

## **An examination of the work culture, motivation, quality of work life on the relations between job performance and job satisfaction**

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**ABSTRACT :** *This study aims to examine and analyze the influence of work culture, motivation, and Quality of Work Life on performance and job satisfaction of artisans. This study uses survey method with cross-section data collection through a questionnaire. The sampling is done via stratified random sampling using 250 traditional weaving artisans. For testing the hypothesis the researcher uses Structural Equation Modeling (SEM). Results of this study indicate that work culture has a significant negative effect on performance. Furthermore, work motivation and Quality of work life have positive and significant effect on performance. Then, the work culture and work motivation have positive and significant impact on job satisfaction. A good quality of work life either has a positive direction and no significant effect on the increase in job satisfaction. Finally, the performance of artisans has no significant negative effect on job satisfaction. The practical implications of this research can provide knowledge and understanding to the artisans to improve their satisfaction in their work.*

**KEYWORDS -** *work culture, motivation, quality of work life, individual performance, job satisfaction*

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### **I. INTRODUCTION**

The Role of Small and Medium Enterprises (SME's) in the national economies are enormous. Small enterprises have the resilience from the global economic recession and unexposed the global economy; it produces more goods of daily necessities; more localized; more adaptive and not burdened by expensive administrative costs. SME's also have some advantages such as more innovative, absorbing a lot of manpower, offering flexibility and adaptability of the market changes (Hitt *et al.*, 2001).

Preservation of culture not is only associated with history, it also related to the future development that prioritizes sustainability of the potential of the past with a variety of the selection process. Sustainability accepts change which is a key concept of preservation. Klaten district is one of the districts in Indonesia that promote the economy through the Small and Medium Enterprises (SME's), through the efforts of Luric woven fabric. The Weaving is made using traditional tools and mostly done by women. This is because women tend to be more patient, tenacious and meticulous. Making them suitable to do the weaving job. Women can play a role as breadwinners as well as housekeeper. The ability of women to contribute to the family income will improve the social status of the family in society. However, limited skills and the ability to master current technology becomes a barrier to find a job (Oktavia, 2015).

The low level of education makes women in rural areas tend to be involved in informal field. SMEs can be regarded as one of the efforts in informal field that able to absorb the women as its labour force, especially in rural areas (Hariyanto, 2014). SME development in the district of Klaten is carried out at house, using simple technology and requires relatively small capital. Each individual has varies level of satisfaction according to the system value that applied. The higher the assessment, the higher the individual satisfaction level, making the satisfaction become an evaluation that describes their delight or displeasure, satisfied or dissatisfied (Rivai, 2009: 857). Creation of job satisfaction is not easy, as job satisfaction can only be created if the variables can be accommodated properly and accepted by all the workers. These variables include the work culture, motivation and quality of work life. Organizational performance depends on the performance of individuals. Job satisfaction depends on the remuneration which corresponds to the expectations of workers. If a better performance is able to improve the rewards for employees in a fair and balanced, then the satisfaction will increase (Dwi & Armanu, 2001; Robbins, 1996).

Interview results provide evidence that there is a reduction in the level of artisan's satisfaction because of decreased sales of woven fabric. This was due to higher price of raw material. Other facts show that workers are still coming in late, leaving duties during working hours with a variety of reasons, and not able to complete

the work accordingly (Hariyanto & Haryono, 2010; Oktavia, 2015). Empirical evidence shows that the higher levels of job satisfaction, the lower the tendency of individuals to feel tired emotionally, the lower the tendency of individuals to be cynical to other people while working, and the lower the tendency of individuals to make mistakes on the job (Wijaya, 2006). Results of previous studies provide evidence that some of the variables which contribute to whole employee performance is satisfaction with supervision, promotion, wage, working conditions; organizational commitment; overall satisfaction; work experience; nationality; gender; and marital status (Al-Ahmadi, 2009).

