

The Relationship Between Job Satisfaction and Work Ethic with Work Productivity of Jepara Furniture Employees

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ABSTRACT

The rapid growth of the furniture industry has intensified competition, requiring companies to improve the quality of their human resources. Work productivity is a key factor in organizational success and is related to employees' job satisfaction and work ethic. A quantitative correlational design was used, involving 117 employees. Data were collected using scales based on aspects of work productivity by Kusuma and Nugraha (2012), job satisfaction by Smith et al. (1969), and work ethic by Petty (1993). The results showed that, partially, job satisfaction and work ethic had a highly significant positive relationship with work productivity. Simultaneously, both variables also had a significant relationship with work productivity. These findings highlight the importance of job satisfaction and work ethic in improving productivity.

INTRODUCTION

In the current era of globalization, the growth of the manufacturing industry is continuously facing growth every year, the Central Statistics Agency (BPS) reported that the contribution of the manufacturing industry to gross domestic product (GDP) in the third quarter of 2024 increased to 19.02% compared to the previous quarter (Badan Pusat Statistik, 2024). In the manufacturing industry, there are three leading industrial sub-sectors that have a growth rate above the national average, namely the food and beverage industry, electronics, and chemicals (Hilman & Ester, 2018). In addition, the furniture industry is also one of the sectors in the manufacturing industry that has a significant role, especially in contributing to gross domestic product (GDP) and job creation in various regions (Irawati dkk., 2009).

Jepara Regency is known as one of the centers of the furniture industry in Indonesia (Matitaputty dkk., 2020). The furniture industry is part of the processing industry which is a major sector in Jepara's economy (Badan Pusat Statistik Kabupaten Jepara, 2025). BPS Kabupaten Jepara (2022, 2024) shows that in the last two years the furniture sector in Jepara

has experienced rapid growth where the number of companies increased from 156 in 2022 to 522 in 2024, followed by a surge in investment value from IDR 7.7 billion to more than IDR 338 billion. In addition, the number of workers in this sector also increased from 964 people in 2022 to 3,992 people in 2024. This shows that the furniture industry is growing in Jepara.

The continuous growth of the furniture industry each year has led to increasingly fierce business competition. Therefore, every company must improve the quality of its human resources (Rosento dkk., 2021). Human resources are a crucial component in any company because they act as the driving force behind various activities within the company and determine its course (Haekal, 2016). Therefore, the effectiveness of human resources can achieve the company's goals (Rahayu, 2018). To achieve these goals, companies are required to consistently produce high-quality products (Fadhlan & Dwianto, 2024).

Suboptimal and inappropriate resource utilization will result in less than optimal (Fahlevi, 2019) output, which can be detrimental to the company. Human resources, in this case, refer to employees. The role of employees is crucial in a company, as company productivity depends on their contributions (Riznanda & Kusumadewi, 2022). Therefore, success in achieving company goals depends heavily on increased work productivity, which can only be achieved through human contributions. (Fahlevi, 2019).

According to Fattah (1999), work productivity can be defined through two dimensions: the individual dimension and the organizational dimension. Within the individual dimension, discussions of work productivity focus on its relationship to individual characteristics. Work productivity is viewed as a mindset that consistently believes that the quality of life today must be better than yesterday and tomorrow must be better than today (Kusnendi, 2003). This is in line with the opinion of Tuti et al. (2020), who stated that work productivity is a mental attitude that reflects an individual's belief in working better day by day, as well as having the habit of continuously improving work results that have been achieved previously.

Meanwhile, in the organizational dimension, work productivity refers to the extent to which an organization is able to manage its resources effectively and efficiently to achieve its stated goals (Fattah, 1999). Work productivity is the level of employee ability to produce work output in line with the targets set by the company, which is measured based on the total work results achieved in carrying out tasks (Zivin & Neidell, 2012). An employee is said to be productive if he is able to consistently achieve the work targets set by the company (Aspiyah & Martono, 2016).

Work productivity directly contributes to improved employee performance. Research Allo dkk. (2024) shows that work productivity is positively correlated with employee performance. The more productive employees are, the better their performance, which in turn

positively contributes to the company. Therefore, to maintain productivity and support employee performance, companies must maintain factors related to work productivity.

As stated by Sedarmayanti (2014), there are fourteen factors that can influence work productivity, including education, age, work environment, work experience, gender, work involvement, job satisfaction, wages, incentive, discipline, culture organization, motivation achieve, creativity Work, and leadership style. Furthermore, Anoraga (2005) argues that there are ten factors that can influence work productivity, namely interesting work, wages, security And protection in Work, appreciation on the purpose and meaning of work (work ethic), work environment, promotion and self-development, feeling involved in organizational activities, understanding leaders, leadership loyalty, and work discipline.

