

**PENGARUH KARAKTERISTIK PENGUSAHA  
DAN HADIAH TERHADAP KEPUASAN KERJA  
DI RESTORAN TAKEMEE SURABAYA**

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**Abstract**

Indonesia is considered one of the most populous countries, with a total population estimated at around 261,890,900 people (Indonesia Statistics Bureau, 2018). There are several major urban areas in Indonesia, these urban areas are: Jakarta, Surabaya, Bandung, Medan and Semarang. Surabaya is the second most populous city in Indonesia. Based on the data that was taken from Indonesia's Statistics Bureau (BPS) the total population of Surabaya grew on average 2.993% per year from 2010 to 2013. Thus it can be concluded that Surabaya is experiencing quite a significant growth in its population. Since food is one of the most basic human needs, the growth of the population here means that there is more demand for food. This statement is supported by the data that was taken from BPS which stated that the amount of money which was spent on food in a monthly basis by the Indonesian people has increased by 9.89% from IDR 319,145 in 2012 to IDR 429,746 in 2013 (Surabaya Statistics Bureau, 2015). This increase in the demand for food has resulted in the increase in restaurants that have opened in Surabaya. In 2012, the tourism government in Surabaya stated that there were 468 new food businesses that had been opened in Surabaya. These food businesses consist of different types of restaurants such as western cafes, Indonesian restaurants as well as fast food, food courts and bars.

**Keywords :** Indonesia is considered one of the most populous countries, There are several major urban areas in Indonesia

**INTRODUCTION**

Indonesia is considered as one of the most populated country, with the total population estimated around 261,890,900 people (Indonesia Statistics Bureau, 2018). There are several major urban areas in Indonesia, these urban areas are: Jakarta, Surabaya, Bandung, Medan and Semarang. Surabaya is the second most populated city in Indonesia. Based on the data that was taken from Indonesia's Statistic Bureau (BPS) the total population of Surabaya grow on average 2.993% per year since 2010 until 2013. Thus it can be concluded that Surabaya is experiencing quite a significant growth in its population.

Since food is one of the most basic human need, the growth of population in here means that there are more demand of food. This statement is supported by the data that was taken from BPS which stated that the amount of money which was spent on food in a monthly basis by the Indonesian people has increased by 9.89% from IDR 319,145 in 2012 to IDR 429,746 in 2013 (Surabaya Statistics Bureau, 2015). This increase in the demand of food resulted in the increase of restaurants that has been opened in Surabaya. In 2012, the tourism government in Surabaya stated that there are 468 new food business that has been opened in Surabaya. These food businesses consist of different type of restaurants such as western cafe, Indonesian restaurants as well as fast food, food courts, and bars.

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**Table 1. Number of Restaurants in 2012**

No.	Types of Restaurants	Number of Restaurants	No.	Types of Restaurants	Number of Restaurants
1	Indonesian Food	89	5	Vegetable and Seafood	9
2	Chinese Food	79	6	Cafe	90
3	Western Food	68	7	Food Court	11
4	Asian Food	46	8	Bar	52

Source : Surabaya Statistics Bureau (2015)

From table 1 above, we can conclude that the most popular types of restaurants is cafe, with Indonesian restaurants as the second most popular types of restaurants and Chinese food as the third most popular types of restaurants.

In every business including the food and beverage service business, employee plays an important part in the running of the daily activities in a company because they are the face of the company which interacts with the customer (Dobre, 2013; Oktavio, 2017). Therefore it is very important that a company tries its hardest in retaining its employees. There are several factors that affect the retention of an employee according to Sinha & Sinha (2012): 1) characteristic of the employer; 2) work design; 3) career opportunity; 4) reward; and 5) relation with other employee.

According to Sumarni (2011), a poor employee retention or an inaccurate employee retention will aggravate the employee's working condition which resulted in a decrease of the working satisfaction. Based on the human nature, an unsatisfied will want to find a better job for him or her thus resulting in a short employment period. Therefore it can be concluded that the employee retention efforts are closely linked to the job satisfaction of an employee and the employment period of an employee.

