministry of Transportation, years of service at Directorate General of Railway, directorate/division, job position, marital status, and the number of dependents by the respondents.

**Table 4.1 General Respondent Overview**

No.	Demographic Factors	Description	Frequency	Percentage
1.	Gender	Female	31	37.80%
		Male	51	62.20%
2.	Age	<25 Years	20	24.40%
		25-34 Years	53	64.60%
		35-44 Years	4	4.90%

**Table 4.1** (continued)

No.	Demographic Factors	Description	Frequency	Percentage
		45-55 Years	5	6.10%
3.	Education	High school	1	1.20%
		Diploma	16	19.50%
		Bachelor	55	67.10%
		Master	10	12.20%
4.	Years at Ministry of Transportation	1-2 Years	63	76.80%
		2-5 Years	7	8.60%
		5-10 Years	5	6.10%
		10-15 Years	2	2.40%
		15-20 Years	3	3.70%
		20-25 Years	1	1.20%
		25-30 Years	1	1.20%
5.	Years at Directorate General of Railway	1-2 Years	63	76.80%
		2-5 Years	8	9.80%
		5-10 Years	11	13.40%
6.	Directorate	SetDitJen	28	34.10%
		LLAKA	10	12.20%
		Prasarana	24	29.30%
		Sarana	12	14.60%
		Keselamatan	8	9.80%
7.	Position	Staff	73	89%
		Supervisor	9	11%
8.	Marital	Single	45	54.90%
		Married	37	45.10%
9.	Number of Dependents	0	52	63.40%
		1	7	8.60%
		2	16	19.50%
		3	6	7.30%
		>4	1	1.20%

Source: Reprocessed Data

Out of 82 respondent, percentage of male amounted to 62.2% and females 37.8% (Table 4.1 No. 1). The age of most respondents was from the age group 25-

34 years (64.60%), then successively age group less than 25 years (24.40%), 45-55 years age group amounted to 6.10%, and 35-44 years age group 4.90%

The third demographic factor was education factor. Respondents with High School graduate was one person or 1.20% of the total respondents, respondents with Bachelor degree was the highest in this demographic factor level of 67.10% with the number of 55, respondents with Master degree is 10 people, amounting to 12.10%(Table 4.1 No. 3).

For the period of employment at Ministry of Transportation, the majority of respondents has been working between 1-2 years (76.80%), second is the respondent with 2-5 years old (8.60%). Respondents with a period of 5-10 years were 6.10% and 10-15 years of service was 2.40%. Respondents with a period 15-20 years of work by 3.70% and the smallest number was the years of work 20-25 and 25-30 only 1 person each at 1.20% (Table 4.1 No. 4).

The fifth factor is years of work at Directorate General of Railway, respondent with years of work between 1-2 years was the highest in this factor with 63 respondent (76.80%), followed by 5-10 years (13.40%) and the smallest is 2-5 years (9.80%).

Respondents based on directorate of work consisted of Secretariat Directorate General (SetDitJen) of 34.10% while the smallest group in this category was Safety Directorate (Keselamatan) (9.80%), Railway Traffic Directorate (LLAKA) (12.20%), Infrastructure Directorate (Prasarana) (29.30%), Railway Vehicle Directorate (Sarana) (14.60%)(Table 4.1 No. 6).

Number of respondents by their position title, were sorted from the biggest to smallest. First was the group of staff (89%), then Supervisor (Kasie/KasubBag) (11%). This data can be viewed in table 4.1 No 7.

The number of respondents based on marital status was as follows: Respondents who are single were 54.90% and respondents who are married were 45.10% (Table 4.1 No. 8).

The last demographic factor was the number of dependent. Number of dependents respectively from the category of lowest to highest, respondents with dependents more than 4 people (1.20%), 3 dependents people (7.30%), 2

dependents people (19.50%), dependent 1 people (8.60%), without dependents is the highest rank in this factor with 63.40% (Table 4.1 No. 9).

#### 4.2 Job Satisfaction in Indonesian Directorate General of Railway

Descriptive statistical analysis conducted to answer research questions about overview of employee job satisfaction level at Directorate General of Railway Ministry of Transportation. Respondents were asked to choose the statement regarding the nine dimensions of job satisfaction survey.

General satisfaction showed that respondents generally satisfied ( $\mu$ : 4.65). Based on valid claims, calculated the mean score employee satisfaction levels for each dimension. Average Score satisfaction with each dimension can be sorted from highest score until the lowest score i.e., the dimensions nature of job has the highest score ( $\mu$ : 4.7317), followed by the dimensions of coworkers ( $\mu$ : 4.6382), supervision ( $\mu$ : 4.4593), communication ( $\mu$ : 4.4187), promotion ( $\mu$ : 4.1179), contingent reward ( $\mu$ : 3.9390), operation conditions ( $\mu$ : 3.7714), pay ( $\mu$ : 3.4787), and fringe benefits ( $\mu$ : 3.2033). The lowest average score is the dimension of fringe benefit.

**Table 4.2 Job Satisfaction Description**

No.	Job Satisfaction Dimension	Mean	Std. Deviation	Percentage	Information
1.	Pay	3.47	0.905	57.97%	Score Category: 1-2 : Not Satisfied 2-4 : Ambivalent (average) 4-6 : Satisfied (Spector, 1994)
2.	Promotion	4.11	0.877	68.63%	
3.	Supervision	4.49	0.792	74.92%	
4.	Fringe Benefits	3.20	0.971	53.39%	
5.	Contingent Reward	3.93	0.779	65.65%	
6.	Operation Condition	3.71	0.857	61.86%	
7.	Coworker	4.63	0.662	77.30%	
8.	Nature of Work	4.73	0.774	78.86%	
9.	Communication	4.41	0.891	73.65%	
10.	General Satisfaction	4.65	0.986	77.50%	

Source: Reprocessed Data



Table 4.2 showed descriptive statistics about respondents level of satisfaction. To know the meaning of the numbers in the table average score is categorized into three groups, adopting from Spector's study (Spector, 1994). The first group, with average score from 1 to 2, is not satisfied. The second group, with scores mean of 2 to 4, referred to ambivalent. The third group is satisfied if average score from 4 to 6 (Spector, 1994).

Table 4.2 also give the percentage of job satisfaction in each dimension. Because Directorate General of Railway never conducted a job satisfaction survey using Spector's JSS, then if we assume that percentage over 60% is in good category, it can be seen that in general job satisfaction at Directorate General of Railway is in good category.

If we looked at each dimensions only two dimensions below 60% those dimensions are pay and fringe benefit, while the others dimensions such as promotion, supervision operating condition, coworker, nature of work and communication score over 60%.

The following section describes employee satisfaction on nine dimensions of job satisfaction. Satisfaction levels are described in order of level from highest satisfaction to the lowest level of satisfaction.

#### 4.2.1 Satisfaction on Nature of Work

The highest satisfaction level at Directorate General of Railway Ministry of transportation is the nature of work dimension with mean score 4.73. From the valid question on the dimension nature of work it can be seen that from three question all of the variables are satisfied (table 4.4). Variable (17) I like doing the things I do at work, have mean score 4.62, (27) I feel a sense of pride in doing my job, have mean score 4.89, (35) My job is enjoyable, have mean score 4.68.

**Table 4.3 Mean Nature of Work**

Question	Mean	Category	Std. Deviation
17	4.62	Satisfied	1.0140
27	4.89	Satisfied	0.8750
35	4.68	Satisfied	0.9146

Source: reprocessed data

The high levels of satisfaction on this dimension can occur because of the assumption that respondents feel when become a public servant is a job with high prestige. Thus respondents feel proud for their job and create satisfaction that produce a high enough value on this dimension.

#### 4.2.2 Satisfaction on Coworkers

The second top in job satisfaction dimension is a dimension of coworkers with  $\mu$ : 4.63. From Table 4.4 the mean of each valid statement, both statements are: (7) I like the people I work with, (16) I find I have to work harder at my job because of the incompetence of people I work with (this statement is a reverse question) and the last (25) I enjoy my coworkers. These three statements are in the satisfied category.

**Table 4.4 Mean Coworkers**

Question	Mean	Category	Std. Deviation
7	4.95	Satisfied	0.7520
16	4.02	Satisfied	1.1108
25	4.93	Satisfied	0.8217

Source: reprocessed data

#### 4.2.3 Satisfaction on Supervision

Employee Satisfaction on dimensions related to supervision satisfaction to the immediate supervisor. Satisfaction with the dimension of this third position by category satisfied ( $\mu$ : 4.49). There are several reasons why employees satisfied with the dimensions of supervision. The existence of special attention from employers to employees under him, for example in terms of mentoring and coaching for employees in each department thus increasing the ability works well. Second, the treatment of subordinates should be accompanied by fair treatment. The response of employees agree that there are statements in dimension of supervision, namely: (3) My supervisor is quite competent in doing his/her job. (12) My supervisor is unfair to me, this statement is in reverse question, and (21)

My supervisor shows too little interest in the feelings of subordinates, this statement also in reverse question and only this question in the category of ambivalent.

**Table 4.5 Mean Supervision**

Question	Mean	Category	Std. Deviation
3.1	4.75	Satisfied	0.8966
12	4.68	Satisfied	0.9412
21	3.93	Ambivalent	1.3179

Source: reprocessed data

#### 4.2.4 Satisfaction on Communication

In this dimension respondent feel satisfied on communication ( $\mu$ : 4.41) three statements is at valid category. (9) Communications seem good within this organization. (18) The goals of this organization are not clear to me, (36) Work assignments are not fully explained. Statement 18 and 36 are in reverse question. If this dimension give significant contribution to general job satisfaction it align with previous study that the dimension of communication that goes well in companies will affect the level of employee satisfaction (Downs & Hazen, in Booppanon, 2008).

**Table 4.6 Mean Communication**

Question	Mean	Category	Std. Deviation
9	4.59	Satisfied	0.9921
18	4.71	Satisfied	1.2199
36	3.93	Ambivalent	1.2207

Source: reprocessed data

#### 4.2.5 Satisfaction on Promotion

Employee job satisfaction level of promotion is in the fifth place with a score of satisfactory category, ( $\mu$ : 4.11). Statements is valid (11) Those who do well on the job stand a fair chance of being promoted, (20) People get ahead as fast

here as they do in other places, and (33) I am satisfied with my chances for promotion. Only statement 11 in the satisfied category (Table 4.7).

**Table 4.7 Mean Promotion**

Question	Mean	Category	Std. Deviation
11	4.68	Satisfied	1.0643
20	3.92	Ambivalent	1.2647
33	3.74	Ambivalent	1.3129

Source: reprocessed data

Promotion provides an opportunity for employees to develop them self, become a stepping stone to a higher level, a trigger morale and feel a greater responsibility, and rising social status of employees (Varhol, 2000). Therefore, according to DeVaro (2006), the promotion scheme is a source of employee job satisfaction (Booppanon, 2008). In addition, the promotion scheme is also the motivation to achieve high performance.

