

## the Effect of Ability to Adjust Self, Work Achievement, and Work Satisfaction

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### Abstract

*The high quality of employee resources will result in strong commitment in completing routine tasks according to their respective responsibilities and functions more efficiently, effectively and productively. The extent of the authority possessed by the Province in the field of human resource management has resulted in the relevant agencies not carrying out their duties effectively. So that in this study research was conducted for; (1) analyze the ability of employees to adjust to colleagues; (2) analyzing employee work performance; (3) analyzing the level of employee job satisfaction and partial and simultaneous influence. The analytical tool used is Multiple Regression with classical assumption tests. The population in this study were 116 employees of Dispermadesdukcapil, Central Java Province, with a sample of 54 employees. The results of this study that variable adaptability and work performance have a significant positive effect, it is known from the tsatistic value of each of 4.458 and 3.853 which shows a number greater than the ttabel number. While the variable job satisfaction has a positive and insignificant effect, it is known from the value of the statistic < t table of 1.698. If calculated together, the three variables have a significant positive effect known from the calculated fvalue> f-table by 58.548. The suggestions in this study need to be done to improve employees' work, or performance with difficulty behind education.*

**Keywords:** Efficiently, Productively, Multiple Regression, Central Java Province, Education

### Abstrak

Sumber daya karyawan yang berkualitas tinggi akan menghasilkan komitmen yang kuat dalam menyelesaikan tugas rutin sesuai dengan tanggung jawab dan fungsinya masing-masing secara lebih efisien, efektif dan produktif. Luasnya kewenangan yang dimiliki oleh Provinsi di bidang manajemen sumber daya manusia telah mengakibatkan instansi terkait tidak melaksanakan tugasnya secara efektif. Sehingga dalam penelitian ini dilakukan penelitian untuk; (1) menganalisis kemampuan karyawan untuk menyesuaikan diri dengan rekan kerja; (2) menganalisis kinerja karyawan; (3) menganalisis tingkat kepuasan kerja karyawan dan pengaruh parsial dan simultan. Alat analisis yang digunakan adalah Regresi Berganda dengan tes asumsi klasik. Populasi dalam penelitian ini adalah 116 karyawan Dispermadesdukcapil, Provinsi Jawa Tengah, dengan sampel 54 karyawan. Hasil penelitian ini bahwa variabel kemampuan beradaptasi dan kinerja memiliki pengaruh positif yang signifikan, hal ini diketahui dari nilai tsatistic masing-masing sebesar 4,458 dan 3,853 yang menunjukkan angka lebih besar dari angka ttabel. Sementara variabel kepuasan kerja memiliki efek positif dan tidak signifikan, hal ini diketahui dari nilai statistik < t tabel sebesar 1,698. Jika dihitung bersama, ketiga variabel tersebut memiliki efek positif signifikan yang diketahui dari nilai f hitung> f-tabel sebesar 58,548. Saran dalam penelitian ini perlu dilakukan untuk meningkatkan pekerjaan karyawan, atau kinerja dengan kesulitan di belakang pendidikan.

**Kata Kunci:** Efisien, Produktif, Regresi Berganda, Provinsi Jawa Tengah, Pendidikan

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## INTRODUCTION

Improving the quality of employee resources becomes an important problem and needs to be planned, directed, and sustainable in order to improve skills and professionalism. According to Sedarmayanti (2010: 371), in order to ensure the implementation of the tasks of government and development in an efficient and effective manner.

The role of civil servants (PNS) is very important. To realize this, the management of the Civil Servants is directed to create a professional, neutral, accountable and prosperous civil servant (Prpto Hadi, 2006). In addition, the high quality of employee resources will result in a strong commitment in completing routine tasks according to their respective responsibilities and functions more efficiently, effectively and productively.