Research by Deepa et al. (2014) shows that employees who feel satisfied with their jobs have the potential to have higher levels of work engagement, which in turn increases work productivity. This indicates that satisfaction Work No only influence employee's emotional state, but also encourages them in completing work tasks. Job satisfaction can be defined as the positive feelings felt by employees towards their work that arise from work experiences such as the work results obtained, the treatment received, job placement, equipment availability, and supportive work environment conditions (Nuraini, 2013). Job satisfaction can be understood as an individual's perception of their work, where the level of satisfaction that is felt is felt can different depends on attitude mental Which owned. Therefore, employees who are satisfied with their jobs and working conditions tend to stay in a company, while employees who are not satisfied with their jobs and work environment have the potential to resign from the company in the hope of finding job satisfaction elsewhere (Rahman et al., 2020).

In an organization, achieving job satisfaction is a crucial goal in human resource management because it can improve employee motivation and performance. A high level of job satisfaction ensures that the company's goals will be achieved, while low job satisfaction can hinder these goals (Haris et al., 2023). In addition to having an impact, on achievement organization, satisfaction Work Also influence employee attitudes to his job, Where employee Which enjoy satisfaction In their work, employees tend to prioritize job performance over compensation, although compensation remains important (Nuraini, 2013). Based on this description, job satisfaction is seen as an internal psychological factor that influences the formation of productive employee attitudes and work behavior (Tentama et al., 2019).

Findings from Saleh (2018) demonstrate that work ethic plays a significant role in shaping how employees interpret and carry out their work responsibilities. Employees with a low work ethic tend to perceive... work as burden, Because lack of Spirit, commitment, and readiness to face work demands, resulting in decreased work productivity. Conversely, a

strong work ethic encourages employees to face work pressure more positively, continue striving to complete tasks optimally, and adapt to dynamic work demands. Work ethic is understood as a positive work behavior pattern that arises from an individual's awareness and belief in the meaning of work. Work ethic is not only related to work activities alone, but also based on a person's perspective on their work. This work perspective encompasses values, principles, attitudes, and standards. moral Which become guidelines in Work. Values here it is Which Encourages individuals to be disciplined, responsible, and have integrity, and strive to achieve optimal work results (Saleh S Utomo, 2018). This makes work ethic an internal factor that plays a direct role in increasing employee productivity (Halizah et al., 2023).

Still limited study Which study connection satisfaction Work And Work ethic is simultaneously related to work productivity, particularly among employees in the furniture industry in Jepara. Therefore, the aim of this study is to gain an understanding of the relationship between job satisfaction and work ethic and work productivity among employees in the furniture industry in Jepara.

Two hypotheses are proposed. First, there is a simultaneous relationship between job satisfaction and work ethic and work productivity among furniture industry employees in Jepara. Second, there is a partial positive relationship between job satisfaction and work ethic and work productivity among furniture industry employees in Jepara.

RESEARCH METHODS

The method used in this study is quantitative with a correlational approach to analyze the relationship between job satisfaction (X1), work ethic (X2), and work productivity (Y). The sampling technique in this study is non-probability sampling with a purposive sampling type . The sampling criteria in this study are that participants are furniture industry employees working in the Jepara area. The number of samples was determined using G*Power software version 3.1.9.7. The calculation is based on Cohen (1988) with a moderate effect size f^2 of 0.15, an err prob value of 0.05, a power value of 0.8, and a number of predictors of 2. Based on these calculations, the minimum sample size was 68 research participants. In this study, 117 participants met the criteria.

Testing of the measuring instrument was carried out simultaneously with the collection of research data (used try out), so that the same data was used to test the validity, reliability, assumptions, and hypotheses using JASP 0.96.0 software for Windows . Analysis validity stated valid if item-rest correlation own mark correlation ≥ 0.30 , whereas item with mark correlation < 0.30 considered fall (Sugiyono, 2013). The results of the analysis showed that there were several items in each variable that did not meet the criteria so they were dropped and only valid items were used in the subsequent analysis.

