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Satisfaction's model and work efficiency for sustainable development in food industry

Abstract. Within the confines of South Jakarta's food and beverage industry, this research endeavors to examine and comprehend the following topics: 1) organizational learning; 2) job motivation; 3) job satisfaction; 4) employee performance; 5) sustainable development, and 6) the effects of organizational learning and job motivation on job satisfaction, as well as their effects on employee performance for sustainable development. Both descriptive and explanatory surveys were utilized in this inquiry, and its focus is on employees within these organizations, with a sampling of 30 individuals. The investigation has a causal nature, and this study is done within a cross-sectional timeframe. In South Jakarta, food and beverage company employees have demonstrated satisfactory levels of learning and job motivation, as evidenced by research findings. Their work enthusiasm is also generally commendable, and they express contentment with their employers. However, the impact of satisfaction on employee performance cannot be discounted. Overall, it seems that organizational learning and job motivation play key roles in determining job satisfaction and performance in the food and beverage industry of South Jakarta. In South Jakarta's food and beverage sector, employee satisfaction has a notable impact on their performance. As such, maintaining employee

satisfaction is crucial for companies operating in the area. A crucial determinant of job satisfaction is work motivation, which must remain high. Thus, South Jakarta's food and beverage companies must maintain these factors to ensure that their employees remain satisfied and productive for sustainable development.

Keywords: Organizational Learning; Work Motivation; Job Satisfaction; Employee Performance; Sustainable Development

JEL Classifications: E24; E41; E64; I18; J28; J31

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1. Introduction

Managing scarce human resources for sustainable development continues to be a pressing issue for the people of Indonesia. Business organizations have the potential to effectively and efficiently handle a significant amount of human resources, which would aid the sustainable development of the country. To make the most of the plentiful existing human resources, careful consideration is crucial. Quality education and diverse social facilities are crucial elements for organizations seeking to offer dependable human resources. The community's stability and safety may be threatened by a lack of appropriate facilities, which may lead to social unrest. Presently, the capabilities of HR are deficient, encompassing both intellectual and technical aspects.

Managing scarce human resources remains a pressing concern for the people of Indonesia. Sustainable development of the country hinges on effective and efficient management of a significant human workforce. Careful consideration of the plentiful existing resources is essential for improved utilization. Quality education is a key component for providing reliable human resources to organizations, along with access to diverse social facilities. The community's stability and safety can be compromised by a lack of access to essential services, leading to social unrest. As things stand, the intellectual and technical capabilities of HR are lacking.

As per Sadili (2016), work motivation is defined as inciting a person or team to initiate and accomplish a job. The influence of motivated employees is immense, requiring managers to direct their drive towards corporate goals. Sofiah (2018) describes work motivation as a state of focused determination and strength toward achieving a specific objective, such as productivity, attendance, or other avant-garde work approaches. Anticipations of rewards for work are often a pre-conceived notion among workers.

Reaching one's desires and goals requires expectations, as per prospect theory. Victor Vroom's explanation, found in Robbins & Judge (2016), proposes that people's likelihood of action depends on both the expectation of the outcome and the value of that desired outcome. Therefore, individuals are willing to exert effort towards achieving their wants. Naturally, individuals possess unique social standings and desires that shape their outlook on what they anticipate. As a result, having expectations can positively influence people to act and achieve, leading to receiving just compensations that correspond to their needs. This phenomenon is obvious to those who understand the power of anticipation.

2. Research Method

Conducting research involved methods that were both descriptive and validated in nature. The goal was to establish a correlation between the variables under observation and provide answers to the aforementioned research query. As per Fiol and Lyles (1985) insights, descriptive research can be employed to detail distinctive characteristics associated with the participants, establish a percentage of units within the population exhibiting a specific behavior, gauge perceptions regarding product features, identify the extent of linkage between marketing variables, and offer precise predictions.

The survey method is a preferred research method to obtain specific information from a sample of the population in order to answer research questions and test hypotheses. Thus, through a structured questionnaire, data can be collected for analysis. In research, questionnaires are used as measurement tools for variables previously identified by theoretical reductions. To develop and seek answers, a cross-sectional approach was used to gather information from samples. Ensembles were utilized in the data collection process, as well as path analysis was done based on the four cited variables (examining two independent and two dependent variables). Including four cited variables, this study examines two independent and two dependent variables. The two

independent variables in question are organizational learning and work motivation. Meanwhile, the dependent measures are employee performance and job satisfaction.

For this research, the sample size was established through probability sampling, specifically H. The method ensures that every element or population member has an identical likelihood of being selected to belong in the sample. To get an appropriate sample size, the researchers heeded the recommendation of Hair et al. (1998), through Ghozali (2005), that a representative sample size for multivariate analysis would be somewhere between 100 to 200 samples. Considering this guidance, the sample size for this study was determined to be 30 respondents. This study has a sample size of 30 workers, which is noted as *n*. Using path analysis testing, research models and hypotheses can be put to the test.