Organizational goals can be achieved through positive performance of employees, on the contrary the organization will face obstacles in achieving goals when the performance of employees is not effective in the sense that they cannot meet the demands of the work desired by the organization (Achmad, 2009). The total Central Java Province area is 32,548 km<sup>2</sup> or approximately 25% of the area of the island of Java. Administratively, Central Java Province consists of 29 regencies and six cities (Setyadharma, et al, 2017). The authority possessed by the Province is very wide ranging from planning to employee needs, employee career coaching to improving the welfare and dismissal / retirement of employees into regional authority. Because of the vast extent of authority that the Province has in the field

of human resource management, the structuring of human resources has a strategic role in the realization of organizational goals, especially improving the work effectiveness of employees. The following is a table of the number of employees of the Office of Community, Village, Population, and Civil Registration of the Central Java Province. The author is aware of the importance of the effectiveness of employee work carried out by government agencies including the Office of Community Empowerment, Village, Population and Civil Registration of Central Java Province. According to the author many factors that can affect the low effectiveness of employee work in the Office of Community Empowerment, Villages, Population and Civil Registration of Central Java Province include leadership, coordination between sub-divisions/sections which each oversee several sections/sub-sections, employee work discipline, motivation, morale, division of labor, existing work procedures, human relations, employee capabilities.

**Table 1.** Gender of Dispermadesdukcapil Employees in Central Java Province

Gender	Amount
Man	68
Woman	48
Total	116

Source: Dispermadesdukcapil Central Java Province, 2018.

Dispermadesdukcapil employees in Central Java Province numbered 116 employees, including 68 male and 48 female. The level of education of Dispermadesdukcapil employees in Central Java

Province varies, which can be seen in the following table:

**Table 2.** Level of Education of Dispermadesdukcapil Staff of Central Java Province.

Level of Education	Amount
SD	1
SMP	4
SMA	24
D <sub>1</sub>	0
D <sub>2</sub>	0
D <sub>3</sub>	2
D <sub>4</sub>	5
S <sub>1</sub>	29
S <sub>2</sub>	31
S <sub>3</sub>	0
Total	116

Source: Dispermadesdukcapil Central Java Province, 2018.

Level of Employee Education The Office of Community, Village, Population and Civil Registration Empowerment of Central Java Province varies, there is 1 level of elementary school education, 4 levels of junior high school education, 24 high school education level, 2 D<sub>3</sub> education level, D<sub>4</sub> education level there were 5 people, S<sub>1</sub> education level was 49 people, and S<sub>2</sub> education level there were 31 people. Dispermadesdukcapil employees in Central Java still dominate employees with the highest level of education are undergraduate level, followed by S<sub>2</sub>, SMA, D<sub>4</sub>, SMP, D<sub>3</sub>, and finally elementary school. The expected work effectiveness should be achieved but constrained by the problem of lack of functioning of the task details (job description), low employee work discipline, lack of coordination between existing sub/sections, low level of

achievement of targets/objectives. With the explanation above, the hope that employees in the Office of Community, Village, Population and Civil Registration of the Province of Central Java are able or able to effectively carry out their duties.

The overall factors that influence the effectiveness of the authors use the theory according to Richard and M. Steers (1980: 192) to measure the work effectiveness of employees of the Office of Community, Village, Population and Civil Registration Empowerment of Central Java Province which includes elements of employee adaptability, achievement employment and employee job satisfaction. Where the ability to adjust the indicators are: situation, communication, and cooperation. The work performance of the indicators are: skills, discipline, personality, and responsibility. And job satisfaction indicators are: job content, supervision, organization and management, opportunities to advance, and salary or other financial.

## RESEARCH METHODS

This type of research is quantitative research. The data used in this study is primary data. The population in this study is that all employees of Dispermadesdukcapil Central Java Province are 116 employees. Then obtained a sample of 54 respondents with nonprobability sampling technique. While the method used to collect data is interviews and questionnaires/questionnaires. The analytical tool used in the study is descriptive percentage, regression Ordinary Least Square (OLS), and spearman & multiple correlation. Before testing multiple linear regression analysis, it is necessary to first test a classic

assumption such as normality, multicollinearity, autocorrelation and heteroscedasticity. Regression analysis in this study uses an equation model to simplify the problems to be studied, namely work effectiveness (Qd) is influenced by the ability to adjust ( $X_1$ ), work performance ( $X_2$ ), and job satisfaction ( $X_3$ ).

$$Qd = f(X_1, X_2, X_3) \dots \dots \dots (1)$$

So the estimation technique used in this study produces the regression function as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu \dots (2)$$

Dimana:

Y = work effectiveness of employees  
 $\beta$  = constant  
 $X_1$  = adaptability  
 $X_2$  = employee work performance  
 $X_3$  = employee job satisfaction  
 $\mu$  = error

## RESULTS AND DISCUSSION

The results of the study showed 54 respondents of Dispermadesdukcapil employees characteristics of Central Java Province, this characteristic analysis will discuss the characteristics of Dispermadesdukcapil employees in Central Java Province consisting of age, gender, occupation, education, and years of service.

