

**JOB SATISFACTION: THE IMPACT OF SELF-EFFICACY,
COMMUNICATION, AND WORK QUALITY
AT ACE HARDWARE MALANG**

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ABSTRACT

The purpose of this study was to find out the effect of Self-Efficacy, Interpersonal Relations and Quality of Work Life on Employee Satisfaction at Reni Swalayanku in Waru Malang. The population of all employees of Ace Hardware, amounting to 56 people, in this study, the researchers had all members of the population with 56 people to be sampled. The test is used for this study, multiple linear regression, and more than one independent variable.

The results of this study are the results of the F test showing that F count 76.246 with a significance of 0.000 which means $F \text{ count} > F \text{ table}$ which is equal to 2.78 and the significance of the F test <0.05 . These results indicate that the variables of self-efficacy, interpersonal relationships and Work quality has a significant influence on the job satisfaction of Ace Hardware employees in Waru Malang. The results of the t test have been known that the variables of self-efficacy, interpersonal relations and quality of work have a partially significant influence on the job satisfaction of Ace Hardware employees in Waru Malang. This is indicated by the value of t count of 3.205 (X1), 5.053 (X2), 3.320 (X3) $> t \text{ table}$ 1.673. While the interpersonal relationship variable (X2) has a dominant influence on the job satisfaction of Ace Hardware employees in Waru Malang (Y).

INTRODUCTION

With the advancement of business knowledge, awareness of the importance of human resources is growing. Human resources have been recognized as a valuable asset if optimally managed and developed. Each company has its own approach to managing its employees. One company that maximizes its human resources is Ace Hardware. Ace Hardware relies heavily on human resources as a valuable asset.

Employees are an important factor in every person or organization, both in achieving office, company or agency goals effectively and efficiently. An organization not only expects employees who are capable, competent, and skilled, but most importantly they are willing to work hard and have the desire to achieve maximum work and feel satisfaction in their work. As stated by Robbins (2011: 147) job satisfaction can be defined "as a general attitude towards one's work, the difference between the amount of reward received by workers and the amount they believe they should receive because of a belief in themselves that satisfied workers will be more productive (achieving) when compared to those who are not satisfied." This means that satisfied workers will show higher performance.

The abilities and skills of employees are meaningless to an organization/company if they are unwilling to work hard. To encourage employees to

work hard and enthusiastically to achieve optimal results, job satisfaction is one of the things that organizations/companies must pay attention to. The many complaints that frequently arise from employees indicate that they feel uncomfortable while working. According to Mathis and Jackson (2011: 98), job satisfaction is "a positive emotional state resulting from evaluating one's work experience." Job dissatisfaction arises when these expectations are not met. Complaints arise from rewards, work, and coworkers. The first problem that often arises is complaints about salaries because they do not match the employees' quite complex tasks such as checking stock, organizing stock, cleaning the store, and serving customers. A number of these job descriptions must be completed quickly, especially when the number of customers visiting is high, so the work pressure increases, this condition makes employees feel tired and bored with their work routine.

Another problem that arises is friction between coworkers, this dispute results in uncomfortable and uncondusive working conditions. Cooperation between employees is hampered because there is no good communication between them. Coworkers who feel more senior feel they have the right to assign certain job descriptions to new employees, for example, if the task of buying food for lunch is left to the new employee to buy food. The highly respected respect for seniors creates disharmonious relationships. As stated by Gibson, et. al (2012:437) besides being able to create cooperation, interdependent relationships can also give rise to problems. This occurs when each component of the organization has its own interests or goals and does not cooperate with each other.

Furthermore, another problem that arises is complaints about supervisors. As superiors in the store, they are the ones who should be sensitive to the condition of the store, but often the supervisors do not go around checking the condition of the store. According to Robbins (2011:18), supervision is the supervisor's ability to provide technical assistance and behavioral support.

Based on the factors that occur above, there needs to be a high level of Self-Efficacy in employees. According to Bandura (2012:10) in Feist and Feist, "efficacy beliefs are the foundation of human agency." This means "self-efficacy beliefs are the basis of human agency." People who believe that they can do something that has the potential to change environmental events are more likely to act more and will be more successful than people with low self-efficacy. Someone who has high self-efficacy will be committed that no matter how difficult the work and work environment are, if someone has good self-efficacy, the obstacles that occur will be able to be overcome.

