Job Satisfaction and Employee Performance in Indonesian

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ABSTRACT

This study aims to determine the extent to which motivation, and communication on job satisfaction and their impact on the performance of employees of construction service companies in Indonesia. The data used in this study are primary data collected from respondents' answers based on the questionnaire given, as many as 305 people. The analysis method uses the Path Analysis method with the help of SPSS version 22.0. Statistical testing uses the simultaneous significance test (F test), the individual parameter significance test (t test) and the Sobel test mediation test.

The results showed that simultaneously the variables of motivation, communication and job satisfaction had a direct influence on employee performance. Partially shows that the motivation variable and the communication variable have a positive correlation and have a direct and indirect effect on employee performance. While the implications of the variable job satisfaction as an intervening variable have a direct influence on employee performance. The results showed that job satisfaction had a direct positive and significant effect on employee performance. Based on the results of the analysis, the path coefficient (Beta) of the job satisfaction variable on the employee performance variable is 0.645 with a significance of 0.001.

Keywords: *Job Satisfaction, Employee Performance, Indonesian*

I. INTRODUCTION

The success of an organization in managing its human resources will determine the success of achieving organizational goals. Every organization will always try to improve the performance of its employees, with the hope that the company's goals will be achieved. The most important resource for a company or organization is human resources, namely people who have given their energy, talent, creativity and effort to the organization (Mathis & Jackson, 2016)

To encourage the achievement of company goals, it is necessary to have motivation, which is the foundation for someone to enter the organization. According to AA (Parashakti & Refahla, 2018):145) Communication is a process of interaction between leaders and employees in terms of delivering orders, information, suggestions and company goals both verbally and in writing which aims to avoid mistakes in work and create a good environment between leaders and employees to improve employee performance in achieving company goals. Job satisfaction is an important thing for people to have at work. A high level of satisfaction will affect a person in completing his work, so that the company's goals can be achieved properly. Job satisfaction is basically an individual thing, each individual has a different level of satisfaction according to the values that apply to him. The low job satisfaction of employees in an organization or company is a symptom of the company's lack of stability. The most extreme forms of dissatisfaction are strikes, absenteeism increases, and the rate of employee leave from the company is high.

Human resources are a factor of production that cannot be ignored by an organization, because they are planners and active actors of an organizational activity, even occupying a very strategic position in realizing the process in supporting the achievement of company goals. As the opinion of Malaya S.P (Hasibuan, 2011), employees are assets owned by the company because of their participation, company activities will not occur employees play an active role in setting, plans, systems, processes, and goals to be achieved. In this case, is job satisfaction able to affect employee performance, through the provision of motivation and good communication

II.   LITERATURE REVIEW

Based on some opinions that human resource management is a management of human resources in a company effectively and efficiently in order to help realize the goals of the company. According to (Hasibuan, 2011) states that the function of human resource management includes planning, namely planning the workforce effectively and efficiently to suit the needs of the company in helping the realization

of goals. Organizing is an activity to operate all employees by determining the division of labor, work relations, delegation of authority, integration, and coordination in the organizational chart.

While motivation is a human role in achieving these goals is very important in achieving organizational goals. To move people to suit what the organization wants, it must be understood that human motivation works in an organization, because it is this motivation that determines people's behavior to work or in other words behavior is the simplest reflection of motivation. According to (al Rasyid et al., 2020) the definition of work motivation is as follows, Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. (Ratnasih, 2017), says that the notion of motivation is as follows, the factors that direct and encourage behavior or a person's desire to do an activity that is expressed in the form of a hard effort(Mathis & Jackson, 2016), says that the understanding of work motivation is as follows, motivation is a desire in a person that causes the person to take action and self-esteem includes the need for self-esteem, the need to be respected and appreciated by others. Also self-actualization includes the need to use abilities, skills, potential, the need to express opinions by expressing ideas, giving an assessment of something.

For communication, the company must have human resources to carry out its activities, so that these activities can run well, good relationships are needed between members of the organization and the company. This good relationship can occur with communication. There are several elements in communication, namely first, the source of information (source) is the person who conveys the message. Second, the source of information (source) is the person who conveys the message. Third, encoding is a process in which the central nervous system of the information source commands the information source to select understandable symbols that can describe the message. Fourth, decoding is the process by which the receiver interprets the message, and feedback is the response given by the recipient of the message to the sender in response to information sent by the message source.