The object of this research is Takemee, which is a Chinese restaurant that's located in UC-Walk, Surabaya - Indonesia. Based on the data that was gathered from the object of this research, it can be seen that there are a lot of employee that quits after working for less than a year. This short period of employment is an indication of a work dissatisfaction. In order to understand what causes the dissatisfaction, first we need to determine whether employee retention effort does affect the employee's job satisfaction, to be more specific whether characteristic of the employer and reward has an effect towards the employee's job satisfaction.

Based on the background above, the aim of this research is to understand whether employee retention effort has an effect towards the employee's job satisfaction, to be more specific this research aims to (1) understand whether characteristic of the employer has an effect towards the employee's job satisfaction and (2) understand whether reward has an effect towards the employee's job satisfaction in Takemee Surabaya.

## LITERATURE REVIEW

According to Sinha & Sinha (2012) there are five factors that affect the retention of an employee: 1) characteristic of the employer; 2) work design; 3) career opportunity; 4) reward; and 5) relation with other employee. From these five factors, the writer decided to research about the characteristic of the employer and reward. The decision to research these two factors is based on the fact that the object of this research is a family owned small scale business with less than 35 employees, thus doesn't have any concrete work design and career opportunity as well as a defined relation between employees.

There are several factors that can affect someone to stay in their job, one of them is characteristic of the employer. According to Sinha & Sinha (2012), a company will experience less turn over if that company has a certain positive culture, effective management and a real job security. The definition of organizational culture is a common perceptions which are embraced by all of its member in that organization and a system of shared meanings (Koesmono, 2005). Soedjono (2005) stated that an organizational culture is composed of these seven indicators, which are: innovation and the courage to take risks, attention to details, goal oriented, human oriented, team oriented, aggressiveness, and clear vision for the future.

Sinha & Sinha (2012) argues that “leaders demonstrate their vision by having an identified strategic plan that guides how the firm respond to changes. If a firm is not effectively managed, then the employee may be turned off the ineffective responses and inefficiencies they deal with their jobs”. From this statement, it can be concluded that what Sinha & Sinha (2012) means by management in organizational culture is the leadership skill of the employer, and it can be argued that an organization won’t run effectively if the leader doesn’t have any leadership skill and in turn will cause the employee to feel disappointed with the inefficiency that they have to face in their job.

Job security is another component that comprises the characteristic of an employer. The definition of job security according to the Collins Dictionary is “assurance that you will be able to work in your job as long as you please and will not become unemployed”. Job security is seen as one of the factor that affect an employee to stay in his or her position instead of resigning from a job.

Another factor that can affect someone to stay in their job is reward. The definition of reward according to Oxford Dictionaries is “a thing given in recognition of service, effort or achievement.” According to Sinha & Sinha (2012) there are 3 factors in reward that can affect an employee’s retention in a company, these factors are: 1) competitive compensation and benefits; 2) compensation and achievement; and 3) acknowledgement. From these factors, it can be concluded that there are 2 types of reward, the first one is compensation and the second one is acknowledgement. Sari (2009) performed a research to analyze the correlation between compensation and organizational climate towards an employee’s work satisfaction at British International School, and the result of this research stated that there is a strong correlation between compensation and organizational climate towards an employee’s work satisfaction. According to Supianto (2015) the satisfaction of an employee regarding their compensation can be measured by these three indicators: 1) fairness of the compensation; 2) standard of the compensation; and 3) administrative practice regarding the compensation.

The definition of job satisfaction is the feeling and reaction of an individual towards his or her working environment (Koesmono, 2005). There are 4 indicators that can be used to measure job satisfaction Prabu (2015): 1) compensation; 2) working condition; 3) opportunity to develop; and 4) administration system and company’s profile.

