

PREDICTORS OF JOB SATISFACTION IN NON-PROFIT ORGANIZATIONS

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Abstract: The aim of the current study is to describe the influence of HRM practices such as recruitment and selection, training and development and performance appraisal on job satisfaction. This study also examine the effect of HRM practices such recruitment and selection, training and development and performance appraisal and job satisfaction on self-efficacy. The data for present study is collected from the HR department of non-profit organization such as “NGO of Indonesia”. The self-administered questionnaire is used for data collection. The smart PLS has been used for data analysis. The results reveal that all the hypotheses are accepted and show the positive and significant results for advancing the job satisfaction. Further discussion, limitation and future direction of the study is also discussed at the end of the study.

Key words: HRM practices, job satisfaction, self-efficacy, non-profit organizations

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Introduction

Nowadays, organizations are striving for gaining competitive edge in organization. Due to large number of the economy, the competition among companies is also enhancing. Mostly people know that world is like global village everyone knows about the each other activities and business world faces many challenges from the aggressive business world due to globalizations. The HRM plays a dynamic part in organizations for achieving the goals of the organizations also sustain the competitive edge. Mostly in developing economies, organizations did not follow the HRM practices and also bear the expenses of the employee’s turnover. But now due to globalization in business world there is need to develop the employees of the organizations and try to retain the employees after providing them with opportunities. Further human resource department of the organization are liable for reducing the cost turnover cost of employees by efficient and effective manners (Sareen, 2018). Moreover, the non-profit organizations are sometime suffering from low finance. Due to this their HR departments try to influence the employees through motivation and intrinsic benefits also. Therefore, retention of employees is very important element of every business for saving the assets of the business as human beings. Having in mind the importance of human the organizations provide

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many advantages to the employees for gaining the competitive edge. The developing countries can compete with developed economy business if they HR department select a right person in the right place. The right people are having knowledge, skill and ability for accomplishment of the organizations objectives. If the organizations are having no ability for retaining the employee they will suffer a huge cost. So, it is very imperative for organizations to retain the human resource and gain competitive edge through this human resource.

For retaining the employees there is need for the organizations to satisfy them according to their needs. Whenever employee enters into organizations they are looking for developing opportunities which provided to them from organizations. Employee's development is ultimately beneficial for the organization. Moreover, the job satisfaction of employees consider as the degree of happiness employee feel on job (Hackman and Oldham, 1980). Similarly, when workers are not pleased in work they are less creative; less motivated towards new things and also perform low to fulfill the organizational requirement. Furthermore, if employees are not satisfied in job it will have a much negative effect on organization's goodwill. Satisfied employees easily accomplish goals and achieve organizations objectives. The retention of employees is not difficult for those employees who are satisfied in job. There are number of different issues that affect the job satisfaction. The human resource activities are included in job satisfaction factors. If organizations provide them with better recruitment and selection, training and development and performance appraisals than employees are satisfied in job (Ling et al., 2018). If the organizations hiring and selecting process is not match with the organization long run strategies, it's not possible for organization to achieve the goals on the maximum level. The training and development is also one of the fundamental concepts if employees receive proper training after the regular intervals their motivation level is increased that ultimately satisfied then in organizations. In this regard NGOs seems to be the sector which has to accomplish its goals and objectives and employees with self-efficacy are their necessity. NGOs are also an important part of Indonesia.

Literature Review

Job satisfaction is investigated by researchers many times in context of human resource management and organizational behaviours. Generally the job satisfaction can be defined as a "*pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences*"(Schneider and Snyder, 1975). In addition, job satisfaction is vital outcome that can be getting by enhancing employees motivation. It is one of the significant aspects that change the behaviour of workers in the organizations. Different studies provide different factors for enhancing the job satisfaction. Some studies indicate that pay is initial factors for improving the job satisfaction, but some studies clarify that social respect is one of the common factor for job satisfaction (Lambrou et al., 2010). Mostly, employees are not satisfied in the restrictive environment so there is need for the organization

to implement flexible environment according to the employees need than they are more satisfied. In flexible work environment in which employees easily get appreciation from the top management, convert the positive feelings of employees towards the organization that organizations provide psychological empowerment which scale up there level of satisfaction (Gill et al., 2017).