The next variable is job satisfaction as something that is individual. The higher the assessment of the activity is felt in accordance with the wishes of the

individual, the higher the satisfaction with the activity. According to (Phuong & Vinh, 2020): 187) job satisfaction is a pleasant psychological condition or employee feeling that is very subjective and highly dependent on the individual concerned and his work environment, and job satisfaction is a multi-dimensional concept. comprehensive or refers to part of a person's work. Meanwhile, according to (Bakotić, 2016) job satisfaction is an effectiveness or emotional response to various aspects of work. (Mulyati & Cicih, 2017) states that job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Meanwhile, Keith Davis quoted by (Loan, 2020a) stated that: Job satisfaction is the favorableness or unfavorableness with employees view their work.

Many factors need attention in analyzing one's job satisfaction. If in his work someone has autonomy or acts, there is variation, makes an important contribution to the success of the organization and employees get feedback about the results of the work they do, the person concerned will feel satisfied. The form of the introduction program is appropriate and results in the acceptance of a person as a member of the work group.

In addition, performance can also be interpreted as ability and action in certain situations, so that performance is the result of the relationship between effort, ability, and task perception. This is in accordance with the opinion of (Tremblay, 2017), who formulated that:

Human Performance = Ability + Motivasion

Motivation = Attitude + Situation

Ability + Knowladge + Skill

Employee performance must be improved so that the goals of the company can be achieved within the specified time target. Steps in improving employee performance have various ways, but according to (Loan, 2020b) in order to improve performance there are seven steps that can be taken by companies, namely identifying all problems through data and informing. Dimensions of performance that can be

measured include speed, ability, neatness, accuracy, work results, cooperation, cohesiveness, responsibility, decision making as a dimension of initiative.

III.   METHODS

The population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016) and according to (Ratnasih & Riwu, 2020) the population is a group of individuals who have certain characteristics determined by researcher. The population in this study were 305 employees of construction companies in Jakarta. In determining the size of the research sample, it is strongly influenced by many factors, including the purpose of the study, and the characteristics of the population. One of the methods used to determine the number of samples is using the Slovin formula ((Prayitno et al., 2022) et. al., 2017). The scale measurement technique used in this study is a Likert scale with a score of 1 for the perception of strongly disagreeing statements to a score of 5 for the perception of strongly agreeing statements. So the larger the scale number chosen by the respondent, the more he agrees with the statement.

Endogenous variables denoted by (X) are variables that affect exogenous variables, X1 = Motivation, and X2 = Communication. Meanwhile, what is symbolized by Y as the intervening variable is job satisfaction. And variable Z = performance as an endogenous variable. The types of data used are primary data, models and analysis techniques using path analysis. For the accuracy of the calculation, SPSS 22.0 program was used. Data was collected using a set of questionnaires in the form of a Likert scale and then given to respondents who filled it out directly. Respondents chose the answer categories strongly agree (SS), agree (S), disagree (KS), disagree (TS), and strongly disagree (STS). To score the Likert category, answers are weighted or equated with a quantitative value of 5.4, 3, 2, 1.

Measurement with the Likert Scale has advantages in the diversity of scores so that respondents in this case can express their level of opinion that can be close to the actual reality. The levels of the Likert scale used in this study are as follows:

1.Strongly Agree (SS): Given a weight / score of 5

2. Agree (S): Given a weight / score of 4

3. Disagree (KS): Given a weight/score of 3

4. Disagree (TS): Given a weight / score of 2

5. Strongly Disagree (STS): Given a weight / score of 1

The validity test was carried out to determine the level of validity of the instrument used in data collection, which was obtained by correlating each variable score of respondents' answers with the total score of each variable, then the correlation results were compared with critical values at significant levels of 0.05 and 0.01 . The high and low validity of the instrument will indicate the extent to which the data collected does not deviate from the description of the variable in question. Furthermore, according to (Virginia & Ratnasih, 2017), said that reliability refers to an understanding that the instruments used in research to obtain the desired information can be trusted as a data collection tool and are able to reveal actual information in the field. Internal reliability test is a way of testing a measuring instrument for one time data collection. The reliability test used in this study is Cronbach's Alpha. This formula is used to see the extent to which measuring instruments can provide relatively undifferentiated or consistent results when re-measurement of a social phenomenon is carried out.