## **II. LITERATURE REVIEW**

### **2.1. Work Culture**

Culture as a source of stability and continuity provide security for the employees and most importantly, the culture can stimulate employees to be enthusiastic. While the fundamental objective is to build a culture of human resources entirely. Work culture is how the quality and always the underlying values that are meaningful, thus motivates, inspires, to always work better, and satisfying for the people who served (Triguno, 1996: 3). Work culture formed since the organization was established. Formation of the work culture occurs when facing a problem, both concerning changes in external and internal as well as concerning the unity and integrity of the organization (Ndraha, 2005). Work culture containing multiple meanings, namely: (1) The value of fighting; every employee seeks and tries to show actualization works, (2) work ethic; every employee start getting oriented on the ability to work hard, (3) Characteristics; every employee shows optimally their characteristic in carrying out their activities, (4) norm; in running their activities the employee adapt to work rules that have been outlined (Norman, 2002).

Artisans mostly use the Javanese culture, Javanese people has its own culture. They uphold decency and simplicity. Most Javanese embraced Islam. There is also a philosophy of Javanese called as Javanese philosophy or Kejawen. This philosophy is different from Taoism and Confucianism that do not embrace a particular religion. Kejawen is a philosophy that allows religion. All foreign cultures absorbed and interpreted in accordance with the values of Javanese philosophy which is considered as the controller and protecting the identity of the Javanese. This statement supports the findings that prove that organizational culture significantly affect performance (Sopiah, 2013; Kusumawati 2008; Arifin, 2012).

### **2.2. Work Motivation**

Motivation is the willingness to expend high effort for a particular purpose to meet individual needs, (Margono, 2005). That statement shows that basically motivation can help boost employee to work hard in order to achieve their goals. This will increase employee productivity so as to achieve the company's goals (Rivai, 2009). Motivation is something that makes people behaves in certain ways (Armstrong, 1994). The conception can be described as a condition that propel, steer and evoke human behaviour, a process that will determine the persistence of individuals in order to achieve the target (Robbins, 2007). The emergence of personal motivation to carry out a job is determined by several things, including the support of the people around, the inspiration to create a way of working, compliments of the work and appreciation.

There are two spaces that make workers creative of which came from the internal (self-determination) and external (surrounding environment). Internal motivation comes from the encouragement given by family, either from husband, wife, parent or child. External motivation can be seen from the surrounding environment and circumstances that support the work (Wibowo, 2009). Results of previous studies prove that the positive effect of work motivation but does not significantly affect performance (Brahmasari & Suprayetno, 2008). Intrinsic motivation that directly does not significantly affect the performance of the employees, but extrinsic motivation significantly influences employee performance (Muslih, 2013).

### **2.3. Quality of work life**

Quality of Work Life basically means finding ways to improve the quality of life and create a better performance. Quality of Work Life includes activities that exist in the company, that activities to improve a condition of employment and uplifting the lives of the workers in carrying out the task. Quality of Work Life is a program that includes ways to improve the quality of life by creating better performance (Nawawi, 2001: 67). Various factors need to be met in creating Quality of Work Life, among others: the restructuring of work, reward systems, work environment, work participation, the pride, career development, conflict resolution, communication, health and so forth. Harmony in the governance of human relationships, both among fellow workers and superiors and subordinates is also important for the company (Umar, 2001: 35).

Workers want to be appreciated in the workplace. Good performance will be created if workers are valued and treated like an adult human. There are four dimensions of quality of work life that are important to the development of the quality of working life for workers in Singapore, such as : the working environment and career development, support from management, the award of the company as well as the impact of work on

personal life (Wyatt & Gee, 2001). *Quality of Work Life* is one form of philosophy applied by the management of the organization and human resources. There are four dimensions in the quality of working life which is expected to improve the quality of human resources, namely participation in problem solving, innovative reward system, improvement of working environment and labour restructuring. Facts on the ground indicate that there has been no guarantee of employment given to artisans. Business owners still use the way of family. If there are artisans who do not attend because of illness, on the part of business owners and co-workers just to visit and give donations. A lack of appreciation and career to be able to improve the lives of the artisans were also the cause. Such conditions cause poor quality of work life that will impact on the performance of artisans and will affect their job satisfaction. These facts provide evidence that the quality of working life affect the performance (Gayathiri *et al.*, 2013).

