

THE RELATIONSHIP OF JOB SATISFACTION TO ADVERSITY QUOTIENT OF EMPLOYEES IN PT. SEMEN INDONESIA (PERSERO) TBK.

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THE RELATIONSHIP OF JOB SATISFACTION TO ADVERSITY QUOTIENT OF EMPLOYEES IN PT. SEMEN INDONESIA (PERSERO) TBK.

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ABSTRACT

The main purpose of this study is to determine the relationship of job satisfaction to the adversity quotient of Employees in PT. Semen Indonesia (Persero) Tbk. In this study, the descriptive quantitative method was used and questionnaires was distributed to 84 Employees. Job satisfaction level measured by achievement, growth and advancement, recognition, responsibility and work using the likert scale, and researchers use the adversity response profile (ARP) Quick Take™ of Stoltz for measuring Adversity Quotient levels. The percentage, weighted mean and correlation were computed for the profile of the respondents in terms of personal characteristics as variable control.

Keywords: Job Satisfaction, Adversity Quotient, Personal Characteristics

1 INTRODUCTION

Every person must have experienced stress in different conditions and activities in life. It is also faced by employees, whom face stressful situations both in the office and in their lives. Basically, endurance is the capacity of individual to face the stress and frustration that occur in life. In addition, individual resilience also involves opportunity and individual capacity to address psychological, social, cultural and physical resources that can sustain their well-being.

In the era of high competition and rapid innovation, it has an effect on the level of pressure experienced by employees. The greater the work's task make

the higher employee's depression. However, every person must be able to deal with the pressure that occur with the most appropriate attitude according to the level and time, in order to survive and be able to improve to the next step of self-development. The keyword that most related to this situation is called Adversity Quotient which means the intelligence to overcome difficulties and be able to survive, in this case: not easily give up for every difficulty of life.

Adversity quotient means endurance when faced problems. Stein & Book (2004) explains that endurance is the ability to deal with unpleasant events and stressful situations without becoming cluttered, by actively and passively overcoming adversity. Resilience is related to the ability to remain calm and patient, as well as the ability to face difficulties with a cold head, without getting carried away by emotions. Persons who endure difficulties will face the problem, not avoiding, not to be desperate and feelings of helplessness.

Many factors influence the adversity quotient. The study conducted by Zarate (2006) concluded that job satisfaction, organizational commitment, reward system, and personality related to work performance and motivation. One of the factors that influence within the scope of work are individual characteristics and job satisfaction. Individual characteristics include age, gender, work experience and level of education. While job satisfaction is the level of employee satisfaction to the environment of work.

This study focuses on the employees of a State-owned Enterprises of Indonesia. State-owned Enterprises of Indonesia (SOE) is a public-trusted Institution, where The Government is representative of ordinary public as shareholder. Consequently, SOE's employees should have higher requirement and quality of work to maintain public's trust. In addition, State-owned Enterprises of Indonesia as one of the sources of the state's proprietary economy must be able to demonstrate achievement in the field of business by maximizing the potential of human resources with various types of measurement and treatment. So this research is considered able to give contribution to make scientific measurement in order to improve human resource in State-owned Enterprises of Indonesia.

The object of observation is one of State-owned Enterprises of Indonesia: PT. Semen Indonesia (Persero) Tbk., which is one of the largest state-owned enterprises in Indonesia that produces and distributes cement to all over Indonesia and Southeast Asia that has a vision of "Being the Leading Cement Company in Southeast Asia".

2 RESEARCH METHODOLOGY

This study determines the relationship between the dependent variable (Adversity Quotient) and independent variables (Job Satisfaction). Simple Random Sampling was used to determine the sample size because the total population was known. The Population is total employees of PT. Semen

Indonesia (Persero) Tbk. in Gresik and Tuban. It was obtained that population is 500 permanent employees. Assumes a 90% level of confidence, 84 respondents were enough to cover the population of employees of PT. Semen Indonesia (Persero) Tbk. To gather data for the study, the following research instruments were used: Adversity Quotient Profile, Researchers use the adversity response profile (ARP) Quick Take™ of Stoltz for measuring AQ levels. In ARP Quick Take™, there are 20 (twenty) events are listed, consisting of four components: control, origin and ownership, reach, and endurance (CORE).