Classical assumption test is used to obtain valid and reliable parameters. Therefore, it is necessary to test and clean up violations of basic assumptions if they occur, such as Normality Test, Multicollinearity Test and Heteroscedasticity Test. In testing the indirect effect, namely the intervening variable, a test method called the Sobel test is used ((Preacher & Leonardelli, 2001). This testing method was developed by Michael E. Sobel in 1982. The method of testing is to test the strength of the indirect effect of the independent variable (X) on the dependent variable (Z) through the intervening variable (Y). The analytical method used is path analysis which is a technique to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect of a set of independent variables (independent) on the dependent variable, (Abu-Bader & Jones, 2021)

The next step in path analysis is parameter estimation or path coefficient calculation. Parameter estimation is carried out by regression analysis through SPSS 22.0 software for windows. The structural equations are as follows:

Structure 1   : $Y = \rho yx1\ X1 + \rho yx2\ X2 + \rho y\varepsilon1$

Structure 2   : $Z = \rho zx1 X1 + \rho zx2\ X2 + \rho zy\ Y + \rho z\varepsilon2$

Information :

ρ = standardized regression coefficient / path coefficient

ε = the influence of other variables that are not examined or the measurement error of the variable.

X1 : Work motivation

X2 : Employee Communication

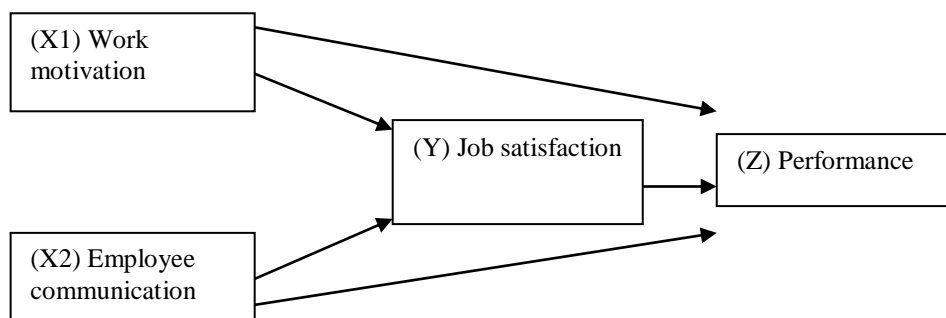Y   : Job Satisfaction

Z   : Employee Performance

Figure: 1 Framework.

IV.   RESULTS

The partial effect of motivation, communication and job satisfaction variables on employee performance can be seen in table 4.1. To test the significance or significance of the effect of each independent variable partially on the dependent variable, the t-test was used. With the following test criteria, if the research sig value <alpha = 0.05), then H0 is rejected, which means that each independent variable, partially, has a significant effect on the dependent variable at an error rate of alpha = 5%. On the other hand, if the research sig value > alpha = 0.05), then H0 is accepted, which means that each independent variable partially has no significant effect on the dependent variable at an error rate of alpha = 5%.

Table Substructure I . Partial t-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	-4,898	2,155		-2,273	,025
	Motivation (X1)	,520	,080	,431	6,532	,000
	Communication(X2)	,652	,084	,513	7,771	,000

a. Dependent Variable: Satisfaction (Y)

Source: Data processed 2021

From the results of the t-test presented in the table above, it can be concluded that:

a). Motivation partially has a positive and significant effect on satisfaction. This is based on the resulting sig value is below 0.05, namely 0.000 (0.000 <0.05) with an influence value of 43.1%

b) Communication partially has a positive and significant effect on satisfaction. This is based on the resulting sig value is below 0.05, namely 0.000 (0.000 <0.05) with an influence value of 51.3%.

Meanwhile, to see sub structure II with motivation, communication and satisfaction variables, it can be seen as follows:

Table Substructure II . Partial t-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3,903	1,698		2,299	,024
	Motivation (X1)	,211	,073	,211	2,896	,005

		,257	,081	,204	3,1	,00
Communication (X2)					59	2
Satisfaction(Y)		,414	,076	,445	5,4	,00
					40	0

a.　Dependent Variable: Perfomance (Z)

Source: Data processed 2021

From the results of table 4.2 presented in the table above, it can be concluded that:

a). Motivation partially has a positive and significant effect on performance. This is based on the resulting sig value is below 0.05, namely 0.005 (0.005 <0.05) with an influence value of 21.1%.

b). Communication partially has a positive and significant effect on performance. This is based on the resulting sig value is below 0.05, namely 0.002 (0.002 <0.05) with an influence value of 20.4%.

c). Satisfaction partially has a positive and significant effect on performance. This is based on the resulting sig value is below 0.05, namely 0.000 (0.000 <0.05) with an influence value of 44.5%.

