

The influence factors toward personal improvement and employment outcomes

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Abstract

This study has the background of companies that place their workers only as input factors (assets) but do not place them as equal partners who need each other, related in be up against increasingly complex challenges and to develop the organization. Values and norms poorly governed and rarely well developed; therefore, organizations merely assign workers as the assets rather than as power resource. The research objective is to examine the factors that influence personal improvement and employment outcomes at PAA Company. The population utilized is all PAA company with a total of 273 employees with 152 respondents taken as samples. Data collection through the distribution of questionnaires which then processed and analyzed using multiple linear regression data analysis techniques with SPSS 20.00 for Windows. The result of the variables tested represents as follows: the meaning of work, responsibility, and awareness of work activities' outcome simultaneously has a significant effect on personal improvement and employment outcomes. The variable of the meaning of work & responsibility by partially does not have a significant influence. On the direct contrary, awareness of work activities' outcome partially has a significant influence on personal improvement and employment outcomes.

1. INTRODUCTION

Changes and business development trends move dynamically and without stopping. The current era of economic globalization has undoubtedly caused an immensely strong competitiveness climate. The process of change is often elusive and responsive to interference and global situation impacting it (Deogaonkara and Washimkar, 2014). Intense worldwide rivalry and extremely rapid technological growth encourage organizations constantly try to find particular formulas to maintain an advantage to survive in facing global business competitiveness (Lee and Nurul, 2018). Globalization, free market and high levels of competition expect business organizations to improve quality, quantity, and efficiency to survive and barely grow and expand in the increasingly massive competition (Gurgu and Cociuban, 2016). Swift development in technologies, fierce competition, and increasing globalization has fundamentally reshaped the foreign environment of business, making it dynamic, complicated, and erratic to business administration (Masteikienea and Venckuviene, 2015).

The institutional surroundings are also changing remarkably; mutability has been challenging the leaders of businesses entity (Lin, et. al, 2017). Related to the employee's productivity, along with increasing age, there is a tendency level of a worker's output will decrease. It can affect worker behavior and will equally influence the effectiveness of an employee's work (Zacher and Rudolph, 2017). This typically can be seen from the decreasing level of motivation, less output, regulatory violations, and turnover rate. It will result in the reduced competitiveness of firms due to their apparent inability to keep up with business competition (Strauss et al., 2017; Weinschenk, 2017; Akgunduz and Eryilmaz, 2018). In this dynamic competitive era, there is naturally an increasing demand for proficient workers for undoubtedly strengthen organizational performance and properly maintain continuous development (Santhanam et al., 2017).

In the face of increasingly complex challenges and to develop the organization, values and norms poorly regulated and rarely developed properly. Therefore, the organization only places workers as a resource not as a power source (Webster, 2015). A workplace represents an interactive environment between employees and company leaders to achieve

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common goals. One crucial factor to achieve these goals is moral. To improve one's morale, leaders or managers must understand properly how to treat subordinates or employees well. The tendency for incremental morality to generate admiration will, therefore, depend on the centrality of an employee's moral identity (He et al., 2018). It rightly knew that one essential aspect of appropriate work is continuously developing competence and moral (Billett et.al, 2014).

In terms of workers development, Meyer (2017) mentioned in advanced economies, the relative losers probable fall in two categories. Initially, many people develop specialized and un-transferable skills over sectors of the industry. When entire industries or professions degenerate, because changing comparative advantages and/or trade obstacle make them noncompetitive. In addition, some of these people may be unable to possess increased skills that enable them to derive similar incomes as before. It is necessary to implement a system that can maintain and enhance the commitment and consistency of the stakeholders, to accommodate the relationship between the organization and the workers for mutual benefit with each other (Rodrigues et al., 2015)

Patrick and Bhat (2014) mentioned, the job diagnostic survey quantify personal affective reactions or feelings a person gains from performing the job. The outcomes are measure as perceptual and certain responses assessing the compensation, supervisory, and social satisfaction. The personal outcome is typically associated with initiative, creativity, responsibility, loyalty, honesty, obedience, discipline and adaptation. While the work outcome more leads to the ability of individuals. Personal and work outcome is better known as work performance noted that the employment of a person for a certain time that can be measured with various sizes like standard, infrastructure or predetermined criteria (Isyandi, 2014).