Measurement of each question for each dimension is done with Likert scale; arranged in numeric scales with the following interpretations: 5 – Very Satisfied (VS), which means that you're happy with the condition all the time. 4 – Satisfied (S), which means that you are happy with the condition most of the time. 3 – Less Satisfied (LS), this means that you're sometimes happy with the condition. 2 – Dissatisfied (D), which means that you are not happy with the condition most of the time. 1 – Very Dissatisfied (DS), which means that you are not happy with the condition all of the time. Job Satisfaction consists of two factors: motivation and hygiene. Motivation factor consists of: achievement, growth and advancement, recognition, responsibility and work. Hygiene factor consists of: company policy and administration, interpersonal relations, remuneration, supervision and working condition. Personal Characteristics Questionnaire consists of information about age, gender, educational attainment, and length of work. Personal characteristics was used for control variable. These are the conceptual framework of this study.



Figure 1: Conceptual Model

3 ANALYSIS AND DISCUSSION

3.1 Personal Characteristics

As a variable control, this is the result of data processing, from Table 1 can be known that from 84 respondents, 49% belongs to 41-50 age groups and 32% belongs to 31-40 age groups. This indicate that majority of the respondents are in the period/phase that have obtained work experiences and various training that support their job.

Table 2 shows the profile of respondents by gender. Of the 84 respondents, 76% are male, and 24% are female. This is because most of the work-related jobs in the factory/field are still dominated by men.

From Table 3 can be seen that out of 84 respondents, 82% have bachelor's degree, and 13% have master's degree. While the other 4% have doctoral's degree, senior high school's degree and junior high school's degree. This indicate that most of job in PT. Semen Indonesia (Persero) Tbk. need bachelor's degree competence.

Table 4 shows that 68% respondents have worked in PT. Semen Indonesia (Persero) Tbk for 5 years and above, and 32% others have worked for 4 years and below. line space both before and after this level of heading, as shown in the subheading for this paragraph.

Table 1: Age

Frequency distribution of the respondents according to age		%
21-30	2	2%
31-40	27	32%
41-50	41	49%
51-60	14	17%
> 61	0	0%
Total	84	100%

Table 2: Gender

Frequency distribution of the respondents according to gender	
Male	64
Female	20

Table 3: Educational Attainment

Frequency distribution of the respondents according to educational attainment	
Junior High School Degree	1
Senior High School Degree	2
Bachelor's Degree	69
Masterly Degree	11
Doctoral Degree	1

Table 4: Length of Work

Frequency distribution of the respondents according to length of service		%
1 year and below	2	2%
2 years	4	5%
3 years	8	10%
4 years	13	15%
5 years and above	57	68%
Total	84	100%

3.2 Validity and Reliability

The validity test is used to measure the validity of a questionnaire (Ghozali, 2005: 45). The absolute value of factor analysis for each dimension or item of the instrument is said to be valid if each dimension or item of instrument is rated factor loadings ≥ 0.5 . Factor analysis is done with the help of SPSS 11.5 Windows application program for construct job satisfaction and adversity quotient with Confirmatory Factor method Analysis.

The reliability measuring the consistency and stability. Consistency shows how well items that measure a unified concept into group. This internal consistency items of measurement in questionnaire tested with Cronbach alpha. Cronbach alpha used by researchers is $\geq 0,6$. The reliability test in this study uses the help of SPSS 11.5 for Windows.

Based on the results of the validity and reliability analysis in Table 5, then it can be concluded that 52 out of 58 instrument items passed the validity test. Thus, the grains instruments that do not pass the validity test (AQ2, AQ5, AQ7, AQ9, AQ15, and AQ19) will be eliminated and not will be used in subsequent analyzes. Whole grains of instruments meet reliability testing criterion - coefficient Cronbach alpha $\geq 0,6$. Item to total correlation for all grains of employee performance constructs and adversity quotient greater than 0.6 (Sunjoyo, 2008).

3.3 Descriptive and Correlation Statistics

The analysis of the correlation between variables and the mean and standard deviation can be seen from the following SPSS 11.5 for Windows output (Table 5).