Those two statement in ambivalent category showed that not all of the employees in the Directorate General of Railway feel satisfied with the chance of being promoted, this can be happened because there is no straight guidelines that can sure all of the employee have career path. And maybe they feel that in other institution or other company they can have better position.

#### **4.2.6 Satisfaction on Contingent Rewards**

Dimensions contingent rewards as an important part employees and included in the satisfactory category, with a mean of 3.93. The statement in the dimensions of the contingent rewards include the recognition given by company in the form of praise, responsibility, and authority, and rewards to employees on their efforts and contributions do for the company. These dimensions are very useful for long-term because with these rewards, employees will be motivated and encouraged to work hard so as to give the best effort for the advancement of the company. Based on factor analysis, known four signed statement at valid category. The four statement was (5) When I do a good job, I receive the recognition for it

that I should receive, (14) I do not feel that the work I do is appreciated (reverse statement), (23) There are few rewards for those who work here, (reverse statement), (32r) I don't feel my efforts are rewarded the way they should be, (reverse statement).(Table 4.8).

**Table 4.8 Mean Contingent Rewards**

Question	Mean	Category	Std. Deviation
5	4.42	Satisfied	0.9562
14	4.25	Satisfied	0.9662
23	3.08	Ambivalent	1.2293
32	3.98	Ambivalent	1.1915

Source: reprocessed data

#### 4.2.7 Satisfaction on Operation Condition

Based on this research Directorate General of Railway employees feel ambivalent (average) satisfaction on this dimension ( $\mu$ : 3.71). Three valid statement are (6) Many of our rules and procedures make doing a good job difficult. (24) I have too much to do at work (31) I have too much paperwork. These three statements are in reverse question.

**Table 4.9 Mean Operating Condition**

Question	Mean	Category	Std. Deviation
6.1	3.85	Ambivalent	1.2680
24	3.87	Ambivalent	1.1265
31	3.40	Ambivalent	1.2752

Source: reprocessed data

Working procedure and rules are the most common things in the operation procedure, and employees in Directorate General of Railway mainly do the paperwork and the procedure usually blocked by red tape, this things maybe factors that make this dimension satisfaction level in ambivalent area. companies

need to create attractive working conditions and flexible so that employees are given the freedom but to remain responsible, independent and wiser apply regulations and work procedures (Koss, 2005)

#### 4.2.8 Satisfaction on Pay

Based on this research Directorate General of Railway employees feel ambivalent (average) satisfaction on this dimension ( $\mu$ : 3.47). four valid statement are (1) I feel I am being paid a fair amount for the work I do, (10) Raises are too few and far between, (19) I feel unappreciated by the organization when I think about what they pay me, (28) I feel satisfied with my chances for salary increases (Table 4.10).

**Table 4.10 Mean Pay**

Question	Mean	Category	Std. Deviation
1	3.87	Ambivalent	1.3277
10	2.24	Ambivalent	1.1713
19	3.92	Ambivalent	1.3032
28	3.86	Ambivalent	1.2839

Source: reprocessed data

#### 4.2.9 Satisfaction on Fringe Benefit

Based on this research Directorate General of Railway employees feel ambivalent (average) satisfaction on this dimension ( $\mu$ : 3.2033). Three valid statement are (4) I am not satisfied with the benefits I receive, (13) The benefits we receive are as good as most other organizations offer, (29) There are benefits we do not have which we should have (Table 4.11)

**Table 4.11 Mean Fringe Benefits**

Question	Mean	Category	Std. Deviation
4	3.34	Ambivalent	1.3073
13	2.97	Ambivalent	1.3331
29	3.29	Ambivalent	1.3286

Source: reprocessed data

#### 4.2.10 General Satisfaction

Based on this research it is known that general job satisfaction is at satisfied category ( $\mu=4.65$ ). General satisfaction score is gain from the score of statement (44) in general I'm satisfied with my job.

From each dimension it can be seen that most of the dimension is in satisfied category. Only four dimension in ambivalent category those dimension are pay, fringe benefit, contingent reward, and operating condition.

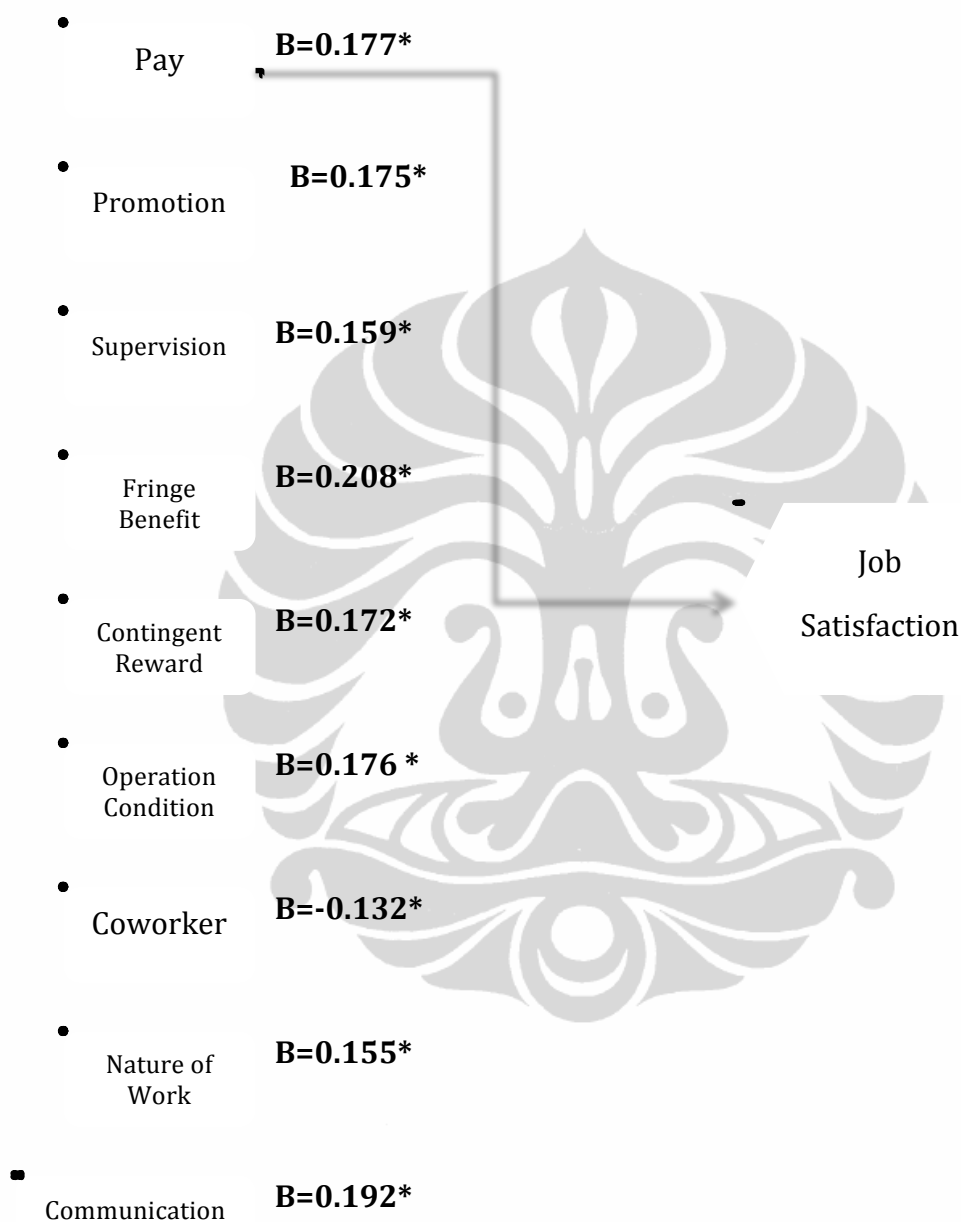
#### 4.3 Job Satisfaction Predictors in Indonesian Directorate General of Railway

Multiple regression analysis used to test the extent to which the ninth dimensions of job satisfaction are examined to predict job satisfaction in general. Based on multiple regression models with nine predictors, it is known  $R^2$  value of 0.998, meaning that the model is able to explain job satisfaction at 99.8%, while 0.2% more explained by factors outside the model. Column unstandardized Beta coefficients are used to determine variable where the greatest influence in determining job satisfaction in general. The greater the beta value, the greater the effect on job satisfaction in general (Hastings, 2001). Equations' using multiple regression analysis is as follows:

$$Y = 4.078 + 0.177*Pay + 0.175*Promotion + 0.159*Supervisor + 0.208*Fringe Benefit + 0.172*Contingent Reward + 0.176*Operating condition + 0.132*Coworker + 0.155* Nature of Work + 0.192*Communication$$

From the result, all dimensions on job satisfaction can significantly predict employee job satisfaction. This result was similar to previous research that conducted by Spector that the entire dimension on job satisfaction survey gave the significant influence to the general satisfaction level (Spector, 1997). Based on these results all of the dimensions have positive influences on job satisfaction (see appendix 4 page A-44). In other words, every little changes in each of these dimensions will affect the general job satisfaction significantly, if one of the dimensions score was decrease the general job satisfaction will also decrease and if one of the dimensions score increase the general job satisfaction score will also

increase too. These results show that all of the dimensions should be a concern of Directorate General of Railway top management if management wanted to increase employee job satisfaction.



\* = Significant Correlations. B = Standardized Coefficients

**Figure 4.1 Multiple Regression Result**

Source: Reprocessed Data



Based on multiple regression analysis with multi collinearity test it is known that all of the dimension in the job satisfaction survey have no collinearity. Multi collinearity analysis was looked at VIF and tolerance number, if VIF score is less than 10 and tolerance score is less than 1 then the model have no collinearity in their dimension (Santoso, 2001).

**Table 4.12 Multi Collinearity Test Result**

Dimension	Collinearity Statistics	
	Tolerance	VIF
Pay	0.555	1.802
Promotion	0.508	1.967
Supervision	0.426	2.349
Fringe Benefit	0.659	1.518
Contingent Reward	0.389	2.568
Operating Condition	0.706	1.417
Coworker	0.646	1.548
Nature of Work	0.670	1.293
Communication	0.483	2.071

Source: Reprocessed data

#### 4.4 Job Satisfaction Level Based on Gender and Working Period

To find out how far the level of employee satisfaction based on demographic factors on nine dimensions of job satisfaction, this study used analysis descriptive. In this descriptive analysis, used the mean score of average level job satisfaction based on demographic factors against each dimensions of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication). In this study, the T test and ANOVA was conducted to determine whether there were significant differences in the level of employee satisfaction based on demographic factors on nine dimensions of job satisfaction and job satisfaction in general. T test performed using independent sample t-test to test two variants, such as gender factor consists of 2 variants. ANOVA (one-way analysis of variance with a post-

hoc LSD test), contained in SPSS is used to test the level of differences in each demographic factor with more than two variants. Factor demographics that have more than two variants, for example age, position occupation, education, years of service, marital status, number of dependents respondent, and key administrative positions. By using these tests in the SPSS program found significant differences in the level of employee satisfaction based on each of the nine dimensions of demographic factors employee job satisfaction and job satisfaction in general

#### 4.4.1 Gender

From the t-test result is known, there are no significant differences between male and female to job satisfaction (table 4.13). The results of this study consistent with previous studies (Campbell, 2009; Franek & Vecera, 2008; Barret in Rethors, 2008; Chaerany, 2000; Brief & Oliver, Brief, Rose & Aldag, D'Arcy, Syrotuik & Siiddique , Goh & Low, Shapiro & Stern, in Yu-Ching, 2004) that showed there are no significant differences by gender on employee job satisfaction.

