

## **The Influence of Work Autonomy, Job Variation and Feedback on Job Satisfaction at PT Mas Arya Indonesia**

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### **ABSTRACT**

*The organization also continues to create conditions that can encourage employees to develop employee skills optimally. This study analyzes the relationship between work autonomy, job variations and job feedback on job satisfaction at PT Mas Arya Indonesia. The sample uses a census sampling of 198 employees. The results of multiple regression prove that work autonomy has no effect on job satisfaction, the variety of job variations and individual work feedback has a significant positive effect on job satisfaction. Work autonomy, variety of job variations and job feedback together can influence the level of job satisfaction by 95.5% while the remaining 4.5% is caused by other variables outside this study.*

**Keywords:** *Job Satisfaction, Work Autonomy, Various Job Variations, Feedback, Organization*

## **INTRODUCTION**

Human resources are the organization's most unique, most vulnerable, purest and most unpredictable assets. Each employee has a different set of backgrounds, which will affect the expectations of each and in turn will affect the dynamics of the relationship between humans and the company's organization. To get the human resources that are expected by the organization to provide positive fair value to all company activities in achieving its goals, each employee is expected to have high work motivation so that later it will increase high work productivity.

A successful company is a company that is able to improve the quality of its human resources because HR is one of the company's capital and is one that plays an important role in the company. Optimizing the role of HR in a company requires a real contribution from the company, so employees feel satisfied with what they are doing.

Hasibuan (2005) says: "Job satisfaction is the key to driving morale, discipline and employee performance in supporting the realization of organizational goals." Job satisfaction is assessed subjectively because each individual has a different level of satisfaction. The more aspects that are able to be accepted by him, the more satisfied the individual is at work. Job satisfaction can be formed when there is work autonomy for employees, a variety of job variations and employee feedback on their work.

Work autonomy is defined as the extent to which workers can exercise control and influence over

their work activities and work organization. This refers to freedom in making decisions about content, methods, scheduling and performance of work tasks (Weston 2012). According to Dagna's research (2022) it proves that job autonomy has no effect on job satisfaction. While the results of research by Lestari (2018), Sugiyarti (2018), Saputra (2021) and Putra (2019) Job Autonomy have a positive effect on job satisfaction. This can happen when employees are given the freedom to plan and determine the procedures used so that these employees can feel satisfaction at work.

Each job has certain characteristics or aspects that accompany the individual in carrying out his work. These aspects can make individuals work well or vice versa. Mangkuprawira defines job characteristics as identification of the various dimensions contained in a job design that simultaneously improve organizational efficiency and employee satisfaction. According to Luthans (2006), aspects of job characteristics are various abilities, task identity, task significance, autonomy, and feedback. Job characteristics can be shown by wage satisfaction and career growth, task clarity, use of skills, and task significance (Ting, 1997).

Feedback and ratings are fundamentally different. Information-based feedback, while the basis for assessment is judgment or evaluation. Furthermore, feedback can also be interpreted as an ongoing activity, while assessment is periodic and event-based (Lee, 2005). Feedback is generally needed throughout the production process, to keep the

process running without a hitch and can produce the expected product in a certain amount. This study takes an example from the clothing and clothing retail production unit at PT. Mas Arya. Kurniawan (2018) explained that feedback has no effect on job satisfaction, whereas Andry Hariwiyady's research (2007) produced a significant effect of feedback on job satisfaction.

## **LITERATURE REVIEW**

### **1. Job satisfaction**

Munandar (2006) explains that jobs that require higher skills than those possessed by employees, or personal demands that cannot be fulfilled by employees will cause frustration and ultimately employee job dissatisfaction. Job satisfaction and dissatisfaction impact employee productivity, absenteeism and turnover. Employees who are happy and satisfied at work are always motivated to contribute more. On the other hand, dissatisfied employees will become lethargic, make mistakes and become a burden to the company.

### **2. Work Autonomy**

Work autonomy is the freedom given to individual workers, substantially, independence and discretion to plan work and determine the procedures used to complete it. This includes the opportunity to organize one's own work, freedom to carry out work, freedom of thought and action (Robbins & Coulter 2009).

Autonomy in the workplace is important for increasing

employee satisfaction. Companies give their employees more opportunities to manage their work life. Thus, they feel motivated to go through their daily routines and develop their own abilities.

Companies with a decentralized organizational structure provide more autonomy to employees. Employees and lower management have more flexibility to manage their own lives. Meanwhile, top level management takes more role on more strategic aspects such as target and strategy planning. On the other hand, under a centralized and bureaucratic organizational structure, the company manages more. Thus, employees have less autonomy and participation. The company encourages employees to develop themselves, manage their work life and develop their own problem solving. Opportunities are hard to find under authoritarian rule. Leaders take a dominant role in making decisions, managing work and supervising employees directly.