Recruitment and selection is the one of the important practices of human resource management. The recruitment includes attracting employees through advertisement on particular job. After attracting employees there is need to selecting employees from the large pool of candidate according the organizational objectives. In the current business environment the organizations are prefer multi-talented candidates as compare to highest grades people. The selection of employees largely depends upon the organizations objective. Now organizations clearly mention their objectives in advertisement while attracting employees, for example if organization is environment friendly then they are clearly mentioning their objectives in advertisement (Chinchang, 2015; Tan, 2010).

Training and development is HRM practices that affect the satisfaction level of employees. After hiring workers in the organization the organization provide different trainings to the employees. The employees of the organizations get advantages from the trainings. The training programs of the organization develop the employees of the organizations according to the objective. Training is vital concept in human resource activities, because it enhances the motivation level of employees by contributing in his or her abilities. The knowledge, skill and abilities of the employees are scale up by providing proper trainings. According to the ability motivation and opportunities theory employees training enhances the abilities of the employees according to the organizational goals. When employees have proper knowledge about the organizational goals, his or her satisfaction level is high. The more the employees have knowledge the more the employees are satisfied in the organizations and create edge for the organizations (Khan et al., 2016). If the trainings of the organizations are not according to the strategies of the organization, it is not beneficial for the organizations (Hanaysha and Tahir, 2016).

Training and development is imperative part for creating job satisfaction. Further, training and development of workers will indicate to higher job satisfaction, when employees are highly satisfied they perform better. Moreover, the main determination of training and development is to formulate staffs to work in current environment to their best potential capabilities and to grow them for forthcoming experiments. The employees are familiar with new technology after getting best training from the organizations (Huang and Su, 2016). By providing gradually trainings and developing opportunities give sense to employees the organizations have real concerns with employees

Human resource management is important concept due to the mostly organization are now following the pay for performance rule. The employees are receiving benefits from the organizations on their work role that create competitive advantage for the organization. The employees must have to receive the positive

performance appraisal from the employers. The appraisal must be according to the performance. If employees did not receive appraisal on their performance they are demotivated and not perform well. If employees receive appraisal on the performance they are motivated and to perform well and retain in the organizations (Ramous Agyare et al., 2016).

Appraisal according to the employee's performance enhances the satisfaction of the workers, if the appraisal not accordance with the performance the employees are demotivated. Good performance appraisal motivate the employees to perform well boost good behavior in organizations such as organizations citizenship behavior for environment, reduce absence, retain in the organizations for longer time period. In this way organization is effective and efficient in its working (Kampkötter, 2017). According to the ability motivation and opportunities theory (Appelbaum, Bailey, Berg et al., 2000) performance appraisal consider as motivational factor that motivate the employees to achieve best objectives.

Self-efficacy consider as mediator between human resource activities and job satisfaction. When employees are recruiting and selecting, receiving training and development and performance appraisal receive on his or her job their satisfaction level is scale up. The AMO theory (Appelbaum et al., 2000) consider the self-efficacy as motivation factor that boost the employees competitive abilities and they are more satisfied in the organizations.

Based on the above mentioned literature the succeeding are the hypotheses of the study:

H1: Recruitment and selection has significant and positive relationship with Job satisfaction.

H2: Training and development has significant and positive relationship with Job satisfaction.

H3: Performance appraisal has significant and positive relationship with Job satisfaction.

H4: Self-efficacy has significant and positive relationship with Job satisfaction.

H5: Self-efficacy has significant and positive relationship with recruitment and selection and job satisfaction.

H6: Self-efficacy has significant and positive relationship with training and development and job satisfaction.

H7: Self-efficacy has significant and positive relationship with performance appraisal and job satisfaction.

Methodology

The sample of the study is non-profit organizations NGO of the Indonesia. The unit of analysis of the study is individual. The sector of the study is non-profit organizations NGO of Indonesia. The data is collected from the employees about the perception about HR activities and job satisfaction. The nature of study is descriptive that describe all the variables of the study. The nature of the study is cross section as compare to the longitudinal data were collected only one point

of time. The sample of the study is selected that represent the whole population. However, the population was not limited. Similarly, for structural equation model of 200 to 400 respondents is enough for sample size (Oke et al., 2012). On the bases of above mentioned arguments the 300 employees was determined to collect the data as sample size in current study from NGO employees.