**Table 4.13 Gender and Job Satisfaction at Directorate General of Railway**

Dimension	Gender		Significant Difference	
	Female	Male	F	P
Pay	3.45	3.40	0.216	NS
Promotion	4.12	4.11	0.395	NS
Supervision	4.38	4.50	0.900	NS
Fringe Benefit	3.24	3.17	0.536	NS
Contingent Reward	4.04	3.87	0.589	NS
Operating Condition	3.65	3.74	0.213	NS
Coworker	4.49	4.72	0.181	NS
Nature of Work	4.69	4.75	0.608	NS
Communication	4.39	4.43	0.360	NS
General Satisfaction	3.91	3.85	0.865	NS
N	31	51		

Source: Reprocessed Data

NS = Not Significant

Complete data can be seen at appendix 11 page A-27

#### 4.4.2 Working Period

Employees at Directorate General of Railway can come from another Directorate General at Ministry of Transportation or employees who have been placed in Directorate General of Railway since the beginning of their worked.

This situation made some of the employees have working period longer than the age of Directorate General of Railway. With this situation, this study used the working period at Ministry of Transportation to find differences on job satisfaction instead of working period at Directorate Federal of Railway. Although this study used the working period at Ministry of Transportation, all of the respondents were still employees who worked at Directorate General of Railway.

ANOVA test results showed no significant differences between working period and job satisfaction. This result can be seen at table 4.14. There were few changes on the working period category when the anova test was conducted. Changes were made because the number of respondent in each category was not distributed evenly. The first category in the questionnaire were 1-2 years, 2-5 years, 5-10 years, 10-15 years, 15-20 years, 20-25 years and 25- 30 years. After the regrouping for the working period, the new working period category was 1-2 years, 2-5 years, 5-15 years and >15 years.

**Table 4.14 Working Period and Job Satisfaction at Directorate General of Railway**

Dimension	Working Period				Significance of Difference	
	1.	2.	3.	4.	F	P.
	1-2	2-5	5-15	>15		
Pay	3.59	3.18	3.14	2.95	0.608	NS
Promotion	4.07	4.52	4.29	3.87	0.983	NS
Benefit	3.37	2.52	2.52	3.07	0.163	NS
Reward	3.96	3.36	4.46	3.75	0.122	NS
Operation	3.73	3.95	3.62	3.27	0.498	NS
Supervision	4.43	4.43	4.95	4.13	0.357	NS
Coworker	4.69	4.52	4.67	4.07	0.347	NS
Nature of work	4.73	4.66	5.05	4.40	0.655	NS
Communication	4.39	4.86	4.76	3.73	0.651	NS
General Satisfaction	4.11	4.00	4.16	3.69	0.217	NS
N	63	7	7	5		

Source: Reprocessed Data

NS = Not Significant

Complete data can be seen at appendix 11 pages A-28 until A-34

## 4.5 Discussion

### 4.5.1 Level of Job Satisfaction

**Table 4.15 Summary of Job Satisfaction Level**

<b>Satisfied (4-6)</b>	<b>Ambivalent (2-4)</b>
Nature of Work (4.73)	Contingent Reward (3.93)
Coworker (4.63)	Operating Condition (3.71)
Supervision (4.49)	Pay (3.47)
Communication (4.41)	Fringe Benefit (3.20)
Promotion (4.11)	

Source: Reprocessed data

Research of employees job satisfaction using Spector JSS is a research which was performed in Directorate General of Railway Ministry of Transportation. The results of this study showed that the level of general employee satisfaction was satisfied. From nine dimensions of job satisfaction there were five dimension that score satisfied, those dimension were nature of work, coworker, supervision, communication and promotion while the other four factors were ambivalent (table 4.15).

In nature of work dimension was in satisfied level might be because most of the employees wished to become public servants since they graduated from college. So when they were accepted in the Directorate General of Railway they felt that they already achieved their wishes and felt satisfied with what they got.

From the coworker dimension, situation that happened at Directorate General of Railway is so conducive regarding to coworker, most of the employee is at 25-35 years and this make the team work very organize and also the communication happened very easy and this create a good condition at coworker and communication dimension as well.

Communication was considered important because with these elements, allowing employee organizations to better recognize and encourage the achievement of organizational goals. However, the quality of these elements depends on the ability of interpersonal relationships of individuals effectively to

convey information through a communication whether verbal or non verbal communication (Boopanon, 2008).

Management had already created a good communication to their employees, meaning what the management want to achieved were communicated well to the staff. This could happen because management regularly did staff meeting and morning ceremony. In these two events management gave the direction to their employees on what management want their employees did and how the employees did their job.

Supervision dimension also in satisfied category. This result might be because the attention gave by supervisor or top management to their staff was very nice. Most of the supervisor gave support to their staff in doing their job, all of this attention and positive support from the top management or supervisor created satisfaction to the staff and that created this dimension in satisfied category.

Promotion at Directorate General of Railway is quite promising, because this Directorate General of Railway can be considered as a “young” Directorate General. So chance for being promoted is widely open for those who want to work hard at their office.

Results of research with the same instrument, Job Satisfaction Survey reveals respondents' satisfaction level of job satisfaction in a study conducted by Spector (1997), Franek (2008) in Czech, Sihombing (2009) in Indonesia, Chaerany (2000) in Indonesia, and Kaltenbaugh (2008) in America.

There was some similarity of the results of their research. The research results showed the dimension nature of work as the most satisfactory dimension for the respondents. Research had also revealed several other similarities that employees were more satisfied on the dimensions of coworkers, communication and supervision. Four of these dimensions has always been the top four dimensions that satisfied respondents. Therefore this result is similar with what

happened at Directorate General of Railway. While other dimensions, always at lower position but the level of satisfaction was is different.

The dimension that had ambivalent score were (from lowest to highest) fringe benefit, pay, operation condition, contingent reward. Fringe benefit is benefit package that company or institution give to their employee, this dimension score the smallest score among the other, this can be happened because employees did not have fringe benefit from the institution except the health benefit. The others thing the interesting is the employees get the pension fund after they retire from this institution but they don't think this as a benefit yet.

Pay dimension is a sensitive dimension that usually score lower than the other dimension. One of the way to increase the employee salary is through remuneration, but this remuneration system only can be done if the institution do the bureaucracy reformation.

In public sector, governmental institution had not implemented punishment and rewards seriously. Management almost never gave punishment to employee who came late and not came without any notice to the office. Management also did not give any reward to employee who succeed doing their job such as fullfiling their annual job target or to employee who never absent in their work. This situation make most of respondents scored ambivalent in this dimension, if government want to change this system they can imitate what already happend in private sector. If this can be successfully applied maybe it can change the score of this dimension.

#### **4.5.2 Dimension Influencing Job Satisfaction**

Based on research result, all of the dimensions gave significant contribution to general job satisfaction (table 4.16). Employees of Directorate General of Railway only have food benefit and health benefit from ASKES. Compared to private institution, what employees of Directorate General of Railway got from their benefit was very low. In this case management cannot give benefit more than the benefit that stated in government basic laws. This dimension

was the highest among other dimensions that gave significant influence to job satisfaction.

**Table 4.16 Dimensions Influencing Job Satisfaction**

<b>Dimensions</b>	<b>B</b>
Frige Benefit	0.208
Communication	0.192
Pay	0.177
Operating Condition	0.176
Promotion	0.175
Contingent Reward	0.172
Supervision	0.159
Nature of Work	0.155
Coworker	0.132

Source: Reprocessed data

Communication is one of the important things in organization or institution because when management wants to improve their institution they can use the communication as their tools to communicate what their goals to employees. What already happened at Directorate General of Railway can be categorized as a successful communication among employees. Because employees know what management goals for the institution, this can be happened because all the information from top management is well socialized through staff meeting and morning ceremony.

Pay dimension is one of dimensions that gave significant influence to general job satisfaction, at Directorate General of Railway and like many other government institution the income that employees received were very low if we compare to private company or public officer in foreign countries.

Promotion also gave significant effect to general satisfaction level, promotion were already be a priority program at Directorate General of Railway. Among Ministry of Transportation only Directorate General of Railway that have supervisor (Kasie/KaSubBag) at age 30+, the number of this young supervisor is more than 10 people. This means that management already concern about promotion problems at Directorate General of Railway. Management also gave a

lot of training to their new employees so this new employees have technical ability and non-technical ability to perform their duties and also as their knowledge to become the next leader.

As a new directorate general, Directorate General of Railway Ministry of Transportation were filled with many young people and this situation create a competitive situation to this young employee to gain promotion to the next level of management. Maybe this competitive situation was seen by young employee as a fair competition to being promoted to higher position and become one of the important aspect in their job satisfaction.

Operating Condition also gave significant correlation to employee satisfaction level. There are some comments from the respondent that working condition in their place of work cannot accommodate what they want. Operating condition at Directorate General of Railway were not that good because lack of places to accommodate all of their employees. In each directorate consists between 60 to 70 employees and each directorate have about 400m<sup>2</sup> space floor. Management already tried to solve this problem by taking another place for one directorate but could not overcome this problem yet.

As bureaucratic institution, Directorate General of Railway deals a lot with administration. Sometimes small problem that can actually be solved immediately can be delayed. The delegation of responsibility sometimes was not working well because many of the decisions will become a policy and not all of the people who have the authority willing to make a decision or a policy because they are afraid of the consequences.

All of these situations become important things to management to change the situation and condition at Directorate General of Railway to improve the satisfaction level regarding to operating condition. If management already manages this problem the operating condition level on satisfaction will increase and this will affect the job satisfaction in general.

Contingent reward is a non-monetary reward that is given by the institution to their employees. In Directorate General of Railway contingent reward given to the employees are based on years of services. This year of services reward was divided into three categories. First is the 10 years of service,



seconds is 20 years of services and the last is 30 years of services. Management never gave another type of reward to their employee. This situation is also true for the punishment.

Supervision within the top management at Directorate General of Railway was shown through their concern and support if their staff find difficulties or problem in their work. These situations create a good rapport between manager and their staff.

In coworker dimension the situation is similar with the supervision dimension. Among the employees they always help each other to manage the problem, usually the task given by the manager is always a group task and this create a good team work among the employees.

As previously stated the nature of work always at highest position among the other dimensions. This happened because employees feel comfort with their job and they feel satisfied to work at Directorate General of Railway. In this research nature of work is the second lowest dimension that give significant influence, this might be happened because the respondents did not feel that this dimension contributed to their general satisfaction.