The measurement of work productivity uses a work productivity scale from the work productivity aspects of Kusuma S Nugraha (2012), namely work motivation, work efficiency and effectiveness, work ability, and experience and knowledge. This scale consists of 15 valid items with a reliability of 0.788. Then the job satisfaction scale is measured using the job satisfaction scale from the job satisfaction aspects of Smith et al. (1969), namely the work itself (work it self), superiors (supervision), coworkers (workwrs), promotion (promotion), and salary (pay). The job satisfaction scale consists of 21 valid items with a reliability of 0.908. Then the work ethic scale is measured using the work ethic scale from the work ethic aspects of Petty (1993), namely interpersonal skills, initiative, and dependability. The work ethic scale consists of 8 valid items with a reliability of 0.704. All measuring instruments use a Likert scale with a range of 1-4, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). The selection of four answer choices aims to reduce bias, particularly the tendency for participants to choose neutral answers (Garland, 1991).

Data analysis to test the hypotheses in this study used two-predictor regression and product-moment analysis methods. However, before testing the hypotheses, assumption checks were necessary, consisting of normality and linearity tests.

RESULTS AND DISCUSSION

The total number of participants in this study was 117, all employees working in the furniture industry in Jepara. The majority of participants were male (72.6%), with a predominance of 18-25 year olds (17.1%), and the majority of workers were in the production department (73.50%).

Table 1. Demographic overview of participants

Variables	Category	Amount	Percentage
Gender	Man	85	72.6%
	Woman	32	27.4%
Age	18 - 25	20	17.1%
	26 - 30	14	12%
	31 - 35	17	14.5%
	36 - 40	5	4.3%
	41 - 45	11	9.4%
	46 - 50	14	12%
	51 - 55	19	16.2%
	56 - 68	17	14.5%
Part Work	Administration	8	6.84%

Distribution	3	2.56%
Warehouse	5	4.27%
Finance	3	2.56%
Service	2	1.71%
Marketing	4	3.42%
Planning	3	2.56%
Production	86	73.50%
Purchasing	1	0.85%
Quality Control	2	1.71%

Table 2. Categorization of research variables

Categorization	Work Productivity		Job satisfaction		Work ethic	
	F		F		F	
	%		%		%	
Very Tall	12	10.3	6	5.1	21	16.9
Tall	22	18.8	37	31.6	8	19.6
Currently	65	55.6	33	28.2	54	33.0
Low	15	12.8	34	29.1	31	30.3
Very Low	3	2.6	7	6	3	0

Based on the categorization results, it is known that the categorization of work productivity among participants is dominated by the medium category (55.6%), then job satisfaction is dominated by the high category (31.6%) and work ethic is in the medium category (33%). This shows that the level of work productivity, job satisfaction, and work ethic among furniture industry employees in Jepara has not reached a very high level, but it is not said to be at a low level either.

The normality test in this study was carried out by testing the residual value (error), that is difference between mark prediction with score current (Ghozali, 2018). On In normally distributed data, the residuals will form a symmetrical distribution around a mean value equal to zero. Therefore, the way to detect normality is by observing the residual values involving the research variables, namely job satisfaction and work ethic. Work, And productivity Work. Data it is said fulfil assumptions distribution normal if the significance level value $p > 0.05$.

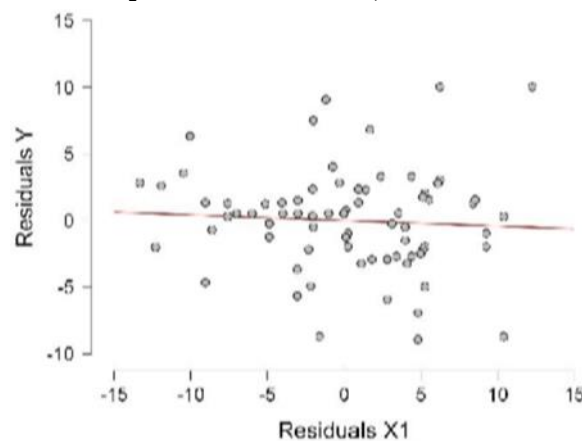
Normality testing uses the Kolmogorov-Smirnov Test technique with the Asymptotic Significance (Asymp. Sig.) approach with the help of JASP software version 0.96.0.

Table 3. Categorization of research variables

Variable	K-SZ	P
Regression Residuals	0.092	0.272

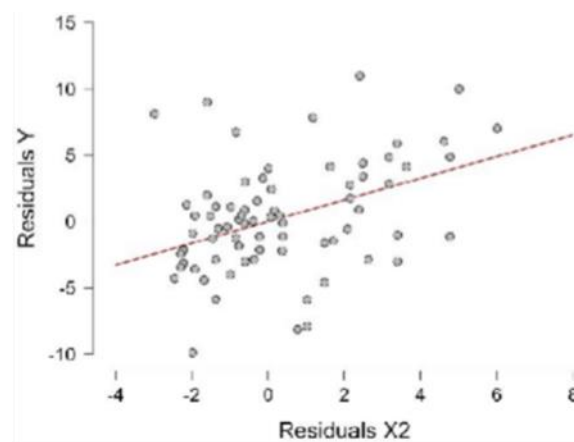
From the results of the normality test on the residual value, the K=SZ value was obtained as 0.092 with a significance level of 0.0272, indicating that the residual value was normally distributed. Thus, the normality test in this study was fulfilled.