#### 2.4. Performance

Performance is a function of motivation and ability. Performance is also an actual behaviour that is displayed in every person as an employee performance in accordance with their role within the company. Employee performance is something that is very important in the effort to achieve the goal (Rivai, 2004). Other view describes performance as a series of activities undertaken through the inputs, processes, outputs, outcomes, benefits and impact on the performance of activities. Meaning that the activities of a working dynamics cannot be separated from the need for achieving the optimal work in accordance with a given form of work performance (Thompson, 2003). Based on this view, it can be stated that the performance is the result of one's work in accordance with standards and criteria that have been established for achieving the goals and objectives of the organization.

Performance is a worker attempts to produce output in a directed, organized and sustained manner to achieve the working substance. The substance means the amount of work that can be assessed or measured. This is a reference of the organization in defining performance to be more broadly. Performance is the rate of success in carrying out duties and the ability to achieve the objectives that have been set ". This implies that the performance can be improved if the desired goal can be achieved well (Gibson *et al.*, 1997:118). Results of the study provide evidence that there were inconsistencies in the explanation of the effect of job satisfaction on individual performance, that job satisfaction has positive and significant impact on employee performance (Chugtai & Zafar, 2006; Al-Hussami, 2008; Mrayyan & Al-Faouri, 2008; Al-Ahmadi 2009; Khan *et al.*, 2010). The evidence contradicted by other researchers, that job satisfaction is not significant to the performance of the individual (Petty *et al.*, 1984; Crossman & Zaki, 2003; Muthuveloo & Rose, 2005; Chen & Zhong, 2007).

#### 2.5. Job Satisfaction

Employees expressed their dissatisfaction in four ways as follows: first, resign and seeking employment elsewhere. Second, working with arbitrarily (e.g. come late, absent, make a deliberate mistake) followed by a lack of creativity. Third, talk to the supervisor about their dissatisfaction with the aim that those conditions may change. Fourth, waiting with optimism and believe that the organization and management can do something in regard of the issue (Robbins, 1996). Job satisfaction as a positive emotional statements resulting from an assessment of their job or work experience. Job satisfaction is the result of individual's perception of how these individuals consider what they are doing as something important that can stimulate the creativity (Luthans, 1998). Work is a series of activities aimed at getting satisfaction. Satisfaction is the impact of the implementation of the work. In the context of the organization, employees are encouraged to work to satisfy their needs. When needs are met, they tend to feel satisfied, and vice versa (As'ad, 2004). Thus, job satisfaction will be achieved when there is compatibility between the work that is charged with the wishes of employees (Davis, & Wiedenbeck, 2001).

Some of the factors that influence job satisfaction can be demonstrated through the work culture in an organization. The culture that can form a good working morale to increase performance determined by the work ethic and the inherent characteristics of the prevailing norms consciously actualized properly by artisans in their work activities. The statement has similarities with findings that prove that organizational culture has positive and significant impact on job satisfaction of lecturers (Sabri *et al.*, 2011). Other factors that influence job satisfaction are motivation. Job satisfaction can be increased or not, depending on remuneration in accordance with the expectations. The previous studies indicate that intrinsic motivation significantly associated with employee satisfaction, while extrinsic motivation is not significant (Ahmed *et al.*, 2010). Other findings indicate that the intrinsic and extrinsic motivation have significant effect on job satisfaction (Muslih, 2013).

The high rank of the individual job satisfaction is also influenced Quality of work life (QWL). One of the most important determinants of Quality of Work life (QWL) is a career growth opportunities. QWL and career growth is positively correlated with the performance of the employee (Sheel *et al.*, 2012). Quality of work life that can either produce a high performance, satisfaction effect on employee performance, and quality of work life have no effect on employee satisfaction (Arifin, 2012). Similar findings prove that the overall

indicator forming of QWL positively correlated to all the job satisfaction (Ashwini *et al.*, 2014). These results are in contrast to other findings that the quality of work life work has no significant influence on employee satisfaction (Arifin, 2012).