#### **4.5.3 Job Satisfaction on Gender and Working Period**

This research only tried to find significant differences between gender and working period to job satisfaction because working period is one of the way to differentiate between new employees and senior employees that had many experiences. While gender is the common way to differentiate mankind and one of the factors that differentiate achievement (Eurydice, 2010).

Based on the T-test for gender (table 4.13) and ANOVA for working periods (table 4.14), both of the demographic factors didn't give significant difference with the job satisfaction.

At Directorate General of Railway Ministry of Transportation both female and male have the same responsibilities on their duties and they also have the same salary, benefits and rewards. This situation that bring the job satisfaction have no significant difference among the gender, because both male and female

have no differences in doing their job. This results supported the previous research (Quinn; Zaring; DeSantis & Durst in Gonzalez, 2008) that gender factor don't have any correlations with job satisfaction in general.

In working period this research result quite different with others previous research results (Rashed in Chen, 2005; Sihombing, 2009). While other results found that working periods have significant correlation and also have negative correlation with the job satisfaction in general.

This result at Directorate General of railway Ministry of Transportation could be because of employee with high working period already feel satisfied with what they got at their work place such as knowledge, benefits, and others. While the lower or younger employees with less working periods they feel satisfied just with their success as being the employees of the Directorate General of Railway.

This situation between longer working period and less working periods have no differences in job satisfaction in general and create no significant correlation between working period and job satisfaction. All of those factors state above make this research different with the research result conducted earlier (Rashed in Chen, 2005; Sihombing, 2009).

#### 4.5.4 Managerial Implication

**Table 4.17**

**Job Satisfaction Dimension on Two Factors Theory**

Hygiene Factors	Motivators
Pay (ambivalent)	Nature of Work (satisfied)
Operating Condition (ambivalent)	Contingent Reward (ambivalent)
Supervision (satisfied)	Promotion (satisfied)
Coworker (satisfied)	Communication (satisfied)
Fringe Benefit (ambivalent)	

Source: Reprocessed data

As we know two-factor theory divided the motivator and dissatisfiers, and from table 4.18 dimension in the dissatisfiers or hygiene factors are pay, operating

condition, supervision, coworker and fringe benefits. And the motivators are nature of work, contingent reward, promotion and communication.

No matter how management increase the hygiene factors it will only make the employee feel not dissatisfied but will not make the employees feel satisfied. If the management want to increase the satisfaction level, management should increase at the motivators area.

From the motivators area at table 4.17 only contingent reward dimension that score ambivalent while the others score satisfied. This results can be used by management to make change in the reward sector to increase the satisfaction level at Directorate General of Railway Ministry of transportation. By increasing the motivators it is hope that all of the employees can reach satisfied level and be motivated to work better than they used to be.

From the motivators area it also can be seen that management already did some effort to make the nature of work, communication and promotion dimension at satisfied category. This dimension can help the management to prevent the general satisfaction level not to reach the not satisfied level.

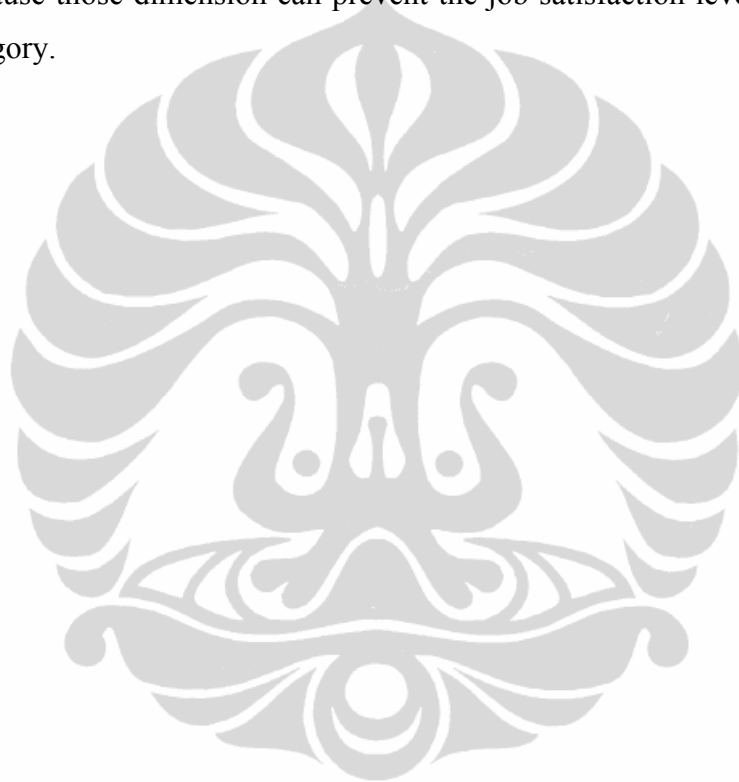
In the hygiene factors area, no matter how hard management try to make this area at higher score it will only prevent the employees to feel not satisfied, because at this area it can not make the employee feel satisfied. As we can see from the table most of the dimension in this area score ambivalent, if management not immidiately figure out this dimension maybe the general level of job satisfaction can touch the not satisfied level.

As earlier stated that, management should looked at motivators area if they want to improve the general job satisfaction, and if we connected the two-factor theory with dimension that influencing job satisfaction (table 4.17) it can be seen that nature of work, contingent reward, promotion and communication dimension are in the motivators area.

From these four dimension in the motivators area it can be seen that three from four dimensions score satisfied and all of these dimension can gave significant influence to general job satisfaction. This research result showed that the general job satisfaction level mainly formed from the dimension that in the

motivators area. When most of the dimension in the motivators area score satisfied then the general job satisfaction also score satisfied too.

This research result is similar to the Herzberg theory and this result can be use for management to maintain their job satisfaction level. If management can keep these four dimensions in the satisfied category, the general job satisfaction level will maintain at the satisfied category. Although the other dimension is not in the motivators area it is also important to maintain those dimension in satisfied category because those dimension can prevent the job satisfaction level from not satisfied category.



## CHAPTER 5

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Conclusion

The results of this study indicate a number of important conclusion related to employee job satisfaction at Directorate General of Railway Ministry of Transportation.

- General level of job satisfaction, Directorate General of Railway Ministry of Transportation is in the category of satisfied.
- Analysis results found that from nine dimensions of job satisfaction there are five dimensions in satisfied category those dimension were nature of work, promotion, supervision, coworker and communication. The other four dimensions score ambivalent satisfaction. Those dimensions were pay, fringe benefit, contingent reward and operating condition.
- All dimensions of job satisfaction, namely pay, promotion, fringe benefit, contingent reward, operating condition, supervision, coworker, nature of work and communication have significant influence on the general job satisfaction level at Directorate General of Railway Ministry of Transportation. This can means that dimension of fringe benefit the biggest dimension that can affect general job satisfaction level as a whole, the second dimension is communication the third is pay dimension fourth until ninth in sequent are promotion, operating condition, contingent reward, supervision, coworker and nature of work.
- Research result on gender and working period showed no significant differences between gender and working period.

#### 5.2 Recommendations

From the research result analysis, there were five dimensions in the category satisfied and the other four in the category of ambivalent. Directorate

General of Railway can use this research result for their institution purpose, they can use many instrument on job satisfaction to increase the level of job satisfaction in order to achieve higher efficiency at work, bureaucracy reformation and others. Management can use many methods on the dimension that affect significantly job satisfaction. This dimension is the main concern for management if they want to improve the satisfaction level. Few changes made to this dimension, it will affect job satisfaction compared with the dimensions that are not significant.

From this research results management can give their concern on the contingent rewards because this dimension score ambivalent and at the motivators area. The next dimension that management should give concern is dimension of operating condition, third and fourth is the dimension of fringe benefits and pay. This dimensions are in the hygiene factors area, and can prevent employees from feel not satisfied.

Based on the research there are some suggestion for Directorate General of Railway, those recommendations are:

### **5.2.1 Recommendation for Pay and Fringe Benefit**

Dimension of pay and fringe benefit, management can start to do the remuneration procedure by first count their employee position work load, then start to improve their financial and accountability report, and also start to perform the beareaucracy reformation that Government already proposed. By completing this procedure Ministry of Transportation can accept their remuneration and maybe can increase the level of employee job satisfaction.

### **5.2.2 Recommendation for Operating Condition**

Dimension of operating condition, Directorate General of Railway can immediately change their facilities to accommodate their employees need so they can increase their employees job satisfaction. Management can change the work place layout, give a better place for their employees so they can feel comfortable while working. Management should count how many capacities they have and

how many employees in that office so if they open a new formation for new employees they can adjust the capacity they have with the number of new employees.

### **5.2.3 Recommendation for Contingent Reward**

For the contingent reward, management should create a punishment and reward system to employees. Reward can be given to employee who successfully did a project with less cost that set by management, while punishment can be given to employees who not performed well on his job or employees who are not discipline coming to their work. The punishment can be a moral punishment that make the employees feel embarrassed when they break the rule.

### **5.2.4 Recommendation for Promotion**

Dimension of promotion is a dimension that give significant influence and also at the motivators area on two-factor theory. For this dimension management should make improvement such as create a specific rules and regulations relation to promotion. Management should state minimum of working years, minimum experience in each directorate or division, minimum education, minimum trainings that already done by employee to be able to be promoted by management. By doing this, it is assumed that all employee that have capabilities and have the minimum requirement can be promoted because of his/her experience, not just because management subjective feelings.

### **5.2.5 Recommendation for Communication and Nature of work**

In order to keep the good communication and nature of work, management can create a regular seminar or training on effective communication for their employee in order to maintain and increase employee skill on communication and increase their pride in doing their job.

Although most of the dimensions score satisfied and gave significant influence to general job satisfaction, but improvement is still needed if management want to retain the satisfied score at Directorate General of Railway. Therefore, management may still need make new breakthroughs to improve

employee satisfaction on these dimensions so it can improve the general satisfaction level.

### 5.3 Recommendations for Further Research

For further research, researcher should do several things like:

- If it is possible further research do the group discussion among the directorate in Directorate General of Railways. And create a group discussion with staff, supervisor (Kasie/KaSubBag), Deputy Director (KaSubDit/KaBag), or with the delegation from those group so research can get some suggestions from those discussion group and make the research more precise to describe the level of job satisfaction. Those suggestion can be used to make the questionnaire more represent the real situation at their workplace so the results from the research can explain the real situation that happened in respondent workplace.
- In the job satisfaction survey statement for the dimension of fringe benefit, statements number (4), (13), (29), and (23). This statement should give precise example like health, transportation, communication and others for the benefits and rewards, so for further research this statement can be broken down based on the benefits and rewards that already happened at the Directorate General of Railway.
- This research was only conducted at Directorate General of Railway Ministry of Transportation Jakarta Head Office, and not conducted in other work unit outside the head office, for further research, this research should conducted at all working unit and head office of Directorate General of Railway all across Indonesia.
- This research was only done once. According to several studies, job satisfaction research is better conducted on a regular basis. It can be every year or once every two years. With regular research, management can get more objective information and can make observations and continuous improvement for their programs.