Further, the next question that arises in researcher mind is sampling technique after deciding the sample size. Large number of sampling technique is available but the simple random sampling technique is used under this study for collecting data from the NGO employees. Moreover, the data were collected to individuals through administrated questionnaires. The questionnaire could be distributed verse face to face distribution. The post mail and electronic mail is used because the NGO are far away and having along geographical distance. The questionnaire consisted on two sections, the section A related with demographics and section B related with all variables questions. The 5 point Likert scale is used ranges from strongly agree to strongly disagree. Under this study the researcher adopted the questionnaire. Job satisfaction was measured by adopting eight items measure (Javed et al., 2019). Six items measure was used for performance appraisal and training and development and recruitment and selection (Imna and Hassan, 2015; Javed et al., 2019). Finally self-efficacy was measured by using four items measure (Imna and Hassan, 2015; Javed et al., 2019). The smart PLS was used for data analysing data. The results of the study are presented in the next section.

Findings

Measurement model has been assessed by performing confirmatory factor analysis. Table 1 shows the results of CFA. As per the parameter factor loadings, CR and AVE should be in range. CR should be greater than 0.8, as shown in table all the values for CR are greater than 0.8. Similarly the values of AVE for all the variables are greater than 0.5 which meets the criteria. All the factor loadings are greater than 0.6 which assures that there is no problem with the factor loadings of the variables. All the three parameters are justified which affirms the convergent validity of the measures.

Table 1: The results of Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpha	CR	AVE
Job Satisfaction	JS1	0.704	0.890	0.912	0.567
	JS2	0.746			
	JS3	0.625			
	JS4	0.780			
	JS5	0.807			
	JS6	0.814			
	JS7	0.780			
	JS8	0.753			
Performance Appraisal	PA1	0.750	0.863	0.898	0.594
	PA2	0.797			
	PA3	0.784			

	PA4	0.774			
	PA5	0.747			
	PA6	0.772			
Recruitment and Selection	R&S1	0.805	0.860	0.895	0.589
	R&S2	0.827			
	R&S3	0.727			
	R&S4	0.759			
	R&S5	0.802			
	R&S6	0.674			
Self-efficacy	SE1	0.807	0.703	0.812	0.523
	SE2	0.747			
	SE3	0.739			
	SE4	0.581			
Training and Development	T&D1	0.765	0.856	0.894	0.585
	T&D2	0.772			
	T&D3	0.784			
	T&D4	0.621			
	T&D5	0.835			
	T&D6	0.795			

Discriminant Validity

Table 2 is showing the values of HTMT ration which is the latest technique to assess the discriminant validity. As per the findings reported all the values are less than 0.90 which meets the criterion for the discriminant validity.

Table 2 : Heterotrait-Monotrait Correlation

	JS	PA	R&S	SE	T&D
JS					
PA	0.898				
R&S	0.729	0.695			
SE	0.261	0.245	0.174		
T&D	0.657	0.68	0.543	0.232	

Table 3 is showing the values of the relationships between the variables. As per the findings reported in table performance appraisal found to be associated with job satisfaction and self-efficacy valued at 0.557 and 0.147 respectively. The relationships are significant and positive. However, performance appraisal found to have greater influence on job satisfaction as compared to self-efficacy. Similarly, R&S found to be associated with job satisfaction valued at 0.242. The relationship is weak but significant which supported the hypothesis. Interestingly, R&S found to have insignificant relationship with self-efficacy, due to which hypothesis is not supported. Moreover, training and development found to have significant association with both the job satisfaction and self-efficacy valued at 0.131 and 0.105 respectively. Notably, these are the weakest relationship among other variables. All the results are significant therefore, hypothesis are accepted.

Table 3: Values of the relationships between the variables

Relationships	Beta	SD	t value	p value	Decision
PA -> JS	0.557	0.03	18.447	p<0.05	Supported
PA -> SE	0.147	0.052	2.839	0.002	Supported
R&S -> JS	0.242	0.027	8.885	p<0.05	Supported
R&S -> SE	-0.013	0.053	0.251	0.401	Not Supported
SE -> JS	0.054	0.022	2.506	0.006	Supported
T&D -> JS	0.131	0.025	5.206	p<0.05	Supported
T&D -> SE	0.105	0.046	2.302	0.011	Supported

Table 5 is showing the results for the mediation analysis. As per the findings reported in table 1 self-efficacy found to be a significant mediator between the relationship of PA and JS. Which means when employees are appraised on their performance they will be satisfied and if the employees do have high self-efficacy they will be more satisfied with their jobs. Therefore, mediation hypothesis is supported. While on the other hand, results did not postulate self-efficacy as a mediator between relationship of R&S, T&D and JS. Therefore, hypothesis is not accepted.

