

CHAPTER II

LITERATURE REVIEW

2.1 Job Satisfaction

2.1.1 Definition of Job Satisfaction

A person at work will feel comfortable working for the company if the company provides the satisfaction of their employee. Job satisfaction is a general feeling of an individual towards a job. According to Dole & Schroeder (2005), job satisfaction can be defined as an individual's feelings and reactions to the work environment.

According to Lock in Simatupang (2015), job satisfaction is a happy or positive attitude towards a job. Feelings of pleasure arise from evaluating the work that employees have done. Employees who are satisfied with their work feel happy with their work. In a previous study from Gorda (2004), job satisfaction is a driving factor for increasing employee performance, which will improve organizational performance. Meanwhile, in a study from As'ad (2002), job satisfaction results from various attitudes related to work and certain factors such as wages or salaries, supervision, job stability, job security, agreement to advance, fair work assessment, and social relations.

According to Robbins & Judge (2017), job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction will have a positive attitude toward their job. Job

satisfaction is a pleasant or unpleasant emotional state for employees in viewing their work.

According to Mathis & Jackson (2001), job satisfaction is a positive emotional state of evaluating one's work experience. Meanwhile, according to Robbins (2003), job satisfaction is a person's general attitude towards work with a high level of job satisfaction, showing a positive attitude during their performance. According of several theories above, it is concluded that job satisfaction is an attitude related to employees' feelings towards the work they are doing. These attitudes and affections are formed by evaluating the experience of job aspects.

2.1.2 Factors Affecting Job Satisfaction:

According to Siagian (2019), four factors affect job satisfaction, namely:

1) Challenging work

Employees want to do jobs that demand imagination, innovation, and creativity. Employees seek challenging tasks to gain new experience in their fields and further develop their skills. On the other hand, workers also do not want complex work, but the result is minimal even though they have used all their abilities, skills, time, and energy because it will cause them to be frustrated if it continues. If for an extended period, it will result in low job satisfaction.

2) Fair reward system

A person will feel needed if the treatment is in their favor, and vice versa. They feel it is unfair if the treatment is seen as a disadvantage. In the working environment, perception is associated with various things.

3) Wages

Wages or salaries are rewards someone receives from the organization for their service in the form of time, effort, expertise, or skills. Usually, someone sees wages or salaries with several comparisons, such as the following:

- a. The first comparison is related to expectations based on education level, experience, years of service, number of dependents, social status, and economic needs.
- b. The second comparison is related to other people in the organization, especially those with characteristics in the form of comparisons and those who are doing similar jobs and assuming relatively the same professional responsibilities. If there is a difference between a person's wages and a colleague who, in their view, has similar characteristics, it is considered unfair.
- c. The third comparison is related to workers in other organizations in the same area, especially organizations engaged in fields or activities like the organization in which the person works.

d. The fourth comparison is related to statutory regulations, especially regarding the minimum wage level, which has been regulated by law in many countries.

e. The fifth comparison is related to what a person receives in the form of wages with organizational capabilities.

4) Promotion system

Every organization must have clarity about the career advancement that a person may climb if the various criteria have been set correctly. According to one perception, promotion in the organization is not based on objective considerations. Subjective considerations, such as personal likes and dislikes, ethnicity, and regional origin, will create a feeling of being unfairly needed.

2.1.3 Job Satisfaction Indicator

According to Fred Luthans (2006), job satisfaction is an emotional state that results from evaluating a person's work experience. Job satisfaction is a pleasant or unpleasant emotional state in viewing one's work. Job satisfaction consists of 5 aspects:

1) The work itself with satisfaction is the primary source of satisfaction where work provides interesting assignments, opportunities to learn, and opportunities to accept responsibility. Every job requires a specific skill set according to its respective fields.

2) Job satisfaction is a function of the absolute amount of salary received, the degree to which salaries meet the workforce's expectations, and how they are given. In addition to meeting low-level needs (clothing, food, and board), money can symbolize achievement, success, and recognition or appreciation. The amount of money earned can represent the freedom to do what one wants, like the salary received following current work demands.

3) Promotion opportunities are related to whether there is a chance to gain career advancement while working, concerning the possibility of someone advancing in the organization and developing through a promotion position.

4) The way superiors treat subordinates can be pleasant or not, affecting satisfaction and subordinate job dissatisfaction.

5) Work colleagues, teamwork is the most straightforward source of job satisfaction for employees. Such as meeting the social needs of employees and co-workers who help each other, support, and give advice.