### **3. Variety of Job Variations**

According to Gunastri (2013), job characteristics are the nature and duties which include responsibilities, types of tasks, levels of satisfaction obtained from the work itself, rules and guidelines for carrying out tasks. Meanwhile, according to Panudju (2010), job characteristics are how much decision making is made by employees for their work, and how many tasks must be completed by employees. Job characteristics are an approach to designing work that shows how work is described into

five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback (Robbins and Judge, 2015).

#### 4. Feedback

Feedback is the provision of information about how they are performing in terms of significant outcomes, events, critical incidents and behaviors. Feedback can be positive if it tells people they have done something well, constructive if it gives suggestions how to do something better, and negative if it says they have done something badly (Armstrong, 2009).

#### 5. Research Hypothesis

- a. H1: Job Autonomy Has a Positive Effect on Job Satisfaction.
- b. H2: Variation Work Has a Positive Effect on Job Satisfaction.
- c. H3: Feedback Positive Influence on Job Satisfaction.
- d. H4: The Influence of Autonomy, Variety of Job Variations and Work Feedback Together Have a Significant Positive Influence on Job Satisfaction.

### RESEARCH METHODS

#### 1. Research design

The data source used in this study is using primary data sources. Primary data was obtained through observation and the results of distributing questionnaires to workers at PT Mas Arya. Secondary data is in the form of search results on the internet related to articles, journals and previous research results that researchers can use as references with the research being conducted.

#### 2. Population and Sample

The population in this study are workers at PT. Mas Arya Indonesia. In this study focused on eight job positions found at PT. Mas Arya, namely the work unit Marketing and business development Section, Cutting Section, Sewing Section, Industrial Engineering Section, IT Section, Accounting Section, HRD, Shipping and Documentation

The sampling technique used is census. The census sampling technique (saturated sampling) according to Sugiyono (2012: 68) is a sampling technique when all members of the population are used as samples. The number of samples in this study obtained as many as 198 workers.

#### 3. Variable Measurement

##### Job satisfaction indicators

- a. The job itself
- b. Wages
- c. Promotion
- d. Supervisor
- e. Work colleague
- f. Communication
- g. *Benefits*
- h. *Contingent rewards*
- i. Implementation procedure

##### Work autonomy indicator

- a. Work method autonomy
- b. Work schedule autonomy
- c. Work criteria autonomy

##### Indicator of Variety of Job Variations

- a. Skill diversity
- b. Task identity
- c. Task significance

##### Feedback Indicator

- a. Activity information
- b. Ability information

**4. Data analysis technique**

The research instrument test was carried out to test the validity and reliability. Next, a multiple linear regression test was carried out with the equation:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Information:

Y = Job Satisfaction

$\alpha$  = Constant

$\beta$  = Regression Coefficient

X1 = Work autonomy

X2 = Variety of Work Variations

X3 = Feedback work

e = Standard Error

Test the research model using the simultaneous F test, test the coefficient of determination and t test.

**RESEARCH RESULT**

**1. Validity and Reliability Test**

The KMO value of each research variable is greater than 0.50, which means that the required sample has been fulfilled. In addition, the value of the matrix component of each indicator has shown to be greater than 0.4 so that all indicators can be said to be valid and feasible to be used as instruments in research.

The Cronbach's Alpha value is more than 0.7 so that it can be concluded that for the variables of Work Autonomy, Variety of Variations, Feedback, and Job Satisfaction it is declared reliable or consistent over time. So it can be concluded that the results of the questionnaire are valid and reliable and reliable for measuring existing variables.

**2. Research Model Test**

The significance value is 0.000 <0.05, which means that there is an influence of the independent variables of Work Autonomy, Variety of Variations, and Feedback on Job Satisfaction. Then the regression model is feasible to use in research.

The Adjusted R Square value is 0.955, which means that 95.5% of the variation in the magnitude of job satisfaction can be explained by the variables of Work Autonomy, Variety of Variations, and Feedback. While the remaining 4.5% is explained by other variables not included in the study.