**Table 3.** Characteristics of Dispermadesdukcapil Employees in Central Java Province

No	Description		Amount	Percent
1.	Age	25 – 35 th	8	14,8%
		36 – 45 th	8	14,8%
		>46 th	38	70,4%
		$\Sigma$	54	100%
2.	Gender	Man	34	37,1%
		Woman	20	62,9%
		$\Sigma$	54	100%
3.	Work	Kasubbag	3	5,6%
		Kabid	3	5,6%
		Kasi	8	14,8%
		Staff	40	74%
		$\Sigma$	54	100%
4.	Education	S2	15	27,8%
		S1	31	57,5%
		SMA	8	14,7%
		$\Sigma$	54	100%
5.	Years of Service	1 – 15 th	15	27,8%
		16 – 30 th	30	55,6%
		>31 th	9	16,6%
		$\Sigma$	54	100%

Source: Primary Data, processed

Then based on the results of testing all classical deviations of research data can be explained as follows:

**Table 4.** Normality Test

Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
.895	.400

Source: SPSS Output, processed

In table 4. Kolmogorov-Smirnov test is significant at  $0.895 > 0.05$ , thus the data residuals are normally distributed and the regression model has fulfilled the assumption of normality.

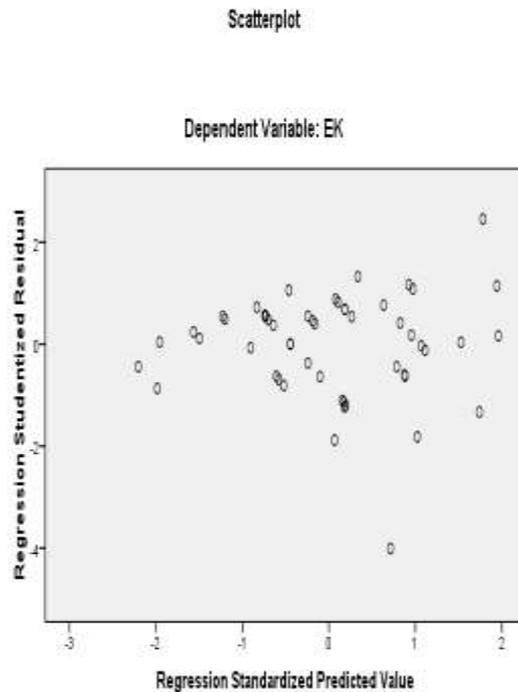
**Table 5.** Multicollinearity Test

Variable	Tolerance	VIF
Ability to Adjust	.319	3.140
Work Performance	.635	1.574
Job Satisfaction	.430	2.323

Source: SPSS Output, processed

From the results of multicollinearity testing that has been done, it is known that the value of Variance Inflation Factor (VIF) of the three variables is smaller than 10 and the Tolerane value is more than 0.10 so it can be said that there is no

multicollinearity between independent variables in the regression model.



**Figure 1.** Heteroscedasticity Test

Source: SPSS Output, processed

Based on the scatterplot chart shows that there are clear patterns and points that spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model.

**Table 6.** Regression Analysis Results

Variable	Coefficient	T statistics	Probability
Constants	10,818	6.178	0,000
Ability to Adjust	0,384	4.458	0,000
Work Performance	0,259	3.853	0,000
Job Satisfaction	0,158	1.698	0,096
R	0,778		
Adj R-Squared	0,765		
T-Statistics	58,548		
N	54		

Sumber: Output SPSS, diolah

Based on the table 6, the regression results can be summarized as follows:

The influence of variable adaptability ( $X_1$ ), work performance ( $X_2$ ), and job satisfaction ( $X_3$ ) on the work effectiveness of Dispermadesdukcapil Central Java Province obtained Adjust  $R^2$  with a value of 0.765. This means that the variation of independent variables is the ability to adjust ( $X_1$ ), work performance ( $X_2$ ), and job satisfaction ( $X_3$ ) to the work effectiveness of Dispermadesdukcapil in Central Java Province at 76.5%, while the remaining 23.5% is explained by other variables not included in this model (not examined). And obtained a new equation, namely:

$$Y = 10,818 + 0,384X_1 + 0,259X_2 + 0,158X_3$$

If Y is work effectiveness, then the regression results on these equations can be interpreted as follows:

The constant value in the regression results can be interpreted if all independent variables or independent variables have zero value, then the effectiveness of Dispermadesdukcapil Central Java Province is 10.818.