### III. RESEARCH METHOD

The population in this study is the artisans in Klaten district of Central Java province amounted to 665 people. The sampling is done by using Proportional Stratified Random Sampling (Uma Sakaran, 2000) in order to obtain a sample size of 250 artisans with a rate of return of 100%.

### IV. VARIABLES ANALYSIS

#### 4.1. Work Culture

Work culture according to respondents is a philosophy that based on a view of life as values into the nature, habits and driving forces, entrenched in the life of a community group that reflected in the attitude into behaviour, beliefs, ideals, opinions and actions that materialized as employment. Measurements used in explaining the work culture, consisting of; (1) The value of fighting, (2) work ethic, (3) characteristic, and (4) Norms (Norman, 2002)

**Table 1**

**Means, standard deviations, validity estimates, and Loading Factor Work Culture**

Indicator variables	Validity	Mean	Std. Deviation	Loading Factor
value	0,78	4,05	0,49	<b>0,71</b>
work ethic	0,77	4,01	0,54	<b>0,66</b>
characteristic	0,65	4,14	0,40	<b>0,49</b>
Norms	0,69	4,10	0,44	<b>0,58</b>

Note: n = 250; Factor loadings over .40 appear in bold \*  $p < .05$ .

Based on the analysis it was found that the respondents characterized work culture as an inherent factor in carrying out the work of the artisans, at 4:14 to construct reliability value of 0.99 and the variance is extracted by 0.962. Empirical conditions showed the same results that the espoused values by 0.71 gives the largest contribution in explaining the work culture of weaving artisans.

#### 4.2. Motivation

Motivation to work according to respondents is a condition that drives artisans to be able to achieve the goals of the motive. Basically motivation to spur artisans to work hard for their goals, and this will also affect the achievement of the organizational objectives where they work. Measurement of work motivation refers to Maslow's hierarchy of needs, including; (1) physiological needs, (2) safety needs, (3) social needs, and (4) esteem need, (5) and self-actualizing needs (Mangkunegara, 2002: 93).

**Table 2**

**Means, standard deviations, validity estimates, and Loading Factor Motivation**

Indicator variables	Validity	Mean	Std. Deviation	Loading Factor
physiological needs	0,52	3,93	0,54	<b>0,64</b>
safety needs	0,79	3,89	0,65	<b>0,75</b>
social needs	0,68	4,06	0,43	<b>0,61</b>
esteem need	0,72	4,05	0,61	<b>0,64</b>
self-actualizing needs	0,79	4,01	0,57	<b>0,66</b>

Note: n = 250; Factor loadings over .40 appear in bold \*  $p < .05$ .

The analysis showed that motivation to work according to respondents characterized by social needs with a mean of respondents amounted = 4.06 which was a motivating factor of artisans at work. With construct reliability value of 0.98 and extracted variance of 0.89. Conditions empirical results show that the contribution of the indicator safety needs gives the highest value of 0.75 to increase the motivation of artisans on Lurik cluster.

4.3. Quality of work life

Quality of work life is a responds of respondents on strategies in the workplace. Measurement used to describe Quality of work life, include; (1) conflict resolution, (2) health, (3) career development, and (4) Innovative reward systems, and Work safety (Nawawi, 2001; Robbins, 2007; Rivai, 2004; Mugiawan, 2012).

**Table 3**  
Means, standard deviations, validity estimates, and Loading Factor Quality of work life

Indicator variables	Validity	Mean	Std. Deviation	Loading Factor
conflict resolution	0,52	4,34	0,48	<b>0,78</b>
Health	0,77	4,20	0,66	<b>0,68</b>
career development	0,75	4,04	0,60	<b>0,57</b>
Innovative reward systems	0,71	4,06	0,66	<b>0,57</b>
work safety	0,75	4,25	0,63	<b>0,81</b>

Note: n = 250; Factor loadings over .40 appear in bold \*  $p < .05$ .