In one frame of work activities that include many things is a model of job characteristics. The model proposed by Hackman and Oldham (Robbins & Judge, 2015) suggests that the relationship between core of job characteristics (skill diversity, task identity and interests, autonomy, and also feedback) and state of psychological (experience of meaning in work, responsibility, and awareness of work activities outcome) is moderate. A company by giving employees various activities to employees to do by letting them implement the whole job completely and putting them in teams with interchangeable skills will be able to make them personal results and greater work and increase employee satisfaction (Robbins & Judge, 2015).

Work-level meanings in which employees perceive work as meaningful, valuable and useful. It defines that the individual perceives of work has value to self and others. Every person who does the work certainly wants the outcome of work to gain satisfaction (Allan et al., 2016). This will make the individual perceive the work more meaningful to him and even others. This is in accordance with the definition of the meaning of work as a belief that the work is done has a meaning (Bernadin & Russel, 2010).

According to Sharma (2018), a responsibility is the obligation of subordinates in carrying out the task given by superiors with the best possible. A responsibility arises when there is an employment relationship between superiors and subordinates in accordance with the existence of tasks assigned (Andronic and Dumitraşcu, 2018). Therefore, the responsibility will always relate to the authority that has been granted. A responsibility cannot be delegated to others, unlike duties and authority, responsibility is an obligation to the task it carries. Sena (2014) stated responsibility is hence an abstraction that emerges through purposeful connection between actors, but that ultimately surpass those same actors begin to be institutionalized into rules, regulations, and discourses.

Awareness of work activities outcome of an employee will strive optimally if he can apprehend an intense relationship among effort and performance, performance with rewards and rewards with the contentment of personal goals (Heywood, Jirjah and Struewing, 2017). A wide range of controls will lead to employees knowing their own work well or they will turn to their peers if they have a question (Robbins & Judge, 2015).

Another definition expressed by Anthony, Kacmar, and Perrewe (2002), awareness work activities outcome is the extent to which employees know and understand how they should commit and implement it to their work. Employees, who perceive a work in accordance with the desired, certainly have a significant effect on employee job satisfaction. Generally, an employee always wants to discover things that will obtained from the work, and from there they will design an action in carrying out the work activities (Abdirahman, et al., 2018).

This study aims to determine how the influence of factors that affect personal improvement and employment outcomes in PAA company, both partially and simultaneously. As previously defined, these factors consist of the meaning of work, responsibility and awareness of work activities outcomes as independent variables and personal improvement and employment as dependent variables.

2. RESEARCH METHODOLOGY

2.1 Background of Case Company

Case studies conducted on companies engaged in the supply of wood raw materials that have industrial timber plantations with the name of an alias as PAA. PAA Company represents a firm that supplies wood raw materials to other manufacturing companies that produce paper products and tissues.

2.2 Variables and Proposed Hypothesis

The research method used is an explanatory survey that is a survey utilized to test the hypothesis. The hypothesis tested using the influence factors: meaning of work, responsibility, and awareness of work activities outcome of the employee toward Improvement of employee personal and work outcome of PAA employee (Figure 1). The hypothesis proposed through this paper is as follows:

1. Hypothesis 1. The meaning of work (X_1) partially influences the Improvement of employee personal and work outcome (Y).
2. Hypothesis 2. Responsibility (X_2) partially influences the Improvement of employee personal and work outcome (Y).
3. Hypothesis 3. Awareness of work activities outcome (X_3) partially influences the Improvement of employee personal and work outcome (Y).
4. Hypothesis 4. The meaning of work (X_1), Responsibility (X_2) and awareness of work activities outcome (X_3) simultaneously influences the improvement of employee personal and work outcome (Y).

2.3 Form of Research

This study uses a verification form where an analysis that aims to test the truth of a theory. The theory tested is the theory of job characteristics model by Oldham and Hackman (in Robbins & Judge, 2015) where the application in accordance with present conditions in the PAA. This theory provides an explanation of how the structure of employment affects employee behavior and their attitudes toward working conditions.

Through the core dimensions of specific skills, task significance, job identity along with feedback and autonomy, Hackman and Oldham describe how these elements can affect work results and employee motivation. This model assumes that the work described in terms of a characteristic set. According to the theory, it mentioned that high levels of employment dimensions lead to advanced degrees of satisfaction, motivation, and performance, along with low attendance rate and employee turnover.