2.2 Rewards and Recognition

2.2.1 Definition of Rewards and Recognition

Ndungu (2017) explained that reward and recognition as an effort by company management to appreciate employees as a response for being a role model or for their specific actions. According to Tirta (2020), Reward is categorized into implicit and explicit rewards. The explicit Reward is given in the form of salary and incentives, while implicit rewards are given in appreciation, Recognition (e.g., best employee), and compliments. Rewards that are given should be based on fair and

objective evaluation. Brun and Dugas (2008), explained that employee recognition is a common problem faced by most organizations, as Recognition is one of the basic needs of an individual. In an organization, Recognition could be elaborated in specific policies or efforts, claiming that the organization wants to recognize results or efforts from its employees.

2.2.2 Rewards and Recognition Indicator

One might expect that employees will be more likely to engage themselves at work to the extent that they perceive a more significant number of rewards and recognition for their role performances Saks (2006). The indicator of Rewards and Recognition, according to Saks (2006), are:

1. I got a raise.
2. The job security I got.
3. The promotion I got.
4. The freedom and opportunity that I got.
5. Respect from the people I work with.
6. The award from the supervisor that I got.
7. The training and development opportunities that I got.
8. More challenging job assignments that I got.
9. Awards that I get.

2.1 Satisfaction with Supervision

2.3.1 Definition of Satisfaction with Supervision

Siagian (2019), said that supervision is the observation of the implementation of all company activities to ensure that all activities being carried out are running well and following the plan determined. Handoko (2000), explains that supervision is a method and tool applied to guarantee that the plan's implementation goes according to plan.

According to Hussain & Diaz (2020), Good supervision brings better communication, which helps in finding quicker and better ways of solving work problems because of straightforward instructions and identifying suitable employees to accomplish certain specific tasks.

According to Omisore (2014), Effective supervision is another aspect that must impact job satisfaction. Supervision is essential in maintaining employee jobs so that they will run smoothly. Good supervision brings better communication, which helps find quicker and better ways of solving work problems because of more straightforward instructions and the identification of suitable employees to accomplish certain specific tasks.

According to Handoko (2000), Supervision is the discovery and application of methods and tools to ensure that plans are carried out following what has been determined. Supervision is approved if it is done by finding out how the organization's objectives can be achieved. That means all employees are involved in finding the best way to achieve organizational goals.

According to Mubrom & Eejiani (2019), involving employees in planning and supervision will develop a sense of respect, which is one of the hierarchies that employees need to generate job satisfaction.

2.2.3 Satisfaction with Supervision Indicator

The supervisor's receptiveness to the employee's information, ideas, and problems provides an empathic sense of caring and concern, essential in the human-relations approach to understanding job satisfaction. The indicator of Rewards and Recognition, according to Windon (2017), are:

1. The way my supervisor listens when I have something important to say
2. The way my supervisor sets clear work goals
3. My supervisor's fairness in appraising my job performance
4. My supervisor's fairness in appraising my job performance
5. The way my supervisor is consistent in his/her behavior toward subordinates
6. The way my supervisor helps me to get the job done
7. The way my supervisor gives me credit for my ideas
8. The way my supervisor gives me clear instruction
9. The way my supervisor informs me about work changes ahead of time
10. The way my supervisor follows through to get problems solved
11. The way my supervisor understands the problems I might run into doing the job
12. The way my supervisor shows concern for my career progress
13. My supervisors backing me up with other management
14. The frequency with which I get a pat on the back for doing a good job

15. The technical competence of my supervisor
16. The amount of time I get to learn a task before I'm move to another task
17. The time I must do the job right
18. The way my supervisor responsibilities clearly defined

2.3 Work Itself

2.3.1 Definition of Work Itself

According to Sedarmayanti (2017), the work itself is a group of tasks the organization must carry out to achieve the work itself. The job itself is a source of job satisfaction, and essential elements of job satisfaction are its status.

Sitepu *et al.* (2002), found that employees tend to like jobs that let them use their skills and abilities and give them a variety of tasks, freedom, and feedback on how well they are doing.

2.3.2 Work Itself Indicator

Hertanto (2017), states that a person's work relationship is fundamental, and their attitude towards their work will determine the success or failure of the job. The indicator of Rewards and Recognition, according Hertanto (2017), are:

1. In my work, I try to improve the quality of work completed.
2. I am always on time to complete the work tasks that are my responsibility professionally
3. I am often involved in decision-making by my superiors
4. I am often involved in essential activities in the company
5. I have satisfaction when I can complete complex work tasks
6. The job given to me is very challenging.