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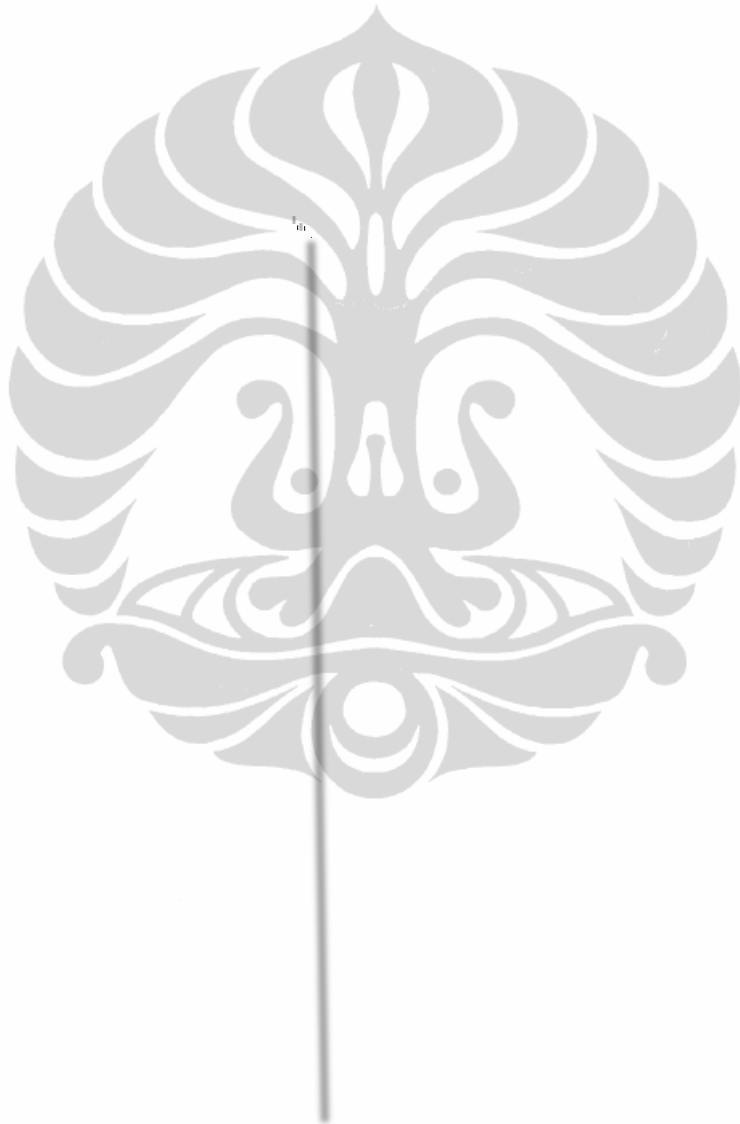
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Kepada Yth.

Bapak/ibu/Sdr/Sdri Responden

Dengan Hormat,

Terima kasih atas kesediaan Anda menerima dan mengisi kuisisioner ini. Saya memahami bahwa waktu Anda sangat terbatas dan berharga. Walaupun demikian, saya mengharapkan kesediaan Anda untuk membantu penelitian saya dengan kuisisioner ini.

Saya adalah mahasiswa Magister Manajemen, Program Studi MM-MBA, Universitas Indonesia, yang sedang mengadakan penelitian mengenai faktor-faktor yang mempengaruhi kepuasan kerja karyawan dan budaya kerja di Kementerian Perhubungan Direktorat Jenderal Perkeretaapian untuk keperluan akademis. Saya mengharapkan kesediaan Bapak/Ibu/Sdr/Sdri untuk mengisi seluruh pernyataan kuisisioner dalam lembar berikut ini secara lengkap dan sesuai kenyataan yang dirasakan di tempat kerja.

Kuisisioner ini digunakan untuk keperluan penelitian ilmiah, sehingga semua identitas jawaban Bapak/Ibu/Sdr/Sdri akan saya jamin kerahasiaannya.

Atas kesediaan dan kerjasama Bapak/Ibu/Sdr/Sdri, saya mengucapkan banyak terima kasih.

Hormat Saya,

Rieki Meidi Yuwana

(0906586083)

## ***Job Satisfaction Survey***

### **Bagian 1: Data Demografi Anda**

Instruksi: Pilih jawaban yang sesuai dengan informasi demografi dengan memberi tanda silang (X) pada pilihan yang sesuai.

1. Jenis Kelamin

- Perempuan  
 Lelaki

2. Usia

- < 25 tahun  
 25-34 tahun  
 35-44 tahun  
 45-55 tahun  
 56-60 tahun

3. Pendidikan terakhir

- < SMA  
 SMA  
 Diploma: 1 / 2 / 3 (pilih 1)  
 S1  
 S2  
 S3

4. Lama Anda bekerja di Kementerian Perhubungan

- 1-2 tahun  
 >2-5 tahun  
 >5-10 tahun  
 >10-15 tahun  
 >15-20 tahun  
 >20-25 tahun  
 >25-30 tahun  
 >30 tahun



## 5. Lama Anda bekerja di Direktorat Jenderal Perkeretaapian

- 1-2 tahun
- >2-5 tahun
- >5-10 tahun
- >10-15 tahun
- >15-20 tahun
- >20-25 tahun
- >25-30 tahun
- >30 tahun

## 6. Lingkup Direktorat Anda saat ini

- Sekretariat Dit. Jenderal KA
- Dit. LLAK
- Dit. Prasarana Perkeretaapian
- Dit. Sarana Perkeretaapian
- Dit. Keselamatan Perkeretaapian

## 7. Posisi Anda saat ini

- Staf
- Kepala Seksi/Kepala Sub Bagian
- Kepala Sub Dit./Kepala Bagian
- Direktur/Sekretaris Direktur Jenderal
- Direktur Jenderal

## 8. Status perkawinan

- Belum Menikah
- Menikah
- Pernah Menikah

## 9. Jumlah Tanggungan

- Tidak ada
- 1 Orang
- 2 Orang
- 3 Orang
- 4 Orang
- Lebih dari 4 orang

## Bagian 2: Kepuasan Kerja

**Instruksi:** Pernyataan di bawah ini menggambarkan kepuasan kerja di perusahaan tempat anda bekerja. Harap menilai setiap pernyataan berikut sesuai dengan persepsi yang anda rasakan mengenai kepuasan kerja di perusahaan tempat anda bekerja saat ini dengan memberi tanda silang pada kotak yang sesuai.

1. Sangat tidak setuju
2. Tidak setuju
3. Agak tidak setuju
4. Agak setuju
5. Setuju
6. Sangat setuju

**Tidak ada jawaban benar atau salah.** Jawaban yang paling baik adalah yang sesuai dengan kenyataan yang anda rasakan.

<b>Di perusahaan tempat saya bekerja:</b>	Sangat tidak setuju	Tidak setuju	Agak tidak setuju	Agak setuju	Setuju	Sangat Setuju
1. Saya merasa mendapat bayaran yang sesuai dengan pekerjaan yang saya lakukan. <i>I feel I am being paid a fair amount for the work I do.</i>	1	2	3	4	5	6
2. Saya merasa kesempatan promosi dalam pekerjaan saya sangat kecil. <i>There is really too little chance for promotion on my job.</i>	1	2	3	4	5	6
3. Atasan langsung saya cukup kompeten dalam melaksanakan pekerjaannya. <i>My supervisor is quite competent in doing his/her job.</i>	1	2	3	4	5	6
4. Saya tidak puas dengan tunjangan (kesehatan, makan) yang saya terima. <i>I am not satisfied with the benefits I receive.</i>	1	2	3	4	5	6
5. Saat saya melakukan pekerjaan dengan baik, saya mendapatkan pengakuan sesuai dengan apa yang saya lakukan. <i>When I do a good job, I receive the recognition for it that I should receive.</i>	1	2	3	4	5	6
6. Banyak peraturan dan prosedur yang membuat saya sulit melakukan pekerjaan dengan baik. <i>Many of our rules and procedures make doing a good job difficult.</i>	1	2	3	4	5	6
7. Saya suka dengan orang-orang yang bekerja dengan saya. <i>I like the people I work with.</i>	1	2	3	4	5	6
8. Kadang-kadang saya merasa pekerjaan saya tidak berarti. <i>I sometimes feel my job is meaningless.</i>	1	2	3	4	5	6
9. Komunikasi di tempat saya bekerja terjalin dengan baik. <i>Communications seem good within this organization.</i>	1	2	3	4	5	6
10. Kenaikan gaji sangat kecil dan dalam jangka waktu yang lama. <i>Raises are too few and far between.</i>	1	2	3	4	5	6
11. Setiap orang yang melakukan pekerjaan dengan baik memiliki kesempatan yang besar untuk dipromosikan. <i>Those who do well on the job stand a fair chance of being promoted.</i>	1	2	3	4	5	6
12. Atasan langsung saya memperlakukan saya dengan tidak adil.	1	2	3	4	5	6

<i>My supervisor is unfair to me.</i>						
<b>Di perusahaan tempat saya bekerja:</b>	Sangat tidak setuju	Tidak setuju	Agak tidak setuju	Agak setuju	Setuju	Sangat Setuju
13. Tunjangan (kesehatan, makan) yang saya terima sama baiknya dengan perusahaan lain. <i>The benefits we receive are as good as most other organizations offer.</i>	1	2	3	4	5	6
14. Saya merasa pekerjaan yang saya lakukan tidak diapresiasi. <i>I do not feel that the work I do is appreciated.</i>	1	2	3	4	5	6
15. Usaha saya dalam melaksanakan tugas dengan baik terkadang dihalangi oleh birokrasi yang ketat. <i>My efforts to do a good job are seldom blocked by red tape.</i>	1	2	3	4	5	6
16. Saya merasa harus bekerja lebih keras karena ketidakmampuan rekan kerja saya. <i>I find I have to work harder at my job because of the incompetence of people I work with.</i>	1	2	3	4	5	6
17. Saya suka melakukan hal yang saya kerjakan di tempat kerja. <i>I like doing the things I do at work.</i>	1	2	3	4	5	6
18. Tujuan Direktorat Jenderal Perkeretaapian tidak jelas bagi saya. <i>The goals of this organization are not clear to me.</i>	1	2	3	4	5	6
19. Dengan gaji yang saya terima saat ini, saya merasa tidak dihargai oleh perusahaan. <i>I feel unappreciated by the organization when I think about what they pay me.</i>	1	2	3	4	5	6
20. Orang dapat maju dengan cepat di perusahaan ini, sama seperti di perusahaan lain. <i>People get ahead as fast here as they do in other places.</i>	1	2	3	4	5	6
21. Atasan langsung saya memberikan sedikit perhatian kepada bawahannya. <i>My supervisor shows too little interest in the feelings of subordinates.</i>	1	2	3	4	5	6
22. Saya mendapatkan paket tunjangan yang adil. <i>The benefit package we have is equitable.</i>	1	2	3	4	5	6
23. Penghargaan yang diberikan perusahaan sangat sedikit (contoh: Bonus, tanda jasa, dll). <i>There are few rewards for those who work here.</i>	1	2	3	4	5	6
24. Saya merasa terlalu banyak pekerjaan yang harus saya lakukan di Direktorat Jenderal Perkeretaapian. <i>I have too much to do at work.</i>	1	2	3	4	5	6
25. Saya menikmati kerja bersama rekan kerja saya. <i>I enjoy my coworkers.</i>	1	2	3	4	5	6
26. Saya sering merasa tidak mengetahui apa yang sedang terjadi di tempat saya bekerja. <i>I often feel that I do not know what is going on with the organization.</i>	1	2	3	4	5	6
27. Saya merasa bangga dalam melakukan pekerjaan saya. <i>I feel a sense of pride in doing my job.</i>	1	2	3	4	5	6
28. Saya merasa puas dengan peluang mendapatkan kenaikan gaji di tempat saya bekerja. <i>I feel satisfied with my chances for salary increases</i>	1	2	3	4	5	6
29. Saya tidak mendapatkan tunjangan yang seharusnya saya terima	1	2	3	4	5	6