Next, the researcher conducted a linearity test using a scatter plot between the predicted and residual values. The linearity assumption can also be checked using a scatter plot or residual plot, which is a graph of the residuals against the predicted values of the dependent variable or against one of the independent variables (Ernst S Albers, 2017).



Picture 1. Test Linearity between Satisfaction Work And Productivity Work

the scatter plot visualization show that the data points are randomly distributed. in around line horizontal without form something pattern. So that connection The relationship between job satisfaction and work productivity is linear. This means that any change in job satisfaction, whether a decrease or increase, will be followed by a change in work productivity.



Picture 2. Test Linearity between Ethos Work And Productivity Work

Results visualization scatter plot show dot, dot, dot data distributed randomly following a horizontal line without forming a pattern. So the relationship between ethos Work And productivity Work nature linear. It means, every change In work ethic, both decreases and increases will also be followed by changes in work productivity.

The next analysis is testing the major hypothesis with regression analysis. two predictor on variables satisfaction Work, ethos Work, And productivity Work.

Table 4. Test hypothesis major

Model	R	R Square	Adjusted R Square	F	Sig.
Regression	0.503	0.253	0.092	19.26	0.000

The regression test results showed a significance value of 0.000 with an R value of 0.503, indicating a highly significant relationship between job satisfaction and work ethic and work productivity among furniture industry employees in Jepara. Thus, the hypothesis stating a relationship between job satisfaction and work ethic and work productivity was accepted with an R value of 2. of 0.253.

Next, the researcher conducted the first minor hypothesis test regarding the positive relationship between job satisfaction and work productivity.

Table 5. Analysis Correlation Satisfaction Work And Productivity Work

Variables	r	Sig.
Satisfaction Work * Productivity Work	0.281	0.002

Based on the test results, the correlation coefficient between the two variables was 0.281 with a significance value of 0.002. This finding indicates the existence of connection positive very significant between satisfaction Work And productivity work satisfaction among

employees in the furniture industry in Jepara. This means that high or low levels of job satisfaction are followed by increases or decreases in work productivity.

The next stage, the researcher conducted a second minor hypothesis test regarding the positive relationship between work ethic and work productivity.

Table 6. Analysis Correlation Ethos Work And Productivity Work

Variables	r	Sig.
Ethos Work * Productivity Work	0.499	0.001

Based on the tests carried out, it is known that the variables of work ethic and work productivity show a correlation coefficient of 0.499 with a significance value of as big as 0.001. Findings This indicates existence connection positive This study aims to determine the relationship between job satisfaction and work ethic with work productivity in the furniture industry in Jepara. Through the results of the major hypothesis regression test, it can be seen that there is a significant relationship between job satisfaction and work ethic with work productivity. Thus, the hypothesis major Which state There is connection between satisfaction Work And ethos work with productivity Work on employee industry furniture in Jepara accepted with $R^2 = 0.253$. This means that job satisfaction and work ethic influence work productivity by 0.253. Meanwhile, the remaining 0.747 is influenced by other factors outside this study.

As stated by Suwatno (2011), job satisfaction plays a role in work productivity. It indicates that high or low work ethic is followed by an increase or decrease in work productivity.

Through the results of the major hypothesis regression test, it can be seen that there is a significant relationship between job satisfaction and work ethic with work productivity. Thus, the major hypothesis stating that there is a relationship between job satisfaction and work ethic with work productivity in the furniture industry employees in Jepara is accepted with $R^2 = 0.253$. This means that job satisfaction and work ethic influence work productivity by 0.253. While the other 0.747 is influenced by other factors outside this study.

As stated by Suwatno (2011), job satisfaction plays a role in increasing productivity and developing more positive work behaviors in employees. Job satisfaction reflects an individual's emotional experience in their work environment, encompassing the fit between skills and individual expectations regarding their work, which form the basis for job satisfaction (Martoyo, 2000). Based on the experience gained, individuals evaluate their work as a whole. The results of this evaluation give rise to feelings of satisfaction or dissatisfaction, which then shape attitudes toward work. Satisfied individuals tend to display positive attitudes toward work, while dissatisfied individuals tend to display negative attitudes toward

assigned tasks (Robbins, 2003). These attitudes are reflected in daily work behavior and are related to employee perceptions of the importance of the work they do (Luthans, 2006). Thus, work attitudes formed from satisfaction will be reflected in increased or decreased performance, which ultimately affects employee productivity levels (Hasibuan, 2013).