3. Results and Discussion

Using path analysis, one can utilize Pearson correlation analysis to expose the influence of a singular variable or series of variables on other variables. The path coefficient is essentially the correlation coefficient that needs to be statistically tested for this methodology. A study was conducted using SPSS version 25.0 software and Pearson correlation analysis to investigate the impact of job motivation (*X*₂) and organizational learning (*X*₁) on job satisfaction (*Y*). The following steps were taken to determine the Pearson correlation:

The Sufficiently Strong criterion's correlation coefficient value of 0.359 showed a positive connection between Organizational Learning (*X*₁) and Work Motivation (*X*₂). Hence, it can be inferred that both variables have a direct relationship.

Obtaining a correlation coefficient value of 0.691, the variable relationship between Job Satisfaction (*Y*) and Organizational Learning (*X*₁) appears to be positive and significant with strong criteria. Hence, Organizational Learning can be concluded to have a favorable connection with Job Satisfaction.

Job satisfaction (*Y*) and work motivation (*X*₂) have a strong positive correlation with a correlation coefficient value of 0.589. This indicates a robust relationship between the two variables.

Testing Multiple Hypotheses Together

The job satisfaction of employees in South Jakarta City's food and beverage industry is impacted by two independent variables: the effect of organizational learning and work motivation. The hypothesis statistics can be expressed as follows: determining if these two factors have a significant influence on job satisfaction.

Ho: $P_{YX1} = P_{YX2} = 0$: there is no impact of OL and WM on Job Satisfaction.

Hi: $P_{YX1} = P_{YX2} \neq 0$:

Job Satisfaction is impacted by the motivation to work and the ability to learn within an organization.

Through use of the *F* test statistic, the hypothesis can be tested. If $F_{count} > F_{table}$, reject Ho; if $F_{count} < F_{table}$, accept Ho. Results from SPSS software calculations are as follows in Table 1.

Table 1:
Simultaneous Analysis ANOVAa

Variable	Sum of Squares	Dof	Mean Square	<i>F</i>	Sig.
Regression	260.998	2	181.008	21.625	0.000
Residual	160.032	27	9.256		
Total	321.986	29			

Notes: a. Dependent Variable: work Satisfaction; b. Predictors: (Constant), Motivation, OL.

Source: Authors' calculation results via SPSS

Proceeding with the individual tests, it is accepted that the hypothesis becomes H₀ since *F*_{count} is 21.625 greater than 3.23 ($F_o > F^* : (k, n-k-1)$ (4.439 > 3.23), according to the calculated results. This indicates that:

Hypothesis testing on an individual level can be conducted to measure the validity of a hypothesis. This method can be sporadic but can lead to unique and diverse results. It involves rearranging and removing text in order to convey the same information in a less conventional manner. The use of less common words should be avoided in order to maintain understanding. When the null hypothesis is rejected in the simultaneous test, a single test by the name of H will be

performed. The objective of this test is to assess the impact of each independent variable, irrespective of its individual significance, provided that there is at least one nonzero path coefficient. In order to ensure that accurate results are obtained, individual tests (partial tests) are carried out, as the overall test findings are of importance for analysis.

H0: $P([YX]) = 0$, WM has no impact on job satisfaction.

Hi: $P_{YX2} \neq 0$, hence, there exists an impact of WM on Job Satisfaction.

Hence, for the test of the method we have:

$$t_{0i} = \frac{P_{YXi}}{\sqrt{\frac{(1 - R_Y^2 X_1 X_2 X_3) Cr_{ii}}{n - k - 1}}}, \quad i = 1, 2, 3 \text{ (output SPSS)}, \quad (1)$$

Rejected H0, if $t_{oi} > t_{1-\alpha} (n-k-1)$ (Table 2).

Table 2:
Distribution table t

Path factors		t-test	t-table
PYX1	0.277	3.401	0.001
PYX2	0.498	6.001	0.000

Source: Authors' calculation results

Using the SPSS program, the path factors for $X_1 X_2$ to (Y) was calculated, resulting in the rejection of the t value prices falling in the H0 area based on the decision rule. This indicates significance in the path coefficient and a lack of change in the path diagram. Conceptually, the connection between OL, WM, and JS are clear.

Following the hypothesis shown below, we shall examine the importance of the correlation coefficient relating X_1 and X_2 with Y : Next, the significance test awaits.

With test statistics as follows:

$$t = \frac{r}{\sigma_2} \text{ dan } \sigma_2 = \frac{1}{\sqrt{n-3}}, \quad (2)$$

rejected H0 if $t\text{-test} > t(1-\alpha/2; n-k-1)$ employing the t distribution table get according to the IBM SPSS attachment (Table 3).