(misalnya: transpor). <i>There are benefits we do not have which we should have.</i>						
30. Saya menyukai atasan langsung saya. <i>I like my supervisor.</i>	1	2	3	4	5	6
<b>Di perusahaan tempat saya bekerja:</b>	Sangat tidak setuju	Tidak setuju	Agak tidak setuju	Agak setuju	Setuju	Sangat Setuju
31. Saya merasa terlalu banyak pekerjaan yang saya lakukan. <i>I have too much paperwork.</i>	1	2	3	4	5	6
32. Saya merasa usaha saya tidak dihargai dengan sesuai. <i>I don't feel my efforts are rewarded the way they should be.</i>	1	2	3	4	5	6
33. Saya merasa puas dengan kesempatan promosi di tempat saya bekerja. <i>I am satisfied with my chances for promotion.</i>	1	2	3	4	5	6
34. Saya merasa terlalu banyak perselisihan dan konflik di tempat saya bekerja. <i>There is too much bickering and fighting at work.</i>	1	2	3	4	5	6
35. Pekerjaan saya menyenangkan. <i>My job is enjoyable.</i>	1	2	3	4	5	6
36. Penugasan kerja tidak disampaikan dengan jelas. <i>Work assignments are not fully explained.</i>	1	2	3	4	5	6
37. Secara keseluruhan saya puas dengan gaji yang saya terima di Direktorat Jenderal Perkeretaapian.	1	2	3	4	5	6
38. Secara keseluruhan saya puas dengan kesempatan promosi di Direktorat Jenderal Perkeretaapian.	1	2	3	4	5	6
39. Secara keseluruhan saya puas bekerja dengan atasan saya.	1	2	3	4	5	6
40. Secara keseluruhan saya puas dengan tunjangan yang saya terima.	1	2	3	4	5	6
41. Secara keseluruhan saya puas dengan kompensasi yang saya terima dari Direktorat Jenderal Perkeretaapian.	1	2	3	4	5	6
42. Secara keseluruhan saya puas prosedur kerja di Direktorat Jenderal Perkeretaapian.	1	2	3	4	5	6
43. Secara keseluruhan saya puas bekerja dengan rekan kerja saya.	1	2	3	4	5	6
44. Secara keseluruhan saya puas dengan pekerjaan yang saya lakukan.	1	2	3	4	5	6
45. Secara keseluruhan saya puas dengan alur komunikasi yang terjadi di Direktorat Jenderal Perkeretaapian.	1	2	3	4	5	6

**Pastikan tidak ada nomor yang terlewatkan.**

#### **Bagian 4: Komentar dan Saran**

Instruksi: Sampaikan komentar (atau contoh kasus), klarifikasi, dan saran anda yang belum tercakup dalam kuesioner di atas agar dapat menjadi masukan berharga bagi perusahaan.

Komentar:

Saran:

## Appendix 2: Pay Dimension Validity and Realibility Test

### Pay

### Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.602
Bartlett's Test of Sphericity	Approx. Chi-Square	60.478
	df	6
	Sig.	.000

#### Anti-image Matrices

		PAY1	PAY2	PAY3	PAY4
Anti-image Covariance	PAY1	.579	.050	-.328	-.224
	PAY2	.050	.866	-.129	-.230
	PAY3	-.328	-.129	.634	.005
	PAY4	-.224	-.230	.005	.752
Anti-image Correlation	PAY1	.572 <sup>a</sup>	.071	-.541	-.340
	PAY2	.071	.620 <sup>a</sup>	-.174	-.284
	PAY3	-.541	-.174	.598 <sup>a</sup>	.008
	PAY4	-.340	-.284	.008	.651 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
PAY1	1.000	.658
PAY2	1.000	.278
PAY3	1.000	.598
PAY4	1.000	.502

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.036	50.910	50.910	2.036	50.910	50.910
2	.922	23.061	73.972			
3	.675	16.871	90.843			
4	.366	9.157	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
PAY1	.811
PAY2	.528
PAY3	.773
PAY4	.709

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Reliability**

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	PAY1	3.8780	1.3277	82.0
2.	PAY2	2.2439	1.1713	82.0
3.	PAY3	3.9268	1.3032	82.0
4.	PAY4	3.8659	1.2839	82.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	13.9146	13.1161	3.6216	4

## Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
PAY1	10.0366	7.3690	.5528	.5395
PAY2	11.6707	9.5322	.3058	.6960
PAY3	9.9878	7.7159	.5113	.5702
PAY4	10.0488	8.0964	.4614	.6046

## Reliability Coefficients

N of Cases = 82.0                      N of Items = 4

Alpha = .6745

### Appendix 3: Promotion Dimension Validity and Realibility Test

#### Promotion

#### Factor Analysis

##### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.610
Bartlett's Test of Sphericity	Approx. Chi-Square	17.814
	df	3
	Sig.	.000

##### Anti-image Matrices

		PROM2	PROM3	PROM4
Anti-image Covariance	PROM2	.851	-.157	-.259
	PROM3	-.157	.908	-.157
	PROM4	-.259	-.157	.851
Anti-image Correlation	PROM2	.594 <sup>a</sup>	-.178	-.305
	PROM3	-.178	.660 <sup>a</sup>	-.179
	PROM4	-.305	-.179	.594 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

##### Communalities

	Initial	Extraction
PROM2	1.000	.565
PROM3	1.000	.436
PROM4	1.000	.565

Extraction Method: Principal Component Analysis.

##### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.566	52.202	52.202	1.566	52.202	52.202
2	.782	26.051	78.253			
3	.652	21.747	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
PROM2	.752
PROM3	.660
PROM4	.752

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Reliability**

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	PROM2	4.6829	1.0643	82.0
2.	PROM3	3.9268	1.2647	82.0
3.	PROM4	3.7439	1.3129	82.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	12.3537	6.9228	2.6311	3

## Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
PROM2	7.6707	4.1495	.3783	.3982
PROM3	8.4268	3.8279	.3022	.5075
PROM4	8.6098	3.4014	.3712	.3934

## Reliability Coefficients

N of Cases = 82.0                      N of Items = 3

Alpha = .5345



## Appendix 4: Supervision Dimension Validity and Realibility Test

### Supervision Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.612
Bartlett's Test of Sphericity	Approx. Chi-Square	29.647
	df	3
	Sig.	.000

#### Anti-image Matrices

		SUPER1	SUPER2	SUPER3
Anti-image Covariance	SUPER1	.773	-.312	-.103
	SUPER2	-.312	.737	-.200
	SUPER3	-.103	-.200	.875
Anti-image Correlation	SUPER1	.601 <sup>a</sup>	-.414	-.125
	SUPER2	-.414	.582 <sup>a</sup>	-.248
	SUPER3	-.125	-.248	.696 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
SUPER1	1.000	.601
SUPER2	1.000	.667
SUPER3	1.000	.442

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.710	57.007	57.007	1.710	57.007	57.007
2	.762	25.414	82.421			
3	.527	17.579	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
SUPER1	.775
SUPER2	.817
SUPER3	.665

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Reliability

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	SUPER1	4.7561	.8966	82.0
2.	SUPER2	4.6829	.9412	82.0
3.	SUPER3	3.9390	1.3179	82.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	13.3780	5.6454	2.3760	3

Item-total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
SUPER1	8.6220	3.4479	.4185	.4786
SUPER2	8.6951	3.1528	.4807	.3881
SUPER3	9.4390	2.4715	.3468	.6326

Reliability Coefficients
N of Cases = 82.0
N of Items = 3
Alpha = .5895

## Appendix 5: Fringe Benefit Dimension Validity and Realibility Test

### Fringe Benefit Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.621
Bartlett's Test of Sphericity	Approx. Chi-Square	20.899
	df	3
	Sig.	.000

#### Anti-image Matrices

		BENE1	BENE2	BENE4
Anti-image Covariance	BENE1	.872	-.220	-.139
	BENE2	-.220	.821	-.241
	BENE4	-.139	-.241	.858
Anti-image Correlation	BENE1	.645 <sup>a</sup>	-.260	-.161
	BENE2	-.260	.599 <sup>a</sup>	-.288
	BENE4	-.161	-.288	.629 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
BENE1	1.000	.495
BENE2	1.000	.599
BENE4	1.000	.523

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.617	53.913	53.913	1.617	53.913	53.913
2	.747	24.893	78.806			
3	.636	21.194	100.000			

Extraction Method: Principal Component Analysis.



## Appendix 6: Contingent Reward Dimension Validity and Realibility Test

### Contingent Reward Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.592
Bartlett's Test of Sphericity	Approx. Chi-Square	70.352
	df	6
	Sig.	.000

#### Anti-image Matrices

		REW1	REW2	REW3	REW4
Anti-image Covariance	REW1	.851	.028	-.021	-.185
	REW2	.028	.590	.062	-.313
	REW3	-.021	.062	.807	-.224
	REW4	-.185	-.313	-.224	.460
Anti-image Correlation	REW1	.718 <sup>a</sup>	.039	-.025	-.296
	REW2	.039	.571 <sup>a</sup>	.090	-.601
	REW3	-.025	.090	.647 <sup>a</sup>	-.368
	REW4	-.296	-.601	-.368	.557 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
REW1	1.000	.332
REW2	1.000	.578
REW3	1.000	.368
REW4	1.000	.801

Extraction Method: Principal Component Analysis.



#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.078	51.960	51.960	2.078	51.960	51.960
2	.815	20.367	72.327			
3	.807	20.180	92.507			
4	.300	7.493	100.000			

Extraction Method: Principal Component Analysis.