Not only job satisfaction, but work ethic is also a factor that influences work productivity. As explained, Atrizka dkk. (2020) work ethic is central to assessing the level of work productivity and individual achievement within an organization. Individuals with a strong work ethic not only focus on completing work tasks but also make long-term contributions to the company's success (Fitriyani dkk., 2019). Work ethic influences how individuals respond to pressure and change, making them better prepared to learn new discoveries and remain productive in various situations (Ghani dkk., 2022). Each individual has an internal being that determines who they are, which then guides their response to external demands. How an individual responds determines a person's work ethic (Sinamo, 2011). This response is reflected in work behavior, where productivity is not merely seen as an end result, but as a sustainable achievement based on the values held by the individual (Fitriyani et al., 2019). Based on the statement above and referring to the results of the major hypothesis test, it can be concluded that job satisfaction and work ethic influence work productivity.

The findings from the hypothesis testing showed a significance of 0.002, indicating a highly significant positive relationship between job satisfaction and work productivity. Thus, it can be concluded that high or low job satisfaction is followed by an increase or decrease in work productivity. The results of this study are in line with the results of research from Pramesti & Izzati (2024) entitled "The Relationship between Job Satisfaction and Productive Behavior in PT X Employees" research findings prove that high job satisfaction is followed by an increase in work productivity with a significance of 0.001. Tentama dkk. (2019) in his study entitled "The Role of Job Satisfaction on Employee Work Productivity" found that job satisfaction has a relationship with work productivity.

The results of the second hypothesis test indicate a highly significant positive relationship between work ethic and work productivity with a significance level of 0.001. This indicates that high or low work ethic is followed by an increase or decrease in work productivity. In line with research Setiawan dkk. (2023) in his study entitled "The Influence of Work Ethics, Work Discipline, and Work Motivation on Work Productivity of Private Offices in North Sumatra" shows that work ethic is positively correlated with work productivity. Thus, the study found that work ethic has a correlation with work productivity.

Work productivity is a perspective that emphasizes efforts to improve quality of life with the aim of achieving optimal results compared to before (Sururin dkk., 2020). This

mental attitude encourages individuals to be persistent and always seek ways to improve their skills (Kumala, 2022). The more skilled an employee is, the higher their productivity (Hakim, 2020). Based on the categorization of work productivity data, it is known that the level of work productivity among furniture industry employees in Jepara in this study was at a moderate level. This situation can be explained by the finding that the participants in this study were predominantly early adults. Early adulthood is a period when individuals conduct searches, discoveries, and stabilization, and becomes a productive period in life (Putri, 2018). At this stage, individuals are also faced with various developmental tasks. Developmental tasks faced during this period include family formation, career development, and contribution to society (Dwilianto et al., 2024). Employees in this study, in addition to positioning themselves as workers, are also faced with various other demands and responsibilities in life outside of work. This can affect their level of productivity.

The categorization of job satisfaction data among furniture industry employees in Jepara in this study was at a high level. A person will experience job satisfaction when their desires or needs for work are met and there is no gap between their desires and reality (Pawirosumarto et al., 2017). Fulfilled satisfaction will impact work performance and foster a positive attitude toward the job (Khan et al., 2021).

For the categorization of work ethic data, it is known that the level of work ethic among furniture industry employees in Jepara in this study is at a moderate level. Each individual has an internal being that shapes who they are and determines their response to external demands. The way an individual responds to these work demands forms a work ethic, which each person can have different responses to (Sinamo, 2011). Someone with a work ethic tends to be enthusiastic and passionate about doing something optimally. Having a work ethic encourages the formation of a positive attitude towards the work being carried out (Tasmara, 2002).

CONCLUSION AND SUGGESTIONS

Referring to the research results and discussion, it can be concluded that there is a relationship between job satisfaction and work ethic and work productivity among employees in the furniture industry in Jepara. More specifically, the three variables in this study show a significant positive relationship between job satisfaction and work productivity, and a very significant positive relationship between work ethic and work productivity. Therefore, the hypotheses proposed in this study, both the major and minor hypotheses, are accepted.

The suggestion that can be conveyed in this research is that it is hoped that furniture industry companies in Jepara can maintain and improve employee job satisfaction and work ethic because these two things have been proven to be related to work productivity. Besides

That, researchers furthermore expected can develop study This is done by adding other variables related to work productivity.

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