Table 1. Validity Test

Variable	KMO	Indicator	Loading Factor	Information
Work Autonomy (X1)	0.877	X1.1	0.911	Valid
		X1.2	0.715	Valid
		X1.3	0.859	Valid
Variety of Variations (X2)	0.743	X2.1	0.761	Valid
		X2.2	0.682	Valid
		X2.3	0.889	Valid
Feedback (X3)	0.882	X3.1	0.638	Valid
		X3.2	0.746	Valid
		X3.3	0.727	Valid
		X3.4	0.941	Valid
		X3.5	0.906	Valid

Variable	KMO	Indicator	Loading Factor	Information
		X3.6	0.548	Valid
		X3.7	0.890	Valid
		X3.8	0.825	Valid
		X3.9	0.941	Valid
Job Satisfaction (Y1)	0.878	Y1.1	0.826	Valid
		Y1.2	0.785	Valid
		Y1.3	0.896	Valid
		Y1.4	0.856	Valid
		Y1.5	0.573	Valid
		Y1.6	0.845	Valid
		Y1.7	0.462	Valid
		Y1.8	0.896	Valid
		Y1.9	0.771	Valid
		Y1.10	0.580	Valid

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Alpha Critical Standard	Information
Work Autonomy (X1)	0.770	0.700	Reliable
Variety of Job Variations (X2)	0.820	0.700	Reliable
Feedback (X3)	0.923	0.700	Reliable
Job Satisfaction (Y)	0.908	0.700	Reliable

### 3. Multiple Linear Regression Test Results

Table 4. Multiple Linear Regression Test

Information	H1	H2	H3	
Coefficient of Determination	0.955			
F Test (Significance)	0.000			
t test	Betas	-0.027	0.057	0.955
	Sig.	0.084	0.001	0.000
Conclusion	Rejected	Accepted	Accepted	

$$Y = -0.027X_1 + 0.057X_2 + 0.955X_3 + e$$

From this equation it can be concluded that the Work Autonomy Variable has a Standardized Coefficients value of -0.027 (Negative) which implies that Work Autonomy has no significant positive effect on Job Satisfaction. Sig value 0.084 > 0.05, so when there is a change in the Work Autonomy variable, it has no impact on changes in job satisfaction. The Variable Variety of Variation has a Standardized Coefficients value of 0.057 (Positive) which means that the

Variety of Variation has a significant positive influence on Job Satisfaction. Sig value 0.001 < 0.05, so when there is a change in the Variety of Variations variable, it has an impact on changes in Job Satisfaction. The Feedback variable has a Standardized Coefficients value of 0.955 (Positive) which means that Feedback has a significant positive effect on Employee Performance. Sig value 0.000 < 0.05, so when there is a change in the Feedback variable, it



has an impact on changes in job satisfaction.

### DISCUSSION

Work Autonomy has no effect on Job Satisfaction. The highest mean (average) value is obtained in variable X1.2 of 4.2778. These results indicate that workers consider autonomy to be unimportant to them and does not affect satisfaction, workers are given the freedom to manage time to complete work but still pay attention to targets. The lowest mean (average) value is obtained in variable X1.3 of 3.7576. Workers feel they have ample opportunity for independence and freedom in doing work. These results are in line with research conducted by Dagna (2022).

Variety of Variation has a positive and significant influence on Job Satisfaction. In table 4.8 above, it can be seen that the highest mean (average) value is obtained in variable X2.3 of 4.0808. These results indicate that workers are given the opportunity to do different things in choosing a job. The lowest mean (average) value is obtained in variable X2.1 of 3.8939. Workers feel that there is a Variety of Job Variations, this affects the level of job satisfaction. The results of this study are supported by previous research by Rahmadani (2022), Hidayat (2022), Wulandari (2022), Krisnani (2022).

Feedback has influence and is significant on Job Satisfaction. In table 4.9 it can be seen that the highest mean (average) value is obtained by variable X3.3 which is equal to 4.1364. This indicates that managers always tell workers whether workers can meet their expectations or not. The lowest mean value is obtained by

variable X3.8, which is equal to 3.9646. This indicates that the manager provides guidance on how to improve work abilities and skills. The results of this study are supported by previous research Andry Hariwiyady (2007).

Work autonomy, various job variations and simultaneous feedback (together) can have a significant impact on changes in job satisfaction at PT Mas Arya. The results of the *f* test statistic have a significance value of  $F 0.000 < 0.05$ . This research is supported by Hidayat's previous research (2022) and Wulandari (2022) which state that the role of these variables greatly impacts job satisfaction.

### CONCLUSION

1. Work autonomy has no effect on employee job satisfaction at PT Mas Arya Indonesia.
2. Variety of job variations has a significant positive effect on job satisfaction of employees of PT Mas Arya Indonesia.
3. Job feedback has a significant positive effect on employee job satisfaction at PT Mas Arya Indonesia.
4. Work autonomy, variety of job variations and job feedback together can influence the level of job satisfaction by 95.5% while the remaining 4.5% is caused by other variables outside this study.

### Suggestion

1. Future research can replace or add other variables besides work autonomy, work variations and feedback to obtain a broader picture of job satisfaction.

2. Use other media to distribute questionnaires and add open interview methods.

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