

The Influence of Job Description and Job Satisfaction on Employee Productivity in the Blower Motor Assy Production Department

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Abstract

This research aims to explore and analyze the influence of job descriptions and job satisfaction on employee productivity in the blower motor assembly production department of PT. Denso Manufacturing Indonesia. Data collection was carried out by distributing questionnaires to the total population and sample of 42 respondents, using a quantitative descriptive approach. The data analysis used is the R square Algorithm Test analysis, and Path Coefficient Bootstrapping. The results of this research show that the job description variable has a significant positive effect on employee productivity, while job satisfaction has a positive but not significant effect on employee productivity. Therefore, the test results from this research state that there is the same positive influence but has a different significant level between the job description and job satisfaction on work productivity in the blower motor assembly production department of PT. Denso Manufacturing Indonesia.

Keywords: Job Description, Job Satisfaction, Work Productivity.

Introduction

As the global industrial competition intensifies, competent human resources are crucial. Lilia (2020) states that humans will determine the success or failure of an organization in achieving its goals. Human resource development, in essence, aims to enhance capabilities for achieving higher productivity (Sutrisno et al., 2010).

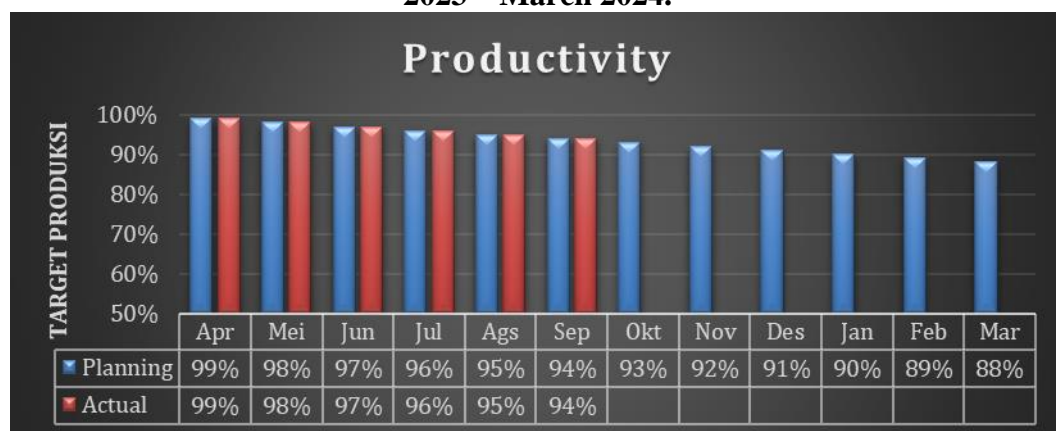
An organization or company undoubtedly has productivity targets that must be achieved to fulfill the planned objectives, as it significantly influences the company's sustainability in the future. Productivity is directly proportional to the effective and efficient use of resources (inputs) to produce or enhance the output of goods and services. In the effort to improve employee work productivity, every company must pay attention to factors influencing work productivity (Wirawan et al., 2018).

PT. Denso Manufacturing Indonesia is a company engaged in the primary business of manufacturing components for DC current drive motors. It has supplied its products, and their quality has been recognized by consumers in various countries. The company adheres to the slogan "Excellent Factory" as its guideline. Achieving this is not an easy task, as over time, numerous competitors produce similar products. However, this situation is seen as a challenge

for the company to excel in the global industrial competition. Therefore, productivity is one of the factors that must be achieved and continuously improved.

Based on the data obtained from the Production Department of Blower Motor Assy at PT. Denso Manufacturing Indonesia over the past few months in one period, it is known that production targets have consistently been achieved from the planned targets set.

Figure 1. Production report data from the Production Department for the period April 2023 – March 2024.





Source: PT. Denso Manufacturing Indonesia Dept. Blower Motor Assy

Based on Figure 1, it illustrates that the productivity target for the period is 100% and must be achieved. Management establishes monthly planning targets to approach the perfect 100%, ensuring that the actual target can be maintained. Simultaneously, the output generated for productivity aligns with the planned production target. The achievement of productivity targets for the period ranges from a maximum of 100% to a minimum of 88%. To sustain this, during the production process, the actual ROP will be raised above the minimum target, for example, from the expected minimum of 88% to 90%. This is done to anticipate potential issues in the 4M (Method, Man, Machine, and Material) when the production process takes place. Thus, by the end of each shift, the target can be achieved without falling too far below the predetermined minimum target or at least in accordance with the specified minimum target. The achievement of productivity is influenced by several factors, including Job Description and employee job satisfaction.