If an employee faces a problem with enthusiasm and feels confident that the problem can be solved and overcome, so the employee has high Self Efficacy so that if they can solve the problems they face successfully they will feel satisfied, Self Efficacy influences employee job satisfaction, the higher the belief in Self Efficacy, the happier the employee's job satisfaction will be. Someone who has Self Efficacy is also inseparable from Communication, this is because employees work in teams both with superiors and with colleagues with the same position. According to Hasibuan (2012: 127) said that "Communication is a harmonious relationship between humans and a willingness to merge individual desires for the sake of integrating common interests". Familiarity within the team can be expected to produce good work results. Harmony between coworkers can be seen from many things that happen while they work, for example sharing personal problems, exchanging opinions during meetings, and helping each other in work.

High quality and performance are driven by a conducive work environment. According to Nanjundeswaraswamy & Swamy (2013:215) Quality of work is the quality of the relationship between employees and a conducive work environment in the workplace can support and increase employee job satisfaction by ensuring that employees receive recognition, job security, and opportunities for development. Creating such a conducive work environment is an art and is highly dependent on the working conditions themselves. Alone and the challenges they must face. This situation can be achieved if employees experience job satisfaction in carrying out their duties.

In relation to this description, this researcher took the title "The influence of self-efficacy, communication and work quality on job satisfaction of Ace Hardware employees in Waru, Malang".

Self-Efficacy

Self-Efficacy introduced by Bandura 1992. According to Pedrazza Monica, et.al (2013:149) defines that Self-Efficacy is the belief in one's ability to succeed in certain situations. Self-Efficacy is gradually through the experience of complex cognitive, social, language, or physical abilities. Self-Efficacy is one of the most influential aspects of self-knowledge in everyday human life. This is because Self-Efficacy influences individuals in determining the actions to be taken to achieve a goal, including estimates of various events that will be faced.

According to Gibson et al. (2012:159), self-efficacy is the belief that one can perform a specific task with sufficient depth in a given situation. Self-efficacy is generally related to self-esteem, as both are aspects of self-assessment related to one's success or failure as a person. A person with high self-efficacy believes they are capable of doing something to change the events around them and will strive to overcome existing challenges.

Self-Efficacy should not be confused with an assessment of the consequences that will result from a behavior, but will help determine the expected results. Self-confidence in an individual will help achieve success. According to Hidayat (2011: 156) Self-Efficacy is generally related to self-esteem because both are aspects of assessment related to a person's success or failure as a human being. However, the two also have differences, namely Self-Efficacy does not have a self-esteem component like self-esteem.

Communication

Humans essentially live as both individual and social beings. As individual beings, humans possess unique characteristics compared to other creatures. Furthermore, humans are also social creatures who cannot live alone but require the assistance of others. Humans desire to connect with other individuals and need each other. Hasibuan (2012:27) states that communication is a harmonious human relationship created through awareness and a willingness to merge individual desires for the sake of integrating shared interests.

Furthermore, according to Pearson in Wisnuwardhani & Mashoedi (2012:117), communication is defined as a relationship consisting of two or more people who are interdependent and use consistent interaction patterns. And to create, develop and maintain communication, there are four areas of ability that individuals must have, namely a sense of trust and a desire to get to know each other, good communication, the

ability to receive and give support and the ability to solve problems well, including controlling emotions. Humans as social creatures need friendship and mutual respect.

Quality of work

According to Lay Sitat in Al-Qutop & Harrim (2011:72), quality of work life is defined as a favorable condition and a work environment that supports and enhances employee satisfaction by providing rewards, job security, and career advancements. Many companies consider humans as merely a factor of production and consider technological advancements in productivity far more important than the human element within. Efforts made by companies to meet employee needs include paying attention to the quality of work life, also known as quality of work. Quality of work life (QWL) originated from the 1972 international labor relations conference at Arden House, Columbia University, New York. Davis & Cherns in Sinha (2012:22)

According to Robbins in Gayathiri & Ramakrishnan (2013:47) QWL is defined as follows:

"a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work." From Robbins's opinion, it can be interpreted that QWL is "a process by which an organization responds to employee needs by developing mechanisms to allow employees to provide full input and participate in making decisions and managing their work lives in a company."