As what has been described above, there are two independent variables and one dependent variable. The first independent variable is the characteristic of the employer which will be represented by organizational culture and management, while the second independent variable is the reward which will be represented by compensation. And the dependent variable which is job satisfaction will be represented by compensation, working condition as well as administration system and company’s policy. Based on the theoretical background as well as previous research that has been discussed, the proposed hypothesis are :

1. Characteristic of the employer has an effect towards the employee’s job satisfaction
2. Reward has an effect towards the employee’s job satisfaction

## I. RESEARCH METHOD

This research is a descriptive research which uses quantitative research method. This research uses both primary and secondary data. The primary data is taken from the respondents using questionnaires as a tool. The questionnaires in this research uses a 5-point Likert scale that is divided into five categories, which are Highly Agree (HA), Agree (A), Neutral (N), Disagree (D), and Highly Disagree (HD). The data that was taken from the questionnaires will then be processed using a multiple regressions data analysis in SPSS. While the secondary data is taken from books and other literary resources.

The population of this research is the employee from Takemee and the sampling method that is used in this research is a purposive sampling method. Therefore the research sample that'll be used as a respondent for this research is all 33 employees from Takemee Restaurant. The primary data for this research was taken in February 2018.

## II. DATA ANALYSIS AND DISCUSSION

The characteristic of respondents in this research is classified based on sex and age. In sex based classification there are 17 male respondents (51.52%) and 16 female respondents (48.48%). Meanwhile in age based classification there are 78.79% respondents that falls into the 16-25 years old category. 15.15% of the employee falls into the 26-35 years old category and both the 35-45 years old category as well as 56-65 years old category consist of 3.03% each.

The description of the research variables are described below :

- Characteristic of the employer (x1)

**Table 2. Description of the Characteristic of the Employer Variable**

No.	Statement	HA	A	N	D	HD	Mean	Std. Dev
1	Innovation (x1_1)	17	11	4	0	1	4.3030	0.91804
2	Risk taking (x1_2)	11	15	4	3	0	4.0303	0.91804
3	Attention to details (x1_3)	20	9	3	1	0	4.4545	0.79415
4	Goal oriented (x1_4)	15	15	3	0	0	4.3636	0.65279
5	Human oriented (x1_5)	15	12	5	1	0	4.2424	0.83030
6	Team oriented (x1_6)	15	10	7	1	0	4.1818	0.88227
7	Aggressiveness (x1_7)	13	17	3	0	0	4.3030	0.63663
8	Clear vision (x1_8)	15	16	2	0	0	4.3939	0.60927
9	Leadership (x1_9)	12	13	7	1	0	4.0909	0.84275
Characteristic of the employer (x1)							4.2626	

Source : Statistic Analysis (2018)

Based on table 2 above, it can be seen be seen that the average answer for the characteristic of the employer variables (x1) are agree and all the indicators score more than 4 for its average / mean.

- Reward (x2)

**Table 3. Description of the Reward Variable**

No.	Statement	HA	A	N	D	HD	Mean	Std. Dev
1	Standard of the compensation (x2_1)	7	18	7	1	0	3.9394	0.74747
2	Fairness of the compensation (x2_2)	12	17	4	0	0	4.2424	0.66287
3	Administrative practice regarding the compensation (x2_3)	19	12	10	2	0	3.8485	0.90558
Reward (x2)							4.0101	

Source : Statistic Analysis (2018)

Based on table 3 above, it can be seen that the average answer for the reward variables (x2) are agree, with the most agreed variable is the second indicator (fairness of the compensation) with the score 4.2424.

- Job Satisfaction

**Table 4. Description of the Job Satisfaction Variable**

No.	Statement	HA	A	N	D	HD	mean	Std. Dev
1	Compensation (y_1)	10	15	8	0	0	4.0606	0.74747
2	Working condition (y_2)	10	17	5	1	0	4.0909	0.76500
3	Administration system (y_3)	15	16	2	0	0	4.3939	0.60927
4	Working condition (y_4)	18	12	3	0	0	4.4545	0.66572
5	Working condition (y_5)	20	11	1	1	0	4.5152	0.71244
Job Satisfaction (y1)							4.30302	

Source : Statistic Analysis (2018)

Based on the table 4 above, it can be seen that the average answer for the job satisfaction variables (y) are agree and all the indicators score more than 4 for its average / mean.