Human resources themselves are the greatest asset possessed by an organization or company. Therefore, the employees here have their own talents and abilities, as well as creativity that is undoubtedly needed by the organization to achieve its goals (Fauzan & Fathiyah, 2017). To tap into these potentials and abilities, the company needs to create a job description that must be done and completed as a responsibility for each individual.

Job Description is absolutely necessary because without it, employees will work according to their own whims, disregarding the overall goals of the company, resulting in the failure to achieve organizational goals or, at the very least, hindering the achievement of

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organizational objectives (NIDYAWATI, 2022). An employee must understand the job description according to their field to make the expected contributions from their position (Nurhayati, 2017). A job description is a systematic record of tasks, authority, and responsibilities for a specific position, defined based on existing facts. Job Description should be able to explain and focus on the job itself rather than the personnel filling the position.

In the study on "The Influence of Job Description, Work Environment, and Work Motivation on Employee Performance at the Secretariat Office of Majene Regency" by Haryanto (2023), there are many factors that can affect employee performance in a government institution. Some of these factors include job analysis (job description), where the implemented program is tailored to the company's needs. The level of work productivity will affect employee performance both directly and indirectly (Bahri, 2016). According to Markus (2020), the division of labor is considered one of the most important factors because it provides clarity for employees to carry out their tasks effectively in accordance with the workload responsibility, preventing potential overlaps, waste, and the passing of responsibilities in case of errors and difficulties. With this, employee work effectiveness and work productivity will be achieved.

Employees, as social beings with goals, thoughts, feelings, and desires, can influence their attitudes towards their work. Employees can be considered satisfied at work when they feel happy and comfortable in their job, perceiving it as a hobby (Adiwinata, 2014). Umar (2004) states that job satisfaction is an individual's feelings and assessment of their work, especially regarding the working conditions, in relation to whether their work can meet their expectations, needs, and desires. The more aspects in the job align with the individual's desires, the higher the level of satisfaction experienced, and vice versa.

The factor of employee job satisfaction is crucial for companies because employee satisfaction is expected to enhance overall performance and lead to increased company productivity. In service management, this is known as the concept of "happy employee, happy customer," signifying that, before satisfying customers, priority should be given to satisfying employees. This approach ensures that employees willingly and sincerely provide optimal service to their customers (Muayyad & Gawi, 2016). Employees with high job satisfaction naturally have high work enthusiasm, resulting in maximum job performance. Conversely, employees with low job satisfaction exhibit poor performance, lacking motivation in their work, which significantly impacts the company (Wijaya, 2014).

In this context, the researcher chose the Production Department of Blower Motor Assy at PT. Denso Manufacturing Indonesia as the research subject. This company is considered one of the reputable manufacturing firms engaged in transforming raw materials into finished goods with high market value. With the increasing consumer interest in its diverse products, the company is compelled to establish an effective and efficient production system. Production planning is determined based on production capacity, human resources availability, and process capabilities. The aspect influencing production capacity is time base, which is directly proportional to human resources availability. This aligns with the phenomenon observed in the production department of blower motor assembly, which has achieved stable and upward-trending results in monthly production.

Understanding the phenomenon of its employees' productivity, which tends to be unique, is crucial. With the explanation above, each variable is interconnected with productivity. An interesting fact is that the employees in the production department of Blower Motor Assy at PT. Denso Manufacturing Indonesia demonstrate good performance, being timely, high-quality, and sustainable. This raises suspicions that the reality exceeds management expectations, given variations in findings compared to previous research conducted by several researchers. Therefore, further research is conducted regarding the correlation between job description and employee job satisfaction with productivity, which is consistently achieved every month without any decline.

The research questions in this study include whether there is a relationship between job description and job satisfaction with the productivity of employees in the Production Department of Blower Motor Assy at PT. Denso Manufacturing Indonesia. Additionally, the study investigates whether job description influences the productivity of employees in the Production Department of Blower Motor Assy at PT. Denso Manufacturing Indonesia and whether job satisfaction has an impact on the productivity of employees in the same department.

Method

This research employs a quantitative method. The population in this study comprises 42 employees from the production department of Blower Motor Assy at PT. Denso Manufacturing Indonesia. Using a saturated sampling technique, the author includes 100% of the population, which amounts to 42 individuals, as respondents. Data collection is carried out by distributing questionnaires through Google Forms. The respondents predominantly consist of contract employees with an average work period of 1-2 years, where 65.7% are female and 34.3% are male, and the average age falls within the range of 18-25 years. To ensure that the questionnaire used can represent all expected answers, an instrument test is conducted in this research, including testing the R-square results and Path Coefficient.