Table 3 Shows that Quality of work life based on the respondents, characterized by conflict resolution with a mean respondents of = 4.25. It was the most important indicator in explaining Quality of work life with a value of reliability construct 0.98 and extracted variance of 0.92. The test results on confirmatory factor analysis showed that the contribution of work safety indicator gives the highest score of 0.81 in the creation of the Quality of work life of artisans.

4.4. Individual Performance

Individual performance according to respondents is the result of the quality and quantity of work accomplished by individuals in performing their duties. Measurements used include; (1) quantity of work; (2) quality of work, and (3) work performance (Mangkunegara, 2005).

**Table 4**  
Means, standard deviations, validity estimates, and Loading Factor Individual Performance

Indicator variables	Validity	Mean	Std. Deviation	Loading Factor
quantity of work	0,91	3,99	0,48	<b>0,76</b>
quality of work	0,88	3,93	0,56	<b>0,89</b>
work performance	0,63	4,14	0,58	<b>0,69</b>

Note: n = 250; Factor loadings over .40 appear in bold \*  $p < .05$ .

Table 4 shows that individual performance through performance work showed a value of = 4.14 with construct reliability value of 0.99 and extracted variance of 0.98. The test results on confirmatory factor analysis shows that the contribution of quality of work gives the highest value of 0.89 in improving the Individual Performance of the artisans.

4.5. Job satisfaction

Job satisfaction by respondents is the level of satisfaction felt by the workers, which include the; (1) Contents of work or achievement, (2) Salary and earnings, (3) Working Conditions, and (4) quality supervision, and (5) quality of relationship (Umar, 2001; Robbins, 2007).

**Table 5**  
Means, standard deviations, validity estimates, and Loading Factor Job satisfaction

Indicator variables	Validity	Mean	Std. Deviation	Loading Factor
Contents of work or achievement	0,673	4,11	0,45	<b>0,69</b>
Salary and earnings	0,364	3,97	0,60	<b>0,54</b>
Working Conditions	0,433	4,19	0,62	<b>0,63</b>
quality supervision	0,401	4,07	0,67	<b>0,74</b>
quality of relationship	0,315	4,22	0,60	<b>0,50</b>

Note: n = 250; Factor loadings over .40 appear in bold \*  $p < .05$ .

Based on the analysis found that job satisfaction was characterized through the quality of relationships of artisans in carrying out the work at 4:22 with construct reliability value of 0.99 and extracted variance of 0.93. The factor loading value demonstrated through quality supervision by 0.74 in explaining job satisfaction of the artisans.

## V. RESULT

### 5.1. Goodness of Fit indices for structural equation modeling

The test results show the model of the eight criteria for goodness of fit index structural model to estimate the parameters, the overall criteria already qualified at minimum threshold (*cut-off point*) as shown in the following Table:

**Table 6.**  
**Fit indices for structural equation modeling**

<i>Summary of criteria</i>	<b>Fit indices</b>	<i>Cut-off Value</i>
<b>Chi-square (df =445)</b>	<b>175,426</b>	<b>Small Non sig.</b>
<b>Probability</b>	<b>0,125</b>	<b>≥ 0,05</b>
<b>CMIN/DF</b>	<b>1,132</b>	<b>≤ 2,00</b>
<b>RMSEA</b>	<b>0,023</b>	<b>≤ 0,08</b>
<b>GFI</b>	<b>0,942</b>	<b>≥ 0,90</b>
<b>AGFI</b>	<b>0,906</b>	<b>≥ 0,90</b>
<b>TLI</b>	<b>0,983</b>	<b>≥ 0,95</b>
<b>CFI</b>	<b>0,989</b>	<b>≥ 0,95</b>

Referring to the principle of parsimony, if there are one or two criteria of goodness of fit that meets the requirements, then the model can already be said to be good or the development of conceptual models and theoretical hypotheses can be said to be supported by empirical data (Arbuckle & Wothke, 1999). It can be concluded that the structural model built in this research are in accordance with the results of observation so as to allow for the analysis of structural relationships and testing hypotheses.