2.4 Data and Analysis

Research data collected through a questionnaire (distributed during December 2017 until February 2018) to permanent employees of PAA Company. To determine the number of samples, consequently used the table of Isaac and Michael (in Sugiyono, 2013) with total population $n = 273$ employees and the sample was taken is as much as 152 with $df = 5\%$. The data used utilizes two types: primary and secondary data. The primary data gained through a questionnaire distributed to employees. Secondary data is a document obtained from PAA Company and related literature. To determine the relationship between variables used simple linear regression and to test the hypothesis used statistical tests and in the manufacture of questionnaires used the Likert scale.

The data that already given the value entered into the table, which is then calculated based on its category. Testing the relationship between variables using the mathematical form and divided into three independent variables and dependent variables. Dependent variables are Improvement of employee personal and work outcome (Y), while the dependent variables are meaning of work (X_1), responsibility (X_2) and awareness of work activities outcome (X_3).

To prove the results of the research, then used multiple regression analysis with the following formula:

$$Y = b + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = dependent variable

b = constant

b_1, b_2, b_3 = Coefficient of regression

X_1, X_2, X_3 = Independent variables

e = error / factors other than the calculated variables

2.5 Validity and Reliability Test

Umar (2014) states that the validity of the data is a degree of accuracy of research tools about the actual content, while the reliability is the degree of accuracy of data shown by measurement instruments. Testing the validity and reliability of data using Product moment & Cronbach's alpha.

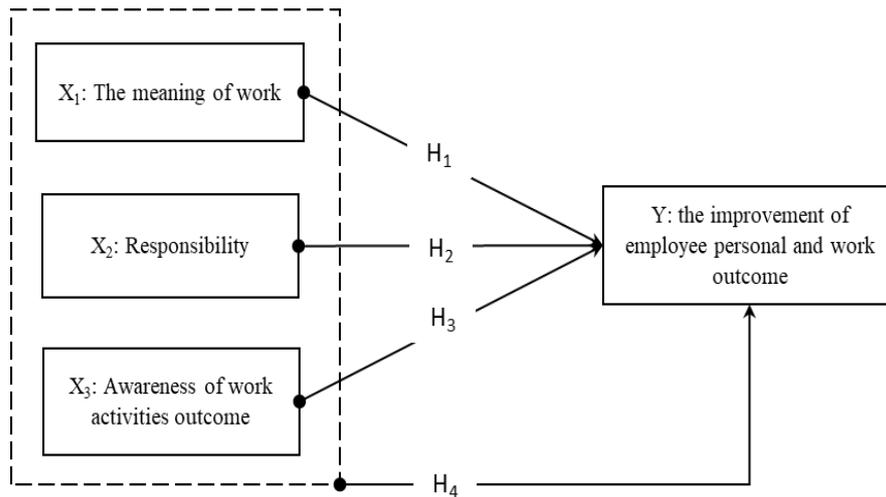


Figure 1.
Relationship among variables model

2.6 Autocorrelation, Heteroscedasticity & Multicollinearity Test

Autocorrelation is a condition in which the Y value at time t affected by the value of Y at time t-1. Autocorrelation often occurs when data collected over a period of time (Gujarati, 2016). Violation of the assumption of the absence of autocorrelation does not make the regression coefficient biased, but only makes the regression coefficient not minimum anymore. To test the autocorrelation, the Durbin-Watson test is used.

Sugiyanto and Susanto (2015) mentioned that multicollinearity analysis uses guidance in determining multicollinearity among variables by looking at correlation value among independent variables. If the correlation coefficient between independent variables is > 0.80 , then multicollinearity occurs between variables. Conversely, if the correlation coefficient between variables ≤ 0.80 , there is no multicollinearity between variables.

Heteroscedasticity occurs when the variant et (interference) does not have the same distribution, therefore the model being made becomes inefficient. For heteroscedasticity testing performed by using a correlation rank from Spearman.

2.7 Hypothesis Testing

Multiple linear regression equations used to predict and estimate, therefore, there must be some sufficient indicators to show the relationship. To calculate the amount of variation of dependent variable, which explained by independent variable by simultaneously, seen from multiple coefficient of determination (R^2). It can also expressed if the overall measure for the accuracy of the equation is the multiple coefficient denoted by R^2 and the test

of confidence for the total regression is by finding the F-test value.