## Appendix 7: Operating Condition Dimension Validity and Realibility Test

### Operating Condition Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.603
Bartlett's Test of Sphericity	Approx. Chi-Square	11.927
	df	3
	Sig.	.008

#### Anti-image Matrices

		OPER1	OPER3	OPER4
Anti-image Covariance	OPER1	.905	-.177	-.182
	OPER3	-.177	.914	-.161
	OPER4	-.182	-.161	.912
Anti-image Correlation	OPER1	.598 <sup>a</sup>	-.194	-.200
	OPER3	-.194	.608 <sup>a</sup>	-.176
	OPER4	-.200	-.176	.605 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
OPER1	1.000	.505
OPER3	1.000	.479
OPER4	1.000	.486

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.470	48.996	48.996	1.470	48.996	48.996
2	.777	25.890	74.885			
3	.753	25.115	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
OPER1	.711
OPER3	.692
OPER4	.697

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Reliability

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. OPER1	3.8537	1.2680	82.0
2. OPER3	3.8780	1.1265	82.0
3. OPER4	3.4024	1.2752	82.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	11.1341	6.6114	2.5713	3

Item-total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
OPER1	7.2805	3.5376	.3073	.3633
OPER3	7.2561	4.0200	.2928	.3910
OPER4	7.7317	3.5568	.2970	.3823

Reliability Coefficients
N of Cases = 82.0
N of Items = 3
Alpha = .4784



## Appendix 8: Coworker Dimension Validity and Reliability Test

### Coworker Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.569
Bartlett's Test of Sphericity	Approx. Chi-Square	27.724
	df	3
	Sig.	.000

#### Anti-image Matrices

		COWR1	COWR2	COWR3
Anti-image Covariance	COWR1	.727	-.274	-.296
	COWR2	-.274	.851	-.018
	COWR3	-.296	-.018	.828
Anti-image Correlation	COWR1	.546 <sup>a</sup>	-.349	-.381
	COWR2	-.349	.597 <sup>a</sup>	-.021
	COWR3	-.381	-.021	.582 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
COWR1	1.000	.702
COWR2	1.000	.460
COWR3	1.000	.500

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.662	55.394	55.394	1.662	55.394	55.394
2	.823	27.437	82.831			
3	.515	17.169	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
COWR1	.838
COWR2	.678
COWR3	.707

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Reliability

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. COWR1	4.9512	.7520	82.0
2. COWR2	4.0244	1.1108	82.0
3. COWR3	4.9390	.8217	82.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	13.9146	3.9556	1.9889	3

Item-total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
COWR1	8.9634	2.2332	.5147	.2902
COWR2	9.8902	1.7532	.3292	.5846
COWR3	8.9756	2.4438	.3256	.5274

Reliability Coefficients
N of Cases = 82.0
N of Items = 3
Alpha = .5616

## Appendix 9: Nature of Work Dimension Validity and Realibility Test

### Nature of Work (8) Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.619
Bartlett's Test of Sphericity	Approx. Chi-Square	73.780
	df	3
	Sig.	.000

#### Anti-image Matrices

		NATR2	NATR3	NATR4
Anti-image Covariance	NATR2	.571	-.005	-.297
	NATR3	-.005	.689	-.252
	NATR4	-.297	-.252	.456
Anti-image Correlation	NATR2	.626 <sup>a</sup>	-.008	-.581
	NATR3	-.008	.690 <sup>a</sup>	-.449
	NATR4	-.581	-.449	.578 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
NATR2	1.000	.672
NATR3	1.000	.576
NATR4	1.000	.815

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.063	68.775	68.775	2.063	68.775	68.775
2	.637	21.241	90.017			
3	.300	9.983	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
NATR2	.820
NATR3	.759
NATR4	.903

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Reliability

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. NATR2	4.6220	1.0140	82.0
2. NATR3	4.8902	.8750	82.0
3. NATR4	4.6829	.9146	82.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	14.1951	5.3936	2.3224	3

Item-total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
NATR2	9.5732	2.4946	.5841	.7156
NATR3	9.3049	3.0787	.5045	.7887
NATR4	9.5122	2.4505	.7357	.5360

Reliability Coefficients
N of Cases = 82.0
N of Items = 3
Alpha = .7685

## Appendix 10: Communication Dimension Validity and Realibility Test

### Communication Factor Analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.644
Bartlett's Test of Sphericity	Approx. Chi-Square	39.002
	df	3
	Sig.	.000

#### Anti-image Matrices

		COM1	COM2	COM4
Anti-image Covariance	COM1	.685	-.265	-.267
	COM2	-.265	.774	-.116
	COM4	-.267	-.116	.772
Anti-image Correlation	COM1	.610 <sup>a</sup>	-.364	-.367
	COM2	-.364	.670 <sup>a</sup>	-.150
	COM4	-.367	-.150	.669 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

#### Communalities

	Initial	Extraction
COM1	1.000	.691
COM2	1.000	.569
COM4	1.000	.572

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.832	61.056	61.056	1.832	61.056	61.056
2	.672	22.391	83.447			
3	.497	16.553	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
COM1	.831
COM2	.755
COM4	.756

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



## Appendix 11: T-test and Anova Result

### T-Test Result

#### Gender Differences on Job Satisfaction at Directorate General of Railway

##### Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
PAY	Female	31	3.46	.804	.144
	Male	51	3.49	.969	.136
PROMTION	Female	31	4.13	.763	.137
	Male	51	4.11	.947	.133
SUPVR	Female	31	4.39	.789	.142
	Male	51	4.50	.798	.112
BENEFIT	Female	31	3.25	1.011	.182
	Male	51	3.18	.955	.134
REWARD	Female	31	4.04	.786	.141
	Male	51	3.88	.777	.109
OPERTION	Female	31	3.66	.937	.168
	Male	51	3.75	.813	.114
REKAN	Female	31	4.49	.704	.126
	Male	51	4.73	.628	.088
JOB	Female	31	4.70	.776	.139
	Male	51	4.75	.780	.109
COMMUNIC	Female	31	4.40	.767	.138
	Male	51	4.43	.967	.135
JOBSATIS	Female	31	4.06	.563	.101
	Male	51	4.09	.527	.074

## Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
PAY	Equal variances assumed	1.552	.216	- .147	80	.883	-.03	.207	-.443	.382
	Equal variances not assumed			- .154	72.495	.878	-.03	.198	-.426	.365
PROMTION	Equal variances assumed	.731	.395	.089	80	.929	.02	.201	-.382	.418
	Equal variances not assumed			.094	73.675	.925	.02	.191	-.362	.398
SUPVR	Equal variances assumed	.016	.900	-.642	80	.523	-.12	.181	-.476	.244
	Equal variances not assumed			-.644	64.048	.522	-.12	.181	-.477	.244
BENEFIT	Equal variances assumed	.386	.536	.319	80	.751	.07	.222	-.372	.513
	Equal variances not assumed			.314	60.681	.755	.07	.226	-.380	.522
REWARD	Equal variances assumed	.295	.589	.917	80	.362	.16	.178	-.191	.516
	Equal variances not assumed			.914	62.925	.364	.16	.178	-.193	.519
OPERTION	Equal variances assumed	1.579	.213	-.455	80	.651	-.09	.196	-.480	.301
	Equal variances not assumed			-.439	56.612	.662	-.09	.203	-.496	.318
REKAN	Equal variances assumed	1.820	.181	-1.542	80	.127	-.23	.150	-.529	.067
	Equal variances not assumed			-1.499	57.916	.139	-.23	.154	-.539	.077
JOB	Equal variances assumed	.264	.608	-.297	80	.767	-.05	.177	-.406	.300
	Equal variances not assumed			-.298	63.711	.767	-.05	.177	-.407	.301
COMMUNIC	Equal variances assumed	.848	.360	-.164	80	.870	-.03	.204	-.440	.373
	Equal variances not assumed			-.174	74.329	.863	-.03	.193	-.418	.351
JOBSATIS	Equal variances assumed	.271	.604	-.272	80	.786	-.03	.123	-.278	.212
	Equal variances not assumed			-.268	60.221	.790	-.03	.125	-.284	.217



## Oneway ANOVA Results

### Working Period Differences on Job Satisfaction at Directorate General of Railway

#### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
PAY	1-2 yrs	63	3.59	.913	.115	3.36	3.82	1	6
	>2-5 yrs	7	3.18	.976	.369	2.28	4.08	1	4
	>5-15 yrs	7	3.14	.864	.327	2.34	3.94	2	4
	>15 yrs	5	2.95	.481	.215	2.35	3.55	3	4
	Total	82	3.48	.905	.100	3.28	3.68	1	6
PROMTION	1-2 yrs	63	4.07	.901	.114	3.85	4.30	1	6
	>2-5 yrs	7	4.52	.716	.271	3.86	5.19	4	5
	>5-15 yrs	7	4.29	.780	.295	3.56	5.01	3	5
	>15 yrs	5	3.87	.931	.416	2.71	5.02	2	5
	Total	82	4.12	.877	.097	3.93	4.31	1	6
BENEFIT	1-2 yrs	63	3.37	.967	.122	3.12	3.61	2	5
	>2-5 yrs	7	2.52	.634	.240	1.94	3.11	2	4
	>5-15 yrs	7	2.52	1.052	.397	1.55	3.50	1	4
	>15 yrs	5	3.07	.548	.245	2.39	3.75	3	4
	Total	82	3.20	.971	.107	2.99	3.42	1	5
REWARD	1-2 yrs	63	3.96	.783	.099	3.76	4.16	2	6
	>2-5 yrs	7	3.36	.283	.107	3.09	3.62	3	4
	>5-15 yrs	7	4.46	.809	.306	3.72	5.21	3	6
	>15 yrs	5	3.75	.750	.335	2.82	4.68	3	5
	Total	82	3.94	.779	.086	3.77	4.11	2	6
OPERTION	1-2 yrs	63	3.73	.884	.111	3.51	3.95	2	6
	>2-5 yrs	7	3.95	.951	.360	3.07	4.83	2	5
	>5-15 yrs	7	3.62	.678	.256	2.99	4.25	3	5
	>15 yrs	5	3.27	.596	.267	2.53	4.01	3	4
	Total	82	3.71	.857	.095	3.52	3.90	2	6

#### Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
PAY	.614	3	78	.608
PROMTION	.054	3	78	.983
BENEFIT	1.751	3	78	.163
REWARD	1.993	3	78	.122
OPERTION	.799	3	78	.498



**PROMTION**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	3.87
1-2 yrs	63	4.07
>5-15 yrs	7	4.29
>2-5 yrs	7	4.52
Sig.		.449

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 7.975.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

**BENEFIT**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >2-5 yrs	7	2.52
>5-15 yrs	7	2.52
>15 yrs	5	3.07
1-2 yrs	63	3.37
Sig.		.283

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 7.975.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

**REWARD**

YRDEPHB2	N	Subset for alpha = .05	
		1	2
Tukey HSD <sup>a,b</sup> >2-5 yrs	7	3.36	
>15 yrs	5	3.75	3.75
1-2 yrs	63	3.96	3.96
>5-15 yrs	7		4.46
Sig.		.390	.243

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 7.975.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

## OPERTION

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	3.27
>5-15 yrs	7	3.62
1-2 yrs	63	3.73
>2-5 yrs	7	3.95
Sig.		.392