Table 5 shows that respondents have high levels of satisfaction ($M= 5,13$, $SD = 0,3156$) and moderate AQ levels ($M = 150.06$, $SD = 26.964$). There is a

weak correlation between AQ and Job Satisfaction ($r = 0.205$, $p < 0.05$). Weak correlations also occur between AQ and gender ($r = -0.418$, $p < 0.01$). That is, the male respondents have AQ level is higher than the AQ level of female respondents. The findings of this study confirm research studies conducted by Stoltz (2000: 82) that there is an important difference between male responses and women's responses against a difficult situation. Based on Dweck research in Stoltz, women tend to accept the situation as their mistake and caused by a characteristics of a fixed nature. Stoltz adds, men, on the contrary, tend associate failure with something temporary. Table 5 also shows that there is a significant correlation between AQ and last education ($r = -0.188$, $p < 0.01$). That is, the respondents with low education has a higher AQ level compared to the AQ educated respondents.

Table 5: Descriptive and Correlation Statistics

	Konstruk	M	SD	1	2	3	4	5
1	Age	31,38	5,969					
2	Gender	1,39	0,492	0,265*				
3	Educational	3,06	0,669	-0,316*	0,126			
4	Length of Work	4,42	0,4414	-0,039	0,000	0,135		
5	Job Satisfaction	5,13	0,3156	-0,039	0,131	-0,382	0,135*	
6	Adversity Quotient	150,06	26,964	-0,335**	-0,418**	-0,188	0,301*	0,235

Source: Data processing result.

^aM = mean; SD = Standard deviation; ** $p < 0,01$ (2-tail); * $p < 0,05$ (2-tail)

3.4 Hypothesis Test

Before the hypothesis is tested, we will first present ANOVA test results (analysis of variance) which aims to determine whether the research model is "fit" or not. After the model is declared "fit," then the hypothesis is ready to be tested. Hypothesis testing on Table 7 was performed using a significance level of $p < 0.05$. In this research, linear regression analysis was done with the help of SPSS 11.5 for Windows application program.

Table 6: Fit Model Test Results - ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0,692	1	0,692	4,253	0,04 ^a
	Residual	0,088	62	0,163		
	Total	0,780	63			

Source: Results of data processing.

^a Predictors: (constants): adversity quotient ^b

Dependent variables: Job Satisfaction

Based on Table 6 above, the proposed research model shows the model "Fit." That is, adversity quotient is a predictor of Job satisfaction.

This hypothesis aims to test whether adversity quotient affects job satisfaction of employees positively. Based on the results of linear regression analysis in Table 7, then it can be concluded that Hypothesis is supported ($\beta_1 = 0,253$; $p < 0,05$). That is, the higher level of adversity quotient, the higher the level of job satisfaction, and vice versa the lower the adversity quotient rate, the lower the level of job satisfaction.

Based on the findings of this study, adversity quotient affects job satisfaction positively. The findings of this study support several previous studies (Kumar, 2016; Stoltz, 2000). The results of this study have been discussed on section of job satisfaction and adversity quotient.

Table 7: Regression Test Results^a

Model	Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constanta	3,874	0,270	14,364	0,000	
	AQ	0,147	0,071	0,253	2,062	0,043

Source: Results of data processing.

^aDependent Variable: Job Satisfaction

4 CONCLUSION

This study aims to test whether adversity quotient (AQ) affects job satisfaction of employees positively. Based on the results of linear regression analysis in Table 7, it can be concluded that the hypothesis is supported. That is, adversity quotient affects job satisfaction of employees positively. In addition, the respondents of this study had a job satisfaction level ($M = 5,13$) and moderate adversity quotient ($M = 150.06$).

For PT. Semen Indonesia (Persero) Tbk concerned, the results of this study provide implications on increased level of adversity quotient of employees. This study shows that a High job satisfaction of employees are determined by a high degree of adversity quotient. Based on this study found that the average AQ level of respondents ($M = 150.06$) are moderate. According to Stoltz (2000: 89) if the level of AQ is in range 135-160 then an individual may be able to overcome many difficulties. This implies that as well as the responsibility the respondents hold for themselves in improving the situation is affected by the job satisfaction level they have in handling their positions. The more they are satisfied with their job, the more they held accountable for any

difficulties that they may encounter and the more they will find a way to ameliorate the situation. Stoltz adding, however, if mounting and individual difficulties become tired, the difficulty will make unnecessarily bother and sometimes make a demotivation.

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