F-test is used to test the hypothesis with the following decision criteria: If f-cal is greater than 4 then H_0 is rejected at 5% confidence level. It indicates that entire independent variables simultaneously and significantly influence the dependent variable. Hereinafter, compare the f-cal with the f-table. If the f-cal value is greater than the f-table, then H_0 is rejected and H_a is accepted (Ghozali, 2016).

According to Ghozali (2016), t-test is use to test what extent the influence of independent variables used in this study individually and in describing the dependent variable partially. The basic decision-making used in the t-test is as follows: If the probability value of significance > 0.05 then the hypothesis rejected. The hypothesis rejected means that the independent variable has no significant effect on the dependent variable. Whereas if the probability value of significance < 0.05 then the hypothesis accepted. Hypothesis cannot rejected; it means that independent variable has significant effect to dependent variable.

3. RESULTS AND ANALYSIS

3.1 Validity and Reliability Test Results

Results of validity and reliability test are presented in Table 1 and Table 2. Based on *Item-Total Statistics*, *Scale Corrected Item-Total Correlation* value is the value of Validity items. While the value of *Cronbach's Alpha if Item Deleted* is the value of the Reliability of the Item. To assess whether the above values (items) are valid and reliable, compared to r-table at $df = N-3$ and probability 0.05. The df value is the number of samples $152-3 = 149$ and r-table on probability 0.05 is 0.1344. Hence, all items are declared valid (r-cal

> r-table then the data is valid). Meanwhile, the Cronbach's Alpha if Item Deleted on all items value > α -table 0.60, means the items are reliable (α -cal > α -table then the data is reliable). According to the data displayed in Table 2 (Reliability Statistics), the Cronbach's Alpha Based on Standardized Items value > α -table 0.60. This means the overall test score is declared reliable.

3.2 Autocorrelation, Heteroscedasticity & Multicollinearity Test

Using Durbin Watson test for autocorrelation, the results shows the DW value obtained is 1.947 larger than Du (1.665) and smaller than the value of 4-DU (2.053) or $1.665 < 1.947 < 2.053$ (Table 3). According to the result, in the regression analysis there was no positive or negative autocorrelation. Therefore, it concluded that there is no autocorrelation in the model used in this research.

For heteroscedasticity test, the output is shown in Table 4 (Correlations-Spearman's rho). It is noted

that the value of sig. (2-tailed) variable X₁ (the meaning of work) of 0.730, X₂ (Responsibility) of 0.441 and X₃ (awareness of work activities outcome) of 0.358. Because the value of the independent variables is more than 0.05, it can be concluded that there are no symptoms of heteroscedasticity. This means that the regression model is appropriate.

Multicollinearity analysis uses guidance in determining multicollinearity among variables by looking at correlation value among independent variables. If the correlation coefficient between independent variables is > 0.80, then multicollinearity occurs between variables. Conversely, if the correlation coefficient between variables ≤ 0.80 , there is no multicollinearity between variables. Based upon to the moment product correlation analysis (Table 5), among independent variables no correlation exceeds or equal to 0.80, therefore, there is no multicollinearity problem occurred.

Tabel 1.
Item-total statistic

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y	273.776	388.731	.459	.818
X1	210.868	226.883	.667	.718
X2	249.941	274.096	.717	.687
X3	255.355	243.039	.678	.703

Table 2.
Reliability statistic

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	.803	4

Table 3.
Model summary

Adjusted R Square	Std. Error of the Estimate
.236	3.2854

- a. Predictors: (Constant), X3, X1, X2
- b. Dependent Variable: Y

Table 4.
Correlations Spearman's rho

			X1	X2	X3	Unstandardized Residual
Spearman's rho	X1	Correlation Coefficient	1.000	.644**	.507**	.028
		Sig. (2-tailed)	.	.000	.000	.730
		N	152	152	152	152
	X2	Correlation Coefficient	.644**	1.000	.541**	.063
		Sig. (2-tailed)	.000	.	.000	.441
		N	152	152	152	152
	X3	Correlation Coefficient	.507**	.541**	1.000	.075
		Sig. (2-tailed)	.000	.000	.	.358
		N	152	152	152	152
Unstandardized Residual	Correlation Coefficient	.028	.063	.075	1.000	
	Sig. (2-tailed)	.730	.441	.358	.	
	N	152	152	152	152	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5.
Pearson correlations