### 5.2. The influence of work culture on the performance of the Lurik's artisans

The first hypothesis testing, work culture significantly influences the performance of artisans, evidenced by the standardized regression weight estimate by -0.427 with a negative direction. Meaning that the work culture which is reflected through the values, work ethic, characteristic, and norms that both resulted in a decline in the performance of artisans characterized by the quantity of work, quality of work, and work performance.

The results can also be evidenced by the value of the critical ratio ( $cr$ ) = -2.706 > 2.00 ( $t_{critical}$ ) and a probability value of 0.007 <  $\alpha$  = 0.05. The first hypothesis testing results prove that the work culture have significant negative effect on the performance artisans. It can be concluded that the higher the work culture, the real impact on the poor performance artisans, so the work culture variables that significantly influence the performance of artisans are acceptable. Results of this study support the findings that prove that the organization culture has positive and significant effect on performance (Kusumawati 2008; Arifin, 2012).

### 5.3. The influence of motivation to work on the performance of the Lurik's artisans

The second hypothesis testing on work motivation variables significantly influence the performance of artisans evidenced by the value of the standardized regression weight estimate of 0.474 with a positive direction. Meaning that the high motivation that reflected through physiological needs, safety needs, social needs, esteem need and self-actualizing needs are tend to improve the performance. It can also be evidenced by the value of the critical ratio ( $cr$ ) = 2.611 > 2.00 ( $t_{critical}$ ) and a probability value of 0.009 <  $\alpha$  = 0.05.

The second hypothesis testing results prove that work motivation has positive and significant impact on the artisan's performance. It means an increase in employee motivation is in accordance with improved performance of the artisan. So that the second hypothesis proposed in this research, work motivation significant effect on the performance of artisans is acceptable. Results of this research have similarities with the findings provided evidence that extrinsic motivation significantly influence employee performance (Muslih, 2013). Then reject the findings that prove that the work motivation had a significant positive effect, but not on the performance (Brahmasari & Suprayetno, 2008).

#### 5.4. The influence of work life quality for artisan's performance

The third hypothesis testing that is Quality of work life significantly influences the performance of artisans evidenced by the value of the standardized regression weight estimate of 0.344 with a positive direction. Meaning that the Quality of work life are reflected through conflict resolution, Health, career development, Innovative reward systems, and work safety are both likely to increase the performance of artisans. It can also be evidenced by the value of the critical ratio ( $cr$ ) = 2.264 > 2.00 ( $t_{critical}$ ) and a probability value of  $0.024 < \alpha = 0.05$ . Results of this study support the findings that provided evidence that the quality of work life affect the performance (Gayathiri *et al.*, 2013).

#### 5.5. The influence of work culture on artisan's job satisfaction

The fourth hypothesis testing, work culture significantly influence job satisfaction is evidenced by the value of the standardized regression weight estimate of 0.374 with positive direction. Means that the artisans work culture reflected through values, work ethic, characteristic, and norms that both tend to increase job satisfaction. It can also be evidenced by the value of the critical ratio ( $cr$ ) = 2.591 > 2.00 ( $t_{critical}$ ) and a probability value of  $0,010 < \alpha = 0.05$ . The fourth hypothesis testing results prove that the work culture have a significant effect on job satisfaction. Results of this study support the findings of previous researchers, that organizational culture has positive and significant impact on job satisfaction of lecturers (Pirzada, 2011).

#### 5.6. The influence of motivation to work on job satisfaction of Luric's artisan

The fifth hypothesis testing, work motivation has significant effect on job satisfaction is evidenced by the value of the standardized regression weight estimate of 0.463 with a positive direction. Meaning that the work motivation of artisans which is reflected through the high level of physiological needs, safety needs, social needs, esteem need and self-actualizing needs tend to increase job satisfaction. It can also be evidenced by the value of the critical ratio ( $cr$ ) = 3.100 > 2.00 ( $t_{critical}$ ) and a probability value of  $0.002 < \alpha = 0.05$ .