Job satisfaction

In organizational life, job satisfaction is usually used as a basis for measuring the level of organizational maturity. One of the symptoms that causes poor working conditions in an organization is low job satisfaction, conversely high job satisfaction is an indication of managerial effectiveness which means that the organization has been well managed. According to Robbins (2011:147) job satisfaction is defined "as a general attitude towards one's work, the difference between the amount of rewards received". Because of a belief in the self that satisfied workers will be more productive (achieving) when compared to those who are not satisfied". This means that satisfied workers will show higher performance.

Job satisfaction, according to Mathis and Jackson (2011:98), is a positive emotional state and evaluation of one's work experience. Job dissatisfaction arises when these expectations are not met. Job satisfaction occurs in many dimensions, generally observed stages are job satisfaction in the job itself, salary, recognition, the relationship between supervisors and workers, and opportunities for advancement. Job satisfaction is a measure of the ongoing human development process in an organization. Therefore, no manager can hope to be able to make all employees happy in their jobs, job satisfaction needs to be continuously given attention. By satisfying various desires, wishes and needs of employees will be able to determine their attitudes and behavior in the work. From the description above, it can be concluded that satisfaction is a pleasant or unpleasant emotional state felt by an employee in viewing their work.

Hypothesis

From the background that has been described, the researcher puts forward several hypotheses in this study, namely as follows:

1. It is suspected that the variables Self Efficacy (X1), Communication (X2) and Work Quality (X3) have a significant simultaneous influence on the job satisfaction of Ace Hardware employees in Waru Malang.
2. It is suspected that the variables Self Efficacy (X1), Communication (X2) and Work Quality (X3) have a significant partial influence on the job satisfaction of Ace Hardware employees in Waru Malang.
3. It is suspected that the Communication variable (X2) has a dominant influence on the job satisfaction of Ace Hardware employees in Waru Malang.

RESEARCH METHODS

A research method is essentially a scientific way to obtain data for specific purposes and uses. There are two types of research: qualitative and quantitative. Qualitative methods are data in the form of words, not numbers. According to Sugiyono (2012: 113), qualitative methods are obtained through various data collection techniques, such as interviews, document analysis, focused discussions, or observations that have been recorded in field notes (transcripts). Quantitative methods are data in the form of numbers or figures. According to their form, quantitative data can be processed or analyzed using mathematical or statistical calculation techniques. The type of research that will be conducted in this study is the quantitative correlation method with primary and secondary data collection.

Correlation is a research problem formulation that asks about the relationship between two or more variables (Sugiyono, 2012: 36). Because the researcher wants to determine whether or not self-efficacy, communication, and quality of work life influence employee job satisfaction, the type of research the author will conduct is correlational research. The research method is based on quantitative methods, using statistics to analyze the data, which consists of primary and secondary data.

Population and Sample

Population

According to Sugiyono (2012: 80), a population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Therefore, a population is not only people, but also objects and other natural objects. The population in this study is all 56 Ace Hardware employees.

Sample

According to Sugiyono (2012:81), a sample is a portion of the population's number and characteristics. If the population is large and researchers cannot study everything in the population, for example due to limited funds, manpower, and time, then researchers can use samples taken from the population itself.

The technique used in this study is a non-probability sampling technique, namely a sampling technique that does not provide an equal opportunity to each member of the population to become a sample (Sugiyono, 2012: 84). In this study, a saturated sampling method was used, namely a sampling technique where all members of the population are used as samples, this is often done when the population is relatively small, less than 30 people, or research that wants to make generalizations with very small errors (Sugiyono, 2012: 85). So in this study, the researcher took all members of the population with a total of 56 people to be used as samples.

Data Analysis Techniques

According to Sugiyono, (2014:244) "data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, breaking it down into units, synthesizing it, arranging it into patterns, choosing what is important and what will be studied, and drawing conclusions so that it is easy for oneself and others to understand."