		X1	X2	X3	Y
X1	Pearson Correlation	1	.676**	.556**	.340**
	Sig. (2-tailed)		.000	.000	.000
	N	152	152	152	152
X2	Pearson Correlation	.676**	1	.610**	.349**
	Sig. (2-tailed)	.000		.000	.000
	N	152	152	152	152
X3	Pearson Correlation	.556**	.610**	1	.494**
	Sig. (2-tailed)	.000	.000		.000
	N	152	152	152	152
Y	Pearson Correlation	.340**	.349**	.494**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	152	152	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6.
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	535.157	3	178.386	16.526	.000 ^b
Residual	1597.521	148	10.794		
Total	2132.678	151			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Table 7.
Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.205	3.889		9.053	.000
	X1	.034	.044	.077	.774	.440
	X2	.020	.060	.035	.331	.741
	X3	.206	.044	.430	4.647	.000

a. Dependent Variable: Y

Table 8.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501 ^a	.251	.236	3.2854

a. Predictors: (Constant), X3, X1, X2

3.3 Results of Hypothesis Test

F-test Results

The f value in the Table 6 is 16.526. This number is the value of f-cal, which is then compared to the value of f-table. If the f-cal value is greater than f-table then it is concluded that there is a significant influence between X₁ (the meaning of work), X₂ (Responsibility) and X₃ (awareness of work activities outcome) simultaneously to Y (improvement of employee personal and work outcome) and vice versa.

By using independent variables as many as 3 variables and the number of samples as much as 152. Then DF1 is 3 and DF2 is 152-3-1 = 148. Therefore, DF2 is 100. The value of f-table with probability 0.05 is 2.67. if seen from the test results, between f-cal and f-table there are results with the value of f-cal (16.526) > f-table (2.67), then this can be interpreted that a set of independent variables proved to significantly affect the dependent variable.

This is also confirmed by the criteria of significance level testing, shown by the value of 'Sig.' smaller than the level of significance used is 0.05. Based upon to the above description, it is concluded that there is a significant influence between X₁ (the meaning of work), X₂ (Responsibility) and X₃ simultaneously to Y (improvement of employee personal and work outcome).

T-test Results

T value (Table 7) can be seen through the t-cal value of variable X₁ (the meaning of work) is greater than the t-table value (0.774 < 1.9761) with level

significantly above 0,05 that is with value 0.440. t-cal variable X₂ (responsibility) is smaller than the t-table value (0.331 < 1.9761) with a significant level more than 0.05 that is 0.741. On the other hand, the t-cal value of variable X₃ (awareness of work activities outcome) is greater than the t-table value (4,647 > 1.9761), with a level of significance under 0.05 that is with value 0.000.

Based on the way t-test decision making in regression analysis can be concluded as follows: X₁ (the meaning of work), X₂ (responsibility), partially has no effect on Y (improvement of employee personal and work outcome). Whereas for X₃ (awareness of work activities outcome) partially has a significant effect on the Y (improvement of employee personal and work outcome) variable.

Coefficient of Determination

The coefficient result of determination is shown with the Table 8. According to the output of the summary model, the coefficient of determination (R²) of 0.251 is equal to 25%. This value indicates that the independent variable affects the dependent variable as much as 25% and the rest influenced by variables other than this regression model.

Multiple Regression Equation

The equation of regression inferred by the following equation (Table 7):

$$Y = 35.2025 + 0.034X_1 + 0.020X_2 + 0.206X_3 + e$$

With descriptions as follow:

The value of the positive constant (35.205) shows the positive effect of the independent variable. When the independent variable increases

or influences in one unit, then the dependent variable will also rise or be fulfilled.

The regression coefficient of variable X_1 (the meaning of work) is 0.034 to variable Y. this means if X_1 (the meaning of work) variable has increased one unit, then variable Y will experience an increase of 0.034 or 3.4% coefficient which is a positive value. This means that an increase in the value of the variable X_1 (the meaning of work) will result in an increase in the value of Y (improvement of employee personal and work outcome).

X_2 variable (responsibility) value of 0.020 has a definition if the variable Y (improvement of employee personal and work outcome) will experience an increase of 0.020 or 2% positive coefficient if variable X_2 (responsibility) has increased one unit. The increase in X_2 (responsibility) value will also increase the value of variable Y (improvement of employee personal and work outcome).