Results of testing on the fifth hypothesis that work motivation significantly influence job satisfaction of artisans proved that the increase of work motivation are in accordance and positive with the increase of job satisfaction. Thus, the hypothesis about work motivation has significant effect to job satisfaction is accepted. These findings support previous research results that prove that the intrinsic and extrinsic motivation have significant effect on job satisfaction (Muslih, 2013), then subsequently rejected the findings proved that extrinsic motivation is not significant affect job satisfaction (Ahmed *et al.*, 2010).

#### 5.7. The influence of Quality of work life on job satisfaction of Luric's artisan

The sixth hypothesis testing that is Quality of work life significantly influence job satisfaction is evidenced by the value of the standardized regression weight estimate of 0.064 with a positive direction. Meaning that the good Quality of work life contributes a high job satisfaction. The results can also be evidenced by the value of the critical ratio ( $cr$ ) = 0.763 > 2.00 ( $t_{critical}$ ) and a probability value  $0,445 < \alpha = 0.05$ . The sixth hypothesis testing results prove that the improvement of Quality of work life are both the same positive direction and no real to increased the high job satisfaction of artisan. Thus, the sixth hypothesis cannot be accepted or not supported by empirical facts. The findings of this study reject the results of previous studies, that the overall indicator that formed QWL is positively correlated to job satisfaction (Ashwini *et al.*, 2014; Gayathiri *et al.*, 2013). That result also supports the findings that prove that the quality of work life have no effect on employee satisfaction (Arifin, 2012).

#### 5.8. The influence of performance on artisan's job satisfaction

The seventh hypothesis testing, the performance of a significant effect on job satisfaction is evidenced by the standardized regression weight estimate value of -0.022 with a negative direction. Meaning that the performance is reflected through the increasing quantity of work, quality of work and work performance contributes in low job satisfaction. It is characterized by the Contents of work or achievement, Salary and earnings, Working Conditions, quality of supervision and quality of relationship. The results can also be evidenced by the value of the critical ratio ( $cr$ ) = -0.240 > 2.00 ( $t_{critical}$ ) and a probability value of  $0.811 < \alpha = 0.05$ . The seventh hypothesis testing results prove that the performance has negative and significant effect on job satisfaction. The fact is clear that the higher the performance of artisans, the lower the job satisfaction of the artisans. So the seventh hypothesis cannot be accepted.

The results support the findings of previous research that job satisfaction is not significant influence on the performance of the individual (Petty *et al.*, 1984; Crossman & Zaki, 2003; Muthuveloo & Rose, 2005; Chen & Zhong, 2007). Then reject the findings that prove that job satisfaction has positive and significant impact on employee performance (Chughtai & Zafar, 2006; Al-Hussami, 2008; Mrayyan & Al-Faouri, 2008; Al-Ahmadi, 2009; Khan *et al.*, 2010).

## VI. CONCLUSION

The value in carrying out the work which is owned artisans as a representation of a work culture have a significant influence on increasing the quality of work. The high safety needs of the artisans resulted in increased quantity of work. In doing so, there are some artisans who do not have high creativity and innovation in their work, but the high safety needs and work safety perceived artisans resulted in increased work performance.

Increased job satisfaction artisan is due to work ethic and the increasing desire to show self-actualizing needs if the artisan. Innovative reward systems are a factor that causes low satisfaction in establishing a quality of relationship. The low quality of work triggers the low Salary that affecting their job satisfaction. Low levels of job satisfaction are due to delays on salaries that are often experienced by artisans. Finally this study recommend to the next researcher to analyze the antecedents of job satisfaction by adding more job satisfaction as well as analyzing the employees and managers who work in the company, as they have a high level of education in the other in order to further exploration.

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