According to Arikunto (2013:339) multiple linear regression analysis is "The relationship between one dependent variable and two or more independent variables". Multiple regression analysis is used to determine the extent of the influence of the independent variable (X) on the dependent variable (Y). Multiple linear regression analysis is the relationship between one dependent variable and more than one independent variable. The general form of multiple linear regression analysis is as follows:

Formula:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information:

Y = Employee job satisfaction

a = Constant

b = Regression coefficient of independent variable or free variable

X_1 = Self-Efficacy

X_2 = Communication

X_3 = Quality of work

e = Standard error

RESULTS AND DISCUSSION

Model Analysis and Hypothesis Testing

The analysis used is multiple linear regression with the relationship between job satisfaction (Y) as the dependent variable and the independent variables are Self Efficacy (X_1), Communication (X_2) and Work Quality (X_3). The results of data processing using SPSS 22 For Windows can be presented as follows:

Table 1. Results of Multiple Linear Regression Analysis

Model	Coefficientsa				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,159	,287		,555	,581
Self-Efficacy	,288	,090	,239	3,205	,002
Communication	,320	,063	,464	5,053	,000
Quality of work	,311	,094	,353	3,320	,002

Dependent variable Job satisfaction

Source: Primary data processed by researchers

From the table above, a multiple linear regression equation model can be created as follows:

$$Y = 0.159 + 0.288 X_1 + 0.320 X_2 + 0.311 X_3 + e$$

Y = Job Satisfaction 0.159

The constant value (a) of 0.159 indicates that if the values of the variables Self Efficacy (X1), Communication (X2) and Work Quality (X3) are equal to zero, then job satisfaction will remain at 0.159. This is because job satisfaction is not only influenced by these three variables, but there are other factors that can influence job satisfaction.

X1 = Self-Efficacy

The positive regression coefficient value (X1) of 0.288 indicates a unidirectional relationship between the job satisfaction variable of Ace Hardware employees in Waru Malang (Y) and the Self Efficacy variable (X1), which means that if the Self Efficacy variable (X1) is 1 unit, the value of the job satisfaction variable of Ace Hardware employees in Waru Malang (Y) will increase by 0.288 units, assuming that the other independent variables are constant.

X2 = Communication

The regression coefficient value (X2) is 0.320, which indicates that there is a unidirectional relationship between the job satisfaction variable (Y) and the Communication variable (X2), which means that if the Communication variable (X2) increases by 1 unit, then the value of job satisfaction of Ace Hardware employees in Waru Malang will also increase by 0.320 units, assuming that other independent variables are constant.

X3 = Quality of work

The coefficient value (X3) of 0.311 is positive, indicating that there is a unidirectional relationship between the job satisfaction variable (Y) and the work quality variable (X3), which means that if the work quality variable (X3) increases by 1 unit, then the value of the job satisfaction variable (Y) will also increase by 0.311 units, assuming that the other independent variables are constant.

e = Standard Error

namely the level of error of the estimate in the research, or the value reflects the accuracy of the sample we choose in the research, where the smaller the standard error value, the more it will mean that the sample taken is suitable or sufficiently representative of the population.

Analysis of the Coefficient of Determination (R2)

The coefficient of determination R2 measures the extent to which the independent variable explains the variation in the dependent variable. The R-square coefficient of determination ranges from 0 to 1, meaning the smaller the R-square, the weaker the relationship between the two variables. Conversely, the closer the R-square is to 1, the stronger the relationship between the two variables. Based on the results of multiple linear regression calculations in SPSS 22, the following results were obtained:

Table 2. Results of Calculation of the Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,903a	,815	,804	,28718

a.Predictors: (constant), Self Efficacy

quality of work life, communication

Source: Primary data processed by researchers

Based on the table above, the predicted value of the dependent variable is 90.3% ($R = 0.903 \times 0.903 = 0.815$). The standard error of the estimate is a measure of the number of errors in the regression model in predicting the value of Y. From the results of the standard error of the estimate is 0.28718. This shows that the strength of the correlation is very good between variables X1, X2 and X3 on the job satisfaction of Ace Hardware employees in Waru Malang Y.

The R square value shows a value of 0.815 or 81.5%, which means that the independent variables in this study, namely Self Efficacy, Communication and Work Quality, are able to explain the dependent variable by 81.5%, while the remaining 0.195 or 19.5% is influenced or explained by other variables that are not included in this research model.

Hypothesis Testing

Based on the results of SPSS 22 for Windows calculations on multiple linear regression, the following hypothesis test can be carried out:

The second hypothesis test is simultaneous hypothesis testing using the F test.

This test is to simultaneously or jointly test the influence of independent variables on the dependent variable. With a significance level of 5% or $\alpha = 0.05$, $df1 = (k-1) = 4-1 = 3$ and $df2 = nk = 56-4 = 52$, the obtained f table is 2.78.

If $F_{count} < F$ table, then H_0 is accepted and H_1 is rejected, meaning that simultaneously the independent variables do not have a significant influence on the dependent variable.