Results and Discussion

R Square Value Test

Table 1. R Square Value Test Results After Algorithm Elimination

	<i>R Square</i>	<i>Adjusted R Square</i>
PK	0,590	0,569

Source: R square Smart PLS test analysis results

Based on Table 1, it is shown that the generated R-square is 0.590, and the adjusted R-square is 0.569. The alignment of both strengthens the reliability of the model, indicating that these results are not obtained by chance in the sample data. With an R-square value of 59%, this means that job description and employee satisfaction influence employee productivity. The remaining 41% of employee productivity is influenced by other variables not examined in this study.

Path Coefficient Bootstrapping Value Test

Table 2. Path Coefficient Bootstrapping Test Results

	Sampel Asli (O)	Sampel Asli (O)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
JD -> PK	0,433	0,475	0,194	2,229	0,026
KK -> PK	0,388	0,356	0,210	1,852	0,065

Source: Path Coefficient Bootstrapping Test Results from Smart PLS analysis

The relationship between Job Description and Employee Work Productivity indicates that Job Description has a positive and significant impact on Employee Work Productivity. This is demonstrated by the original sample value of 0.475, the T-statistic value of 2.229 (> 0.194), and the P-value < 0.05 , which is 0.026. This study is consistent with Syelviani's research (2017), which states that job description is a written record of the responsibilities of a particular job. This document outlines the qualifications needed for the position and explains how the job relates to other parts of the company. Job descriptions should be prepared with the goal of enabling employees to understand their functions and duties, allowing work teams within the company to better understand the tasks, authorities, and responsibilities of their positions.

However, the non-significant influence, as indicated by other research conducted by Nurhayati (2017), suggests that when job descriptions are unclear, employees may lack understanding and mastery of their tasks and responsibilities in their work. This situation can lead to the ineffective achievement of job objectives, subsequently affecting employee work productivity.

Several studies indicate that job descriptions have a positive impact on employee work productivity. Each employee is required to have and be aware of their respective job descriptions for accountability in their work. This will directly influence the achievement of employee work productivity because there is harmony between the responsibilities outlined in the job description and the tasks performed.

On the other hand, regarding the relationship between Employee Satisfaction and Employee Work Productivity, it shows that employee satisfaction has a positive but not significantly significant effect on Employee Work Productivity. This is indicated by the Original Sample value of 0.356, the T-statistic value of 1.852 (< 0.194), and the P value > 0.05 , which is 0.065. This aligns with Handoko's (2016) research, which explains that job satisfaction is the emotional state with which employees view their work. This feeling reflects the adjustment between what is obtained and what is expected.

However, there is another study that refers to a significant influence, conducted by Afandi (2016), stating that job satisfaction leads to an increase in performance, making satisfied workers more productive.

Several studies indicate that employee job satisfaction has a positive effect on employee productivity. One of these studies, conducted by Wiliandari (2015), emphasizes the importance

of understanding employee job satisfaction. Therefore, it is necessary to measure employee job satisfaction regularly and continuously. This way, variables influencing employee job satisfaction, when considered good, can be maintained and further improved. Meanwhile, variables that are still problematic for employees can be addressed by company leaders. Thus, the needs and desires of employees can be addressed by leaders, ultimately contributing to the achievement of organizational or company goals.


Despite the differences in the significance levels demonstrated by the two independent variables concerning the dependent variable, there is still a positive and significant simultaneous relationship. Employees with clear job descriptions will work according to their responsibilities, avoiding inefficiencies due to overlapping tasks. Similarly, employees who feel satisfied because they receive desired rights will develop a sense of loyalty to the company and their work. This, in turn, will directly impact the achievement of employee work productivity.

Conclusion

Based on the analysis and discussion conducted, the conclusion drawn in this research is that job description and job satisfaction have an impact on employee productivity in the production department of blower motor assy at PT. Denso Manufacturing Indonesia. The job description for the performance of each employee needs to be analyzed at regular intervals to assess whether the tasks, authorities, and responsibilities assigned are consistently carried out well or not, in order to achieve the set productivity targets. Job satisfaction should also be considered because it is undeniable that the compensation value for employees from the company or organization must be balanced according to the level of compensation value needed by employees. In future research, further development can be carried out by adding other variables that have not been studied with both direct and indirect influences. Additionally, this research needs further development by increasing the sample size and not being limited to only one company.

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