Adjusted ability coefficient is 0.384. This can mean that if the ability to adjust to increase by one unit, then the work effectiveness of Dispermadesdukcapil of Central Java Province increases by 0.384 units assuming other variables remain. From the test results it was explained that the variable adaptability has a positive and significant influence on the effectiveness of the work of Dispermadesdukcapil of Central Java Province. This shows that self-adjustment is a dynamic process that aims

to change individual behavior so that there is a more appropriate relationship between the individual and his environment. The results of this study are in line with the research conducted by Akbar (2014) who stated that the ability to adjust to self had a positive effect on work effectiveness.

Work performance coefficient value is 0.259. This can mean that if work performance increases by one unit, then the work effectiveness of Dispermadesdukcapil of Central Java Province increases by 0.259 units assuming other variables remain. From the test results it was explained that the variable of work performance had a positive and significant influence on the effectiveness of the work of Dispermadesdukcapil of Central Java Province. Where work performance is the level of success of employees in completing their work and the realization of the ability in real form. Work performance is related to the achievement of work in carrying out its duties and functions. The results of this study are in line with Riski Putra's research (2017) which states that work performance has a positive effect on work effectiveness.

The value of the job satisfaction coefficient is 0.158. This means that if job satisfaction increases by one unit, then the work effectiveness of Dispermadesdukcapil of Central Java Province increases by 0.158 units assuming other variables remain. From the test results it was explained that the variable job satisfaction did not have a significant effect on the work effectiveness of Dispermadesdukcapil in Central Java Province. The implication of dissatisfaction is increasing absence, as well as the level of work. This means that job satisfaction will

reduce employee insecurity in work, increase the number of attendance and performance. Job satisfaction can create behaviors that affect organizational functions. Therefore, job satisfaction is a response to the intrinsic and extrinsic conditions of the work whether it has

fulfilled its expectations, so that when it is fulfilled there will be an increase in performance. The results of this study are in line with the research of Ika Nuryanti (2013) which states that job satisfaction does not affect work effectiveness.

**Table 7.** F Calculate

Model	Surn of Squares	Df	Mean Square	F	Sig.
Regression	214.322	3	71.441	58.548	.000
Residual	61.011	50	1.220		
Total	275.333	53			

Source: Results of SPSS Output, processed

And from the F test (Simultaneous) obtained f count value of 58.548, with a significance level of  $\alpha = 5\%$  then obtained the value of Ftable 2.20. With F-count > f-table, this shows that the variables of adaptability, work performance, and job satisfaction together influence the work effectiveness of the Central Java Province DISPERMADESDUKCAPIL.

## CONCLUSION

The ability to adjust has a positive and significant influence on the effectiveness of the work of Dispermadesdukcapil employees in Central Java Province. This shows that when we have a good ability to adjust ourselves to work, we can complete the work according to the time specified in the work program. Work performance also has a positive and significant influence on the effectiveness of the Dispermadesdukcapil in Central Java Province. This shows that when a person's work performance is good, the level of success of employees in completing their work is also high. Work

performance is a manifestation of the ability in the form of real and the results of the work achieved by employees in carrying out tasks and jobs that come from the organization. Job satisfaction does not significantly influence the work effectiveness of Dispermadesdukcapil employees in Central Java Province. The difference in job satisfaction between organizational units will be used to detect the causes of problems such as why there is a decrease in performance. The ability to adjust, work performance, and job satisfaction together influence the work effectiveness of Dispermadesdukcapil employees in Central Java Province. In this study it can be said that the factors that influence the work effectiveness of Dispermadesdukcapil employees in Central Java Province are the ability to adjust, work performance, and job satisfaction.

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