The validity test of the research variables are described below :

- Validity test result for characteristic of the employer variable (x1)

**Table 5. Validity Test Result for Characteristic of the Employer Variable (x1)**

Code	Pearson correlation	Sig. (2-tailed)	Remarks
x1_1	0.791	0.000	Valid
x1_2	0.778	0.000	
x1_3	0.709	0.000	
x1_4	0.601	0.000	
x1_5	0.853	0.000	
x1_6	0.797	0.000	
x1_7	0.556	0.000	
x1_8	0.575	0.000	
x1_9	0.568	0.000	

Source : Statistic Analysis (2018)

Based on table 5 above, it can be seen that all the statements in the characteristic of the employer variables (x1) have less than 0,05 (5%) significance score (Sig.) therefore it can be concluded that all the statements in the characteristic of the employer variable (x1) are valid.

- Validity test result for reward variable (x2)

**Table 6. Validity Test Result for Reward Variable (x2)**

Code	Pearson correlation	Sig. (2-tailed)	Remarks
x2_1	0.937	0.000	Valid
x2_2	0.867	0.000	
x2_3	0.868	0.000	

Source : Statistic Analysis (2018)

Based on table 6 above, it can be seen that all the statements in the reward variable (x2) have less than 0.05 (5%) significance score (Sig.) therefore it can be concluded that all the statements in the reward variable (x2) are valid.

- Validity test result for job satisfaction variable (y)

**Table 7. Validity Test Result for Job Satisfaction Variable (y)**

Code	Pearson correlation	Sig. (2-tailed)	Remarks
y_1	0.915	0.000	Valid
y_2	0.935	0.000	
y_3	0.764	0.000	
y_4	0.809	0.000	
y_5	0.793	0.000	

Source : Statistic Analysis (2018)

Based on table 7 above. It can be seen that all the statements in the job satisfaction variables have less than 0.05 (5%) significance score (Sig.) therefore it can be concluded that all statements in the job satisfaction variable are valid.

The reliability test of the research variables are described below :

**Table 8. Reliability Test of the Research Variables**

Variable	Cronbach Alpha	Cut-off	Remarks
Characteristic of the employer (x1)	0.877	0.6	Reliable
Reward (x2)	0.652	0.6	
Job satisfaction (y)	0.856	0.6	

Source: Statistic Analysis (2018)

Based on table 8 above, it can be seen that the cronbach alpha score for all three variables measures above 0.6. Therefore it can be concluded that all the instruments which are based in this research are reliable. The regression test of the research variables are described below :

**Table 9. Regression Test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.163	.444		.366	.717
avg_x1	.628	.118	.592	5.309	.000
avg_x2	.354	.104	.379	3.398	.002

Source : Statistic Analysis (2018)

Based on table 9 above, it can be seen that both characteristic of the employer variable and reward variable have less than 0.05 (5%) significance score (Sig.), based on this it can be concluded that both characteristic of the employer and reward have a significant effect partially towards the job satisfaction. Therefore both the first and second hypothesis are accepted.

The R-square test of the research variables are described below :

**Table 10. R-square Test**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 <sup>a</sup>	.747	.730	.29073

Predictors: (Constant), avg\_x2, avg\_x1

Source : Statistic Analysis (2018)

Based on table 10 above, it can be seen that the R square score from this research model is 0.747 with the adjusted R square score from this research is 0,730 therefore it can be concluded that both characteristic of the employer variable (x1) and reward variable (x2) can explain the job satisfaction variable for 74.7 % or 73% with the rest is explained by other variable that wasn't included in this research.

**III. CONCLUSION AND SUGGESTION**

From the research that has been done, it can be concluded that characteristic of the employer and reward both have a significant effect partially and in order to lower down the percentage of employee who quits, an organization need to pay attention to the characteristic of the employer and reward, because based on the result of this research 73%% of the job satisfaction is comprised of characteristic of the employer and reward.

Future research need to be done in order to understand the effect of employee retention effort towards an employee's job satisfaction in a bigger scale business. Therefore, the writer suggest future research to research about the effect of all five employee retention effort toward an employee's job satisfaction in a business with a bigger scale.



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