7. My supervision always communicates directly in terms of work
8. Every work task carried out must be based on a sense of pleasure, loyalty, and high organizational responsibility
9. The work I am currently doing is not against my conscience
10. My current job is very challenging and exciting
11. I feel empowered to do my job

2.4 Previous Studies

Table 2. 1
Previous Studies

Title and Author	Variables	Analysis Tool	Conclusion
Impact of Rewards and Recognition on Employees Job Satisfaction and Motivation in Private Banks of Tirunelveli City. (Mrs. B.Subha, 2013)	1. Rewards 2. Motivation 3. Recognition	Pearson Correlation	If rewards and recognition are increased, it can positively affect motivation and job satisfaction. it is important in increasing the value given to employees. Although many dimensions of work and work motivation are related to job satisfaction, such as the average value of pay, promotion, benefits, and recognition, employees are less motivated by these aspects.
Impact of	1. Reward and	Analysis	There is a positive

Title and Author	Variables	Analysis Tool	Conclusion
Reward and Recognition on Job Satisfaction and Motivation. (Peter Agyekum Boateng, 2015)	Motivation 2. Job Satisfaction	of Variance (One Way ANOVA)	relationship between rewards and work motivation, but there are a few other sides of a positive relationship between rewards and job satisfaction. This confirms that there are other dimensions such as satisfaction with work attributes, other people, organizational context, and individual differences are aspects of side job satisfaction rewards (intrinsic, extrinsic, and social).
Relationship Between Supervision and Job Satisfaction Among Public Secondary School Teachers in Nakuru West Sub-County, Kenya (Tallam	1. Staff Development 2. Supervisory Practices 3. Teachers Job Satisfaction	Pearson Correlation	Supervisors do not set clear targets and standards and do not always follow up on assignments given to teachers. Most teachers also claim that teachers do not get along with the principal and are not always involved in decision-making. Most of the teachers stated that their supervisor did not supervise teaching activities, how the

Title and Author	Variables	Analysis Tool	Conclusion
Maldrine, (2020)			teacher managed the teacher's class, and then how the teacher conducts guidance and counseling
The Relationship between Supervision, Job Satisfaction, and Burnout among Live-In and Live-On Housing and Residence Life Professionals. (Tracy Latonya Reed, 2015)	1.Supervision 2.Job Satisfaction 3.Burnout	Multivariate analysis and hierarchical multiple regression analysis	The results showed a significant relationship between supervision, work, satisfaction, and burnout among the place they living
Job Satisfaction and Employee Performance: A Theoretical Review of The Relationship Between the	1.Job Satisfaction 2.Employee Performance.	Explanatory Factor Analysis	This study reveals a positive reciprocal relationship between satisfaction leading to performance and performance leading to satisfaction through several mediating factors.

Title and Author	Variables	Analysis Tool	Conclusion
Two Variables. Muna Ahmed Alromaihi, Zain Abdulla Alshomaly, (2017)			

Source: Primary data (2022)

2.5 Research Hypothesis

2.5.1 The effect of rewards and recognition on job satisfaction

According to Ndungu (2017), reward and recognition is an effort by organization management to appreciate employees as a response for being a role model or for their actions. Besides, according to Nguyen *et al.* (2021), a faulty system results in a lack of incentives and appreciation, resulting in managers deferring compensation to improve working conditions for their employees. In short, an inadequate pay and recognition program detracts from employee happiness. According to Tirta &Enrika (2020), reward and recognition significantly and positively affect job satisfaction. According to Nguyen *et al.* (2021), the relationship between reward and recognition and job satisfaction was positively correlated. Reward and recognition programs are vital for employee engagement and overall job satisfaction.

H1: Rewards and recognition have a positive impact on job satisfaction

2.5.2 The impact of satisfaction with supervision on job satisfaction

According to Handoko (2000), Supervision is an approach and tool to ensure that plans have been carried out according to what has been determined. Good Supervision brings better communication, which enhances quicker and better ways of solving working problems by providing more straightforward instruction and allocating specific employees to work on certain tasks. According to Hussain & Diaz (2020), good Supervision contributes to employee job satisfaction. It is concluded that a good supervisor helps employees to achieve their goals and create a more rewarding working environment.

H2: Satisfaction with supervision have a positive impact on job satisfaction

2.5.3 The impact of the work itself on job satisfaction

Work itself contributes to job satisfaction. It is an essential element of job satisfaction, especially if the work itself gives the employee a particular company and social status. According to Sitepu *et al.* (2021), Employees prefer to have an opportunity to use their skills to complete various assignments, with feedback on how well they are doing the tasks. According to Nguyen *et al.* (2015), work itself have a positive and significant relationship with job satisfaction.

H3: Work itself have a positive impact on job satisfaction

2.6 Conceptual Frame