Table 3:
Correlation Analysis in X variables

Correlation factor	t-test	t-table $\alpha = 0.05$	Results
0.361	5.997	0.000	Ho rejected There is a significant link of X1 and X2

Source: Authors' calculation results

Job Satisfaction is directly related to Organizational Learning and Work Motivation as the calculated t value is greater than t table, leading to the rejection of H0 based on the correlation results of the X variables. The link procedure of the variables $X_1 X_2$ to Y is depicted in Figure 1.

Variables, structural parameters, and the impact that causal variables carry towards Job Satisfaction found in South Jakarta City's Food and Beverage Companies can be visualized. The variables affecting Organizational Learning and Work Motivation hold a significant influence.

In the City of South Jakarta, employees of a Food and Beverage Company were tested for their Organizational Learning and Work Motivation and it was found that these factors contributed 30.8% to their Job Satisfaction. The remaining 69.2% was not explored by the author, indicating the influence of other factors. Surprisingly, when viewed in parts, work motivation had a more pronounced effect on job satisfaction. This is logical since each aspect of satisfaction measurement relies on the indicators of Organizational Learning and Work Motivation.

Interpretation of Path Analysis can be a complex and involved process. Often, researchers will use path analysis to examine causal relationships between several variables in a model. To interpret the results of path analysis, a researcher will typically look at the standardized regression coefficients, which can provide important insights into the strength and direction of the relationships being studied. Additionally, researchers may also examine the overall fit of the model, using

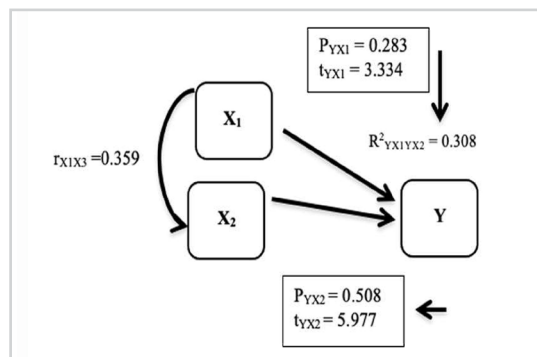


Figure 1:
The causal relationship diagram
Source: Authors' calculation results

measures such as the Chi-Squared test or Root Mean Square Error of Approximation. Ultimately, the interpretation of path analysis results will depend on the specific research question being examined and the context in which the study is being conducted.

Results processing through the SPSS program have been shown by the source of statistical data. Upon examining the overall significance of Organizational Learning on Job Satisfaction at 14.64%, we can confidently conclude that Organizational Learning has a considerable effect on the latter. Conclusively, this empirical affirmation amplifies the need to enhance Organizational Learning factors to promote Job Satisfaction since the two are undeniably linked (Table 4).

Table 4:
Work Motivation impact on Job Satisfaction

Path Analysis		Impact	Rate
Relations			
X2	Impact X1 X2, to Y	0.0791	7.91
	Outside Impact X1 X2, and Y	0.0798	7.98
	Total	0.1598	15.98

Source: SPSS Program Statistics Processing

It is apparent from the chart displayed that the t -count coefficient for Work Motivation's direct impact on Job Satisfaction is 5.977, contributing 16.16%. At a significance level of $\alpha(0.05) = 0.000$, the t -table value is lower than the t -count, allowing a conclusion to be drawn that Work Motivation has a direct and positive effect on Job Satisfaction. Furthermore, there is an indirect contribution of 8.15% through the Organizational Learning factor. In summary, Work Motivation's influence on Job Satisfaction as a whole is 16.16%. It can be deduced that an increase in Work Motivation will lead to an increase in Job Satisfaction.

As work is a crucial aspect of life, an individual's job satisfaction can impact their overall life satisfaction. The interaction between job satisfaction and life satisfaction plays a significant role in creating a spill over effect, which influences the outcome. Thus, it would be prudent for managers to keep a tab on the attitudes of their employees, not just towards work but also towards various other aspects of their lives.

4. Conclusion

In the City of South Jakarta, a Food and Beverage Company was the focus of a research project exploring a problem. Through theoretical basis, empirical data analysis, and hypothesis testing, the project culminated in a final chapter presenting several conclusions.

In South Jakarta's esteemed Food and Beverage Company, the employees have proven themselves quite capable when it comes to their job performance. It is evident just by observing the final score on the continuum line that the company utilizes. Clearly, the staff of the Food and Beverage Company in South Jakarta has been working diligently and responsibly in order to reach their current level of success. Job Satisfaction in a South Jakarta Food and Beverage Company is heavily influenced by Organizational Learning and Work Motivation. When such expectations are met, employees are more likely to feel content in their job. In Food and Beverage Company, Employee Performance is impacted by Job Satisfaction. When Employee expectations are met, Job Satisfaction is achieved and performance is improved.

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