The value of X_3 (awareness of work activities outcome) regression coefficient is 0.206. This explains that if the variable X_3 (awareness of work activities outcome) has increased one unit then the variable Y will experience an increase of 0.206 or 20.6% is positive. The increase in X_3 (awareness of work activities outcome) value will result in an increase in the value of Y (improvement of employee personal and work outcome).

4. CONCLUSIONS

4.1 Hypothesis

Based upon on the discussion described earlier, it can concluded:

Hypothesis 1. *The meaning of work (X_1) partially influences the Improvement of employee personal and work outcome (Y).* The meaning of work (X_1) is partially insignificant to the improvement of personal results and employment (Y) of employees at PAA Company. This is based on partial test results with the value of $t\text{-cal} = 0.774 > t\text{-table} = 1.9761$, then H_0 is accepted and H_a rejected.

Hypothesis 2. *Responsibility (X_2) partially influences the Improvement of employee personal and work outcome (Y).* The responsibility factor partially has an insignificant influence on the factor of increasing personal results and employment of PAA company employees. This conclusion is based on the statistical significance of $t\text{-cal} > t\text{-table}$ ($t\text{-cal} = 0.331 > t\text{-table} = 1.9761$, H_0 is accepted and H_a rejected), therefore the responsibility factor (X_2) is not significant toward the improvement of employee personal and work outcome (Y).

Hypothesis 3. *Awareness of work activities outcome (X_3) partially influences the Improvement of employee personal and work outcome (Y).* The awareness of work activities outcome (X_3) has a partially significant influence to the improvement of employee personal and work outcome (Y) at PAA company with value $r\text{-cal} = 0.39 > r\text{-table} = 1.9761$ then H_0 is rejected and H_a accepted).

Hypothesis 4. *The meaning of work (X_1), Responsibility (X_2) and awareness of work activities outcome (X_3) simultaneously influences the improvement of employee personal and work outcome (Y).* The factor of the meaning of work (X_1), responsibility (X_2) and awareness of work activities outcome (X_3) simultaneously have significant effect to the improvement of employee personal and work outcome (Y) of PAA Company. This is evidenced by the value of $\text{adj } R^2 = 0.251$ which means that all three factors together have enough influence on the factor of employee personal and work outcome (Y) equal to 25.1%.

This paper has obtained empirical evidence of the factors that consist of the meaning of work, responsibility, and awareness of work activities outcome on personal improvement and employment outcomes. These factors simultaneously have a positive influence on personal improvement and employment outcomes. Although if described partially, the factors of the meaning of work & responsibility have a positive influence but have no significant effect, while for awareness of work activities the outcome factor has a positive and significant influence on personal improvement and employment outcomes in PAA company.

4.2 Implication

Managerial Implication

This research can help managers in choosing and implementing policies to improve the meaning of work, responsibility and awareness of work activities outcomes, which together have a significant influence on personal improvement and the work results of their employees. This study provides views and comparisons of the different variables in looking at the relationship between the company and its workers from diverse perspectives and can be used for consideration and evaluation of the meaning of work, responsibility, and awareness of work activities results that have been in the company so far. It provides identification of various problems faced, and used as a reference for performance improvement in the future.

Theoretical Implication

The results of this study provide additional comprehensive understanding of the factors that partially or jointly influence a process between the organization and employees as one of its

stakeholders. The outcome of this study theoretically can provide implications for the development of concepts regarding organization.

The paper grasps its significance based upon many of the business-oriented organizations devote little attention to aspects beyond what frequently discussed. Therefore, this paper comes complementing the existing literature and can be a reference for business people, academics and other parties in need.

Limitation of the Study

The limitations of the study include the situation of respondents at the time of filling out the questionnaire can be unpredicted, this occurs because of busyness and workload and also limitation regarding the selection of variables studied as mentioned in this paper, so as the results only focus on these variables. Population coverage and samples are merely limited to PAA Company employees; therefore, they cannot be generalized to other companies. The data analyzed in the study utilizes a fundamental instrument on the perceptions of respondents' answers. Perception when research can be different at other times.

Future Studies

The PAA Company or other researchers can further explore factors other than the elements that have learned previously. Factors that have been studied also need to be more substantially developed with various alternative human resource development activities, as well as improving the work system by enhancing training activities, motivational and skill enhancement training in a more directed and measurable manner by optimizing the organization improvement campaign and with intensifying the audit of corporate program realization.

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