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 7.975.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

## Oneway

### Working Period Differences on Job Satisfaction at Directorate General of Railway

## Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
SUPVR	1-2 yrs	63	4.43	.822	.104	4.23	4.64	3	6
	>2-5 yrs	7	4.43	.686	.259	3.79	5.06	4	5
	>5-15 yrs	7	4.95	.591	.223	4.41	5.50	4	6
	>15 yrs	5	4.13	.650	.291	3.33	4.94	3	5
	Total	82	4.46	.792	.087	4.29	4.63	3	6
REKAN	1-2 yrs	63	4.69	.681	.086	4.52	4.86	3	6
	>2-5 yrs	7	4.52	.504	.190	4.06	4.99	4	5
	>5-15 yrs	7	4.67	.694	.262	4.02	5.31	4	5
	>15 yrs	5	4.07	.365	.163	3.61	4.52	4	5
	Total	82	4.64	.663	.073	4.49	4.78	3	6
JOB	1-2 yrs	63	4.73	.816	.103	4.52	4.94	2	6
	>2-5 yrs	7	4.67	.544	.206	4.16	5.17	4	5
	>5-15 yrs	7	5.05	.591	.223	4.50	5.59	4	6
	>15 yrs	5	4.40	.723	.323	3.50	5.30	3	5
	Total	82	4.73	.774	.085	4.56	4.90	2	6
COMMUNIC	1-2 yrs	63	4.39	.916	.115	4.16	4.62	1	6
	>2-5 yrs	7	4.86	.504	.190	4.39	5.32	4	5
	>5-15 yrs	7	4.76	.787	.297	4.03	5.49	3	6
	>15 yrs	5	3.73	.796	.356	2.75	4.72	3	5
	Total	82	4.42	.892	.098	4.22	4.61	1	6
JOBSATIS	1-2 yrs	63	4.11	.561	.071	3.97	4.25	3	5
	>2-5 yrs	7	4.00	.228	.086	3.79	4.21	4	4
	>5-15 yrs	7	4.16	.584	.221	3.62	4.70	3	5
	>15 yrs	5	3.69	.402	.180	3.19	4.19	3	4
	Total	82	4.08	.537	.059	3.96	4.20	3	5



**SUPVR**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	4.13
>2-5 yrs	7	4.43
1-2 yrs	63	4.43
>5-15 yrs	7	4.95
Sig.		.171

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 7.975.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

**REKAN**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	4.07
>2-5 yrs	7	4.52
>5-15 yrs	7	4.67
1-2 yrs	63	4.69
Sig.		.235

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 7.975.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

**JOB**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	4.40
>2-5 yrs	7	4.67
1-2 yrs	63	4.73
>5-15 yrs	7	5.05
Sig.		.351

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 7.975.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

**COMMUNIC**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	3.73
1-2 yrs	63	4.39
>5-15 yrs	7	4.76
>2-5 yrs	7	4.86
Sig.		.058

Means for groups in homogeneous subsets are displayed.

- a. Uses Harmonic Mean Sample Size = 7.975.
- b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

**JOBSTATIS**

YRDEPHB2	N	Subset for alpha = .05
		1
Tukey HSD <sup>a,b</sup> >15 yrs	5	3.69
>2-5 yrs	7	4.00
1-2 yrs	63	4.11
>5-15 yrs	7	4.16
Sig.		.307

Means for groups in homogeneous subsets are displayed.

- a. Uses Harmonic Mean Sample Size = 7.975.
- b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

## Appendix 12 : Multiple Regression Result Regression

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	REGR factor score COMMUNICATION, REGR factor score BENEFIT, REGR factor score NATURE OF JOB, REGR factor score OPERATION, REGR factor score COWORKERS, REGR factor score PAY, REGR factor score PROMOTION, REGR factor score SUPERVISOR, REGR factor score REWARD	.	Enter

- a. All requested variables entered.
- b. Dependent Variable: JOBSATIS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 <sup>a</sup>	.998	.998	.026

- a. Predictors: (Constant), REGR factor score COMMUNICATION, REGR factor score BENEFIT, REGR factor score NATURE OF JOB, REGR factor score OPERATION, REGR factor score COWORKERS, REGR factor score PAY, REGR factor score PROMOTION, REGR factor score SUPERVISOR, REGR factor score REWARD



**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.353	9	2.595	3938.607	.000 <sup>a</sup>
	Residual	.047	72	.001		
	Total	23.400	81			

- a. Predictors: (Constant), REGR factor score COMMUNICATION, REGR factor score BENEFIT, REGR factor score NATURE OF JOB, REGR factor score OPERATION, REGR factor score COWORKERS, REGR factor score PAY, REGR factor score PROMOTION, REGR factor score SUPERVISOR, REGR factor score REWARD
- b. Dependent Variable: JOBSATIS



Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.078	.003		1438.565	.000
	REGR factor score PAY	.095	.004	.177	24.914	.000
	REGR factor score PROMOTION	.094	.004	.175	23.469	.000
	REGR factor score SUPERVISOR	.085	.004	.159	19.551	.000
	REGR factor score BENEFIT	.112	.004	.208	31.749	.000
	REGR factor score REWARD	.093	.005	.172	20.260	.000
	REGR factor score OPERATION	.094	.003	.176	27.827	.000
	REGR factor score COWORKERS	.071	.004	.132	20.045	.000
	REGR factor score NATURE OF JOB	.083	.003	.155	23.928	.000
	REGR factor score COMMUNICATION	.103	.004	.192	25.202	.000

a. Dependent Variable: JOBSATIS

## Regression

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	REGR factor score COMMUNICATION, REGR factor score BENEFIT, REGR factor score NATURE OF JOB, REGR factor score OPERATION, REGR factor score COWORKERS, REGR factor score PAY, REGR factor score PROMOTION, REGR factor score SUPERVISOR, REGR factor score REWARD		Enter

a. All requested variables entered.

b. Dependent Variable: JOBSATIS

Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		Tolerance	VIF
1	REGR factor score PAY	.555	1.802
	REGR factor score PROMOTION	.508	1.967
	REGR factor score SUPERVISOR	.426	2.349
	REGR factor score BENEFIT	.659	1.518
	REGR factor score REWARD	.389	2.568
	REGR factor score OPERATION	.706	1.417
	REGR factor score COWORKERS	.646	1.548
	REGR factor score NATURE OF JOB	.670	1.493
	REGR factor score COMMUNICATION	.483	2.071

a. Dependent Variable: JOBSATIS

Coefficient Correlations<sup>a</sup>

Model		REGR factor score COMMUNICATION	REGR factor score BENEFIT	REGR factor score NATURE OF JOB	REGR factor score OPERATION	REGR factor score COWORKERS	REGR factor score PAY	REGR factor score PROMOTION	REGR factor score SUPERVISOR	REGR factor score REWARD	
1	Correlations	REGR factor score COMMUNICATION	1.000	.148	.120	-.014	-.114	-.159	-.385	-.289	-.137
		REGR factor score BENEFIT	.148	1.000	.146	.026	-.179	-.437	-.073	.061	-.196
		REGR factor score NATURE OF JOB	.120	.146	1.000	.059	-.146	-.059	-.224	-.142	-.238
		REGR factor score OPERATION	-.014	.026	.059	1.000	-.271	-.212	.024	.083	-.263
		REGR factor score COWORKERS	-.114	-.179	-.146	-.271	1.000	.066	.134	-.357	.113
		REGR factor score PAY	-.159	-.437	-.059	-.212	.066	1.000	-.200	.134	-.059
		REGR factor score PROMOTION	-.385	-.073	-.224	.024	.134	-.200	1.000	.018	-.169
		REGR factor score SUPERVISOR	-.289	.061	-.142	.083	-.357	.134	.018	1.000	-.409
		REGR factor score REWARD	-.137	-.196	-.238	-.263	.113	-.059	-.169	-.409	1.000
	Covariances	REGR factor score COMMUNICATION	1.684E-05	2.138E-06	1.710E-06	-1.984E-07	-1.659E-06	-2.491E-06	-6.317E-06	-5.187E-06	-2.570E-06
		REGR factor score BENEFIT	2.138E-06	1.234E-05	1.791E-06	3.075E-07	-2.233E-06	-5.884E-06	-1.019E-06	9.396E-07	-3.153E-06
		REGR factor score NATURE OF JOB	1.710E-06	1.791E-06	1.214E-05	7.032E-07	-1.807E-06	-7.825E-07	-3.120E-06	-2.170E-06	-3.796E-06
		REGR factor score OPERATION	-1.984E-07	3.075E-07	7.032E-07	1.152E-05	-3.263E-06	-2.753E-06	3.279E-07	1.231E-06	-4.081E-06
		REGR factor score COWORKERS	-1.659E-06	-2.233E-06	-1.807E-06	-3.263E-06	1.259E-05	8.968E-07	1.900E-06	-5.530E-06	1.835E-06
		REGR factor score PAY	-2.491E-06	-5.884E-06	-7.825E-07	-2.753E-06	8.968E-07	1.466E-05	-3.066E-06	2.247E-06	-1.037E-06
		REGR factor score PROMOTION	-6.317E-06	-1.019E-06	-3.120E-06	3.279E-07	1.900E-06	-3.066E-06	1.600E-05	3.080E-07	-3.095E-06
		REGR factor score SUPERVISOR	-5.187E-06	9.396E-07	-2.170E-06	1.231E-06	-5.530E-06	2.247E-06	3.080E-07	1.910E-05	-8.179E-06
		REGR factor score REWARD	-2.570E-06	-3.153E-06	-3.796E-06	-4.081E-06	1.835E-06	-1.037E-06	-3.095E-06	-8.179E-06	2.088E-05

a. Dependent Variable: JOBSATIS

Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions									
				(Constant)	REGR factor score PAY	REGR factor score PROMOTION	REGR factor score SUPERVISOR	REGR factor score BENEFIT	REGR factor score REWARD	REGR factor score OPERATION	REGR factor score COWORKERS	REGR factor score NATURE OF JOB	REGR factor score COMMUNICATION
1	1	3.841	1.000	.00	.01	.02	.02	.01	.02	.02	.01	.02	.02
	2	1.342	1.692	.00	.12	.00	.05	.17	.00	.01	.03	.04	.01
	3	1.000	1.960	1.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	4	.997	1.963	.00	.00	.12	.00	.02	.00	.16	.26	.03	.02
	5	.704	2.335	.00	.00	.01	.00	.18	.00	.23	.03	.33	.13
	6	.673	2.388	.00	.00	.00	.05	.10	.00	.36	.06	.28	.09
	7	.498	2.778	.00	.10	.07	.11	.08	.26	.01	.32	.05	.03
	8	.389	3.142	.00	.61	.47	.07	.15	.00	.05	.02	.01	.02
	9	.302	3.568	.00	.14	.28	.10	.22	.03	.03	.07	.23	.67
	10	.255	3.882	.00	.00	.03	.61	.07	.68	.14	.20	.02	.01

a. Dependent Variable: JOBSATIS