Table 4: Results for the mediation analysis

Relationships	Beta	SD	t value	p value	Decision
PA -> SE -> JS	0.008	0.004	1.920	0.028	Supported
R&S -> SE -> JS	-0.001	0.003	0.238	0.406	Not Supported
T&D -> SE -> JS	0.006	0.004	1.448	0.074	Not Supported

Discussion and Conclusion

Nowadays, organizations are working attaining the competitive edge in the organizations. For creating a long term benefits for the organizations the aim of the current study is to examine the effect of human resource management practices such as recruitment and selection, training and development and performance appraisal on job satisfaction. The study also examines the effect of self-efficacy as mediation between HR activities and job satisfaction. On the bases of literature and analysis of the study the hypothesis shows the positive and significant results. The hypothesis H1, H2, and H3 also accepted and shows the significant results. It can be concluded that the HR activities such as recruitment and selection, training and development and performance appraisal has significantly and positively influence the job satisfaction (Cuifang and Rui, 2019; Sareen, 2018; Shanodhini and Srividhya, 2018). The hypothesis H4 is also accepted that shows the positive and significant results of the self-efficacy on job satisfaction. The hypothesis H5, H6 and H7 also has positive and significant influence. It shows that self-efficacy mediates the relationship between HR activities recruitment and selection, training and development and performance appraisal and job satisfaction. Previously empirical analysis also provides support for this relationship (Bandura, 1993;

Hildebrandt, 2019; Noe et al., 2017; Soto and Rojas, 2019; Srivastava, 2017; Stajkovic and Luthans, 1998).

Future Direction and Limitation

Under this study the data is collected from respondents on single time due to shortage of resources and time, future research try to eliminate those flaws and done more in depth study by collecting data from same respondents more than one time. The unit of analysis of this study is NGO of Indonesia. Further, researchers can perform the comparative studies with other developing countries such as Malaysia Indonesia, India and Pakistan to evaluate their non-profit organizations performance.

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SATYSFAKCJA ZAWODOWA PRZEDSIĘBIORCÓW W ORGANIZACJACH NON- PROFIT

Streszczenie: Celem niniejszego badania jest opisanie wpływu praktyk zarządzania zasobami ludzkimi, takich jak rekrutacja i selekcja, szkolenie i rozwój oraz ocena wyników na zadowolenie z pracy. W tym badaniu zbadano również wpływ praktyk zarządzania zasobami ludzkimi, takich jak rekrutacja i selekcja, szkolenie i rozwój oraz ocena wyników i zadowolenie z pracy na własną skuteczność. Dane do niniejszego badania są gromadzone z działu HR organizacji non-profit, takiej jak „NGO Indonezji”. Samo-administrowany kwestionariusz służy do zbierania danych. Inteligentny PLS został wykorzystany do analizy danych. Wyniki pokazują, że wszystkie hipotezy są akceptowane i pokazują pozytywne i

znaczące wyniki w zakresie zwiększania satysfakcji z pracy. Dalsza dyskusja, ograniczenia i przyszły kierunek badania są również omawiane na końcu badania.

Słowa kluczowe: praktyki ZZL, zadowolenie z pracy, skuteczność własna, organizacje non-profit

非营利组织的工作满意度预测

摘要: 本研究的目的是描述人力资源管理实践的影响, 例如招聘和选择, 培训和发展以及绩效评估对工作满意度的影响。这项研究还研究了人力资源管理实践的影响, 例如招聘和选拔, 培训和发展以及绩效评估和工作满意度对自我效能的影响。本研究的数据是从“印度尼西亚非政府组织”等非营利组织的人力资源部门收集的。自行管理的问卷用于数据收集。智能PLS已用于数据分析。结果表明, 所有假设都被接受, 并显示出提高工作满意度的积极和重要的结果。在研究结束时, 还将讨论进一步的讨论, 局限性和研究的未来方向。

关键词: 人力资源管理实践, 工作满意度, 自我效能感, 非营利组织