If $F_{count} > F$ table, then H_0 is rejected and H_1 is accepted. This means that the independent variables simultaneously have a significant influence on the dependent variable. From the test results using SPSS 22 For Windows regarding simultaneous relationship analysis, the following results were obtained:

Table 3 F Test Results (Simultaneous Test)

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	18,865	3	6,288	76,246	,000b
Residual	4,289	52	,082		
Total	23,154	55			

A. Dependent variable: job satisfaction

B. Predictors: (constant), quality of work life, Communication, Self Efficacy

Source: Primary data processed by researchers

From the results of the F test calculation in table 4.14, it can be seen that the calculated F is $76.246 > 2.78$ and $\text{sig} < 0.05$, namely $0.000b < 0.05$. Thus, H_0 is rejected and H_1 is accepted, meaning that the variables Self Efficacy, (X1) Communication (X2) and Work Quality (X3) have a simultaneous effect on the job satisfaction of Ace Hardware employees in Waru Malang (Y).

From the results of the hypothesis testing above, it shows that the second hypothesis proposed, namely that Self Efficacy, Communication and Work Quality simultaneously have a significant influence on the job satisfaction of Ace Hardware employees in Waru Malang, is accepted and its truth can be proven.

Hypothesis Testing by Partial Test (t-Test)

The Self-Efficacy, Communication, and Work Quality Hypothesis in this study used a partial test (t-test). With a significance rate of 5% or $\alpha = 0.05$ and $df = n-2 = 56-2 = 54$, the t-table value was 1.673. If the calculated t-statistic $< t$ -table, then H_0 is accepted and H_1 is rejected. This means that partially the independent variable has no significant effect on the dependent variable.

Table 4.13
t-Test Results (Partial Test)

Independent variable (X)	t count	t table	Information
<i>Self-Efficacy</i> (X1)	3,205	1,673	Significant
Communication (X2)	5,053		Significant
Quality of work (X3)	3,320		Significant

From the results of the t-test coefficient using SPSS 22, the table above can be explained as follows:

1. *Self-Efficacy*

The results of the t-test calculation, the Self Efficacy variable (X1) on employee job satisfaction (Y). The result of the X1 t-test is 3.205. So the calculated $t > t$ table, namely $3.205 > 1.673$. Thus, H_0 is rejected and H_1 is accepted, meaning that the Self Efficacy variable (X1) has a significant influence on employee job satisfaction (Y).

2. Communication

It is known that the results of the t-test calculation, the Communication variable (X2) on employee job satisfaction (Y). The results of the X2 t-test are 5.053. Thus, H_0 is rejected and H_1 is accepted. This means that the Communication variable (X2) has a significant influence on employee job satisfaction.

3. Quality of work

The results of the t-test calculation show that the variable Work Quality (X3) has an effect on employee job satisfaction (Y). The result of the X3 t-test is 3.320. Therefore, t count $> t$ table. Thus, H_0 is rejected and H_1 is accepted, meaning that the variable Work Quality (X3) has a significant influence on employee job satisfaction (Y).

So it can be concluded that all independent variables Self Efficacy (X1), Communication (X2) and Work Quality (X3) partially have a significant influence on the dependent variable of job satisfaction of Ace Hardware employees in Waru Malang (Y). And its truth can be accepted and proven.

Testing the third hypothesis, namely the dominant variable

By testing the third hypothesis, the aim is to determine the dominant influence among the independent variables, namely Self Efficacy, Communication and Work Quality on the job satisfaction of Ace Hardware employees in Waru Malang.

The basis for determining the dominant variable is by looking at the largest t-value of the three independent variables. Based on the calculation results using SPSS 22 for windows in table 4.13 Coefficients of the t-test results above, it is known that the Communication variable (X₂) has the largest t-value of 5.053 when compared with Self-Efficacy (X₁) of 3.205 and Work Quality (X₃) of 3.320. Thus, it can be concluded that the Communication variable (X₂) has a dominant influence on the job satisfaction of Ace Hardware employees in Waru Malang (Y).

From the results of the hypothesis test above, the third hypothesis is that the Communication variable (X₂) has a dominant influence on the job satisfaction of Ace Hardware employees in Waru Malang (Y) is proven or its truth can be accepted

Discussion

In the research conducted at Ace Hardware in Waru Malang, the following multiple linear regression equation was obtained:

$$Y = 0.159 + 0.288 X_1 + 0.320 X_2 + 0.311 X_3 + e$$

From these results it can be seen that the independent variable is *Self-Efficacy* (X₁), Communication (X₂) and Quality of work (X₃) have a positive and strong relationship to the dependent variable of employee job satisfaction (Y). Meanwhile, to test the independent variables partially on the dependent variable of employee job satisfaction, a t-test was conducted, and the results of the t-test showed that the independent variables Self Efficacy, Communication and Quality of work have a significant influence on the job satisfaction of Ace Hardware employees in Waru Malang, this is indicated by the t-value of the Self Efficacy variable (X₁) of 3.205, Communication (X₂) of 5.053 and Quality of work (X₃) of 3.320 > t table of 1.673, it can be concluded that all independent variables have a significant influence on the job satisfaction of Ace Hardware employees in Waru Malang (Y).

From the results of the simultaneous test or F test, it shows that the calculated F value of 76.426 > F table of 2.78 with a significance value of 0.000b smaller than 0.05 which indicates that the three independent variables consisting of Self Efficacy, Communication and Quality of work together have a significant influence on the job satisfaction of Ace Hardware employees in Waru Malang. Where this can be seen in the calculated F which is located in the H₀ rejection area, which means H₀ is rejected and H₁ is accepted. So it can be concluded that the independent variables, namely Self Efficacy, Communication, and Quality of work have an effect on employee job satisfaction.

From the calculation results using SPSS 22, the results of the t-test (partial) of the Self Efficacy variable with the dependent variable of Ace Hardware employee job satisfaction in Waru Malang were obtained with a correlation value of 3.205 > t table of 1.673. This figure shows that the t-value > t table and is located in the H₁ rejection area, which means that in this case Self Efficacy has a relationship influence on employee job satisfaction. Furthermore, the results of the t-test (partial) using SPSS 22 of the Communication variable with the dependent variable of Ace Hardware employee job satisfaction in Waru Malang with a correlation value of 5.053 > t table of 1.673. This figure shows that the t-value > t table and is located in the H₀ rejection area and H₁

acceptance, which means that in this case interpersonal relationships have a relationship influence on employee job satisfaction. The results of the t-test (partial) using SPSS 22 variables of work quality with the dependent variable of Ace Hardware employee job satisfaction in Waru Malang with a correlation value of t count of $3.320 > t$ table of 1.673. This figure shows that the value of t count $> t$ table and is located in the area of rejection of H_0 and acceptance of H_1 , which means that in this case work quality has an influence on employee job satisfaction.

Based on the results of the calculation test using SPSS 22 in table 4.13, it can be concluded that the results of the t-test (partial) above show that the Communication variable (X_2) has a greater t -value of 5.053 when compared to Self-Efficacy (X_1) of 3.205 and Work Quality (X_3) of 3.320. Thus, it can be concluded that the interpersonal relationship variable (X_2) has a dominant influence on the job satisfaction of Ace Hardware employees in Waru Malang.

CONCLUSIONS AND SUGGESTIONS

Conclusion

From the analysis and testing that has been carried out, the following research conclusions were obtained:

1. The results of the F test show that the calculated F is 76.246 with a significance of 0.000, which means that the calculated $F > F$ table is 2.78 and the significance of the F test is <0.05 . These results fall into the criteria of calculated $F > F$ table, so H_0 is rejected and H_1 is accepted, which means that it has a significant simultaneous effect.
2. For testing the independent variables (Self Efficacy, Communication and Quality of work) partially against the dependent variable of employee job satisfaction using the t test (partial) it has been found that the variables of Self Efficacy, Communication and Quality of work have a significant influence on the job satisfaction of Ace Hardware employees in Waru Malang. This is indicated by the calculated t value of 3.205 (X_1), 5.053 (X_2), 3.320 (X_3) $> t$ table 1.673.
3. Based on the results of the calculation test using SPSS 22, it can be concluded that the results of the t-test (partial test) above show that the Communication variable (X_2) has a greater t -value of 5.053, namely when compared with Self Efficacy (X_1) of 3.205 and Work Quality (X_2) of 3.320. Thus, it can be concluded that the Communication variable (X_2) has a dominant influence on the job satisfaction of Ace Hardware employees in Waru Malang (Y).

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