Data testing is done by path analysis, which is testing the pattern of relationships that reveal the effect of a variable or set of variables on other variables, both direct and indirect effects. The results of the path analysis are carried out in the following stages.

The first step in path analysis is to design a model based on concepts and theories. Checking the assumptions underlying the path analysis, namely the relationship between variables is linear and additive. The model used is recursive, namely a one-way causal flow system, while the recursive model or two-way (alternating) causal flow cannot be analyzed.

The next step in path analysis is parameter estimation or path coefficient calculation. For parameter estimation, regression analysis is carried out using SPSS 22.0 software for windows. Path analysis is used to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect

of a set of exogenous variables on the endogenous. Following are the results of the calculation of the correlation coefficient of sub structure 1 in table 4.3 below:

Table Results of Sub Structure Correlation Analysis I

Correlations

		Motivasi	Komunikasi	Kepuasan
Motivasi	Pearson Correlation	1	,823**	,911**
	Sig. (2-tailed)		,000	,000
	N	105	105	105
Komunikasi	Pearson Correlation	,823**	1	,848**
	Sig. (2-tailed)	,000		,000
	N	105	105	105
Kepuasan	Pearson Correlation	,911**	,848**	1
	Sig. (2-tailed)	,000	,000	
	N	105	105	105

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

Source: Data processed 2021

The results of the correlation analysis show that the correlation coefficient between motivation and job satisfaction is 0.911, meaning that the relationship between motivation and job satisfaction is stated to be very strong. A positive correlation coefficient value indicates the direction of the relationship between motivation and job satisfaction is unidirectional. Likewise with the results of the analysis of the correlation coefficient between communication and job satisfaction of 0.848, meaning that the relationship between communication and job satisfaction is stated to be strong. A positive correlation coefficient value indicates the direction of the relationship between communication and job satisfaction is unidirectional. The significance test of the correlation magnitude using t-test produces a probability of 0.000. This probability value is lower than the specified significance level of 0.05 so

that H0 (no significant relationship) is rejected and H1 (no significant relationship) is accepted.

This the relationship between motivation and job satisfaction is strong, unidirectional and significant. And the relationship between communication and job satisfaction is strong, unidirectional and significant (table 4.1)

The rules of significance testing are:

If the probability value of 0.05 is less than or equal to the probability value of Sig or [0.05 Sig], then Ho is accepted and Ha is rejected, meaning that it is not significant. If the probability value of 0.05 is greater than or equal to the probability value of Sig or [0.05 Sig], then Ho is rejected and Ha is accepted, meaning that it is significant.

1) Motivation has a direct effect on employee job satisfaction. The Coefficients Table shows the individual test (partial) / t test, the value of Sig 0.000, where the value of Sig 0.000 is smaller than 0.05 or [0.000 < 0.05] , then Ho is rejected and Ha is accepted. means that the path analysis coefficient is significant. So, motivation has a significant effect on job satisfaction.

2) Communication has a direct effect on employee job satisfaction. In the Coefficients Table shows the individual test (partial) / t test, the Sig value is 0.000, where the Sig 0.000 value is smaller than 0.05 or [0.000 < 0.05] , then Ho is rejected. and Ha is accepted meaning that the path analysis coefficient is significant. So, communication has a significant effect on job satisfaction.

Based on the description above, the results of the X1 and X2 clause relationships with Y can be summarized as follows:

Table 4.4 Summary of Results of Sub-Structural Path Analysis 1

Influence Between Variables	coef fisient Track (Beta)	Direction Connection	Results F Uji test	Results t test
X1 to Y	0,431	Positive	Significant	Significant
X2 to Y	0,513	Positive	Significant	Significant

Source: Data processed 2021

The following is presented the results of the calculation of the correlation coefficient of sub-structure II in table 4.5 below:

Substructure Equation 2: $Z = \rho zx_1 X_1 + \rho zx_2 X_2 + \rho zy Y + \rho ze_2$

Table Results of Correlation Analysis Sub Structure 2

Correlations

			Motivation	Communication	Satisfaction	Performance
Motivation	Pearson Correlation		1	,823**	,911**	,809**
	Sig. (2-tailed)			,000	,000	,000
	N		105	105	105	105
Communication	Pearson Correlation		,823**	1	,848**	,680**
	Sig. (2-tailed)		,000		,000	,000
	N		105	105	105	105
Satisfaction	Pearson Correlation		,911**	,848**	1	,786**
	Sig. (2-tailed)		,000	,000		,000
	N		105	105	105	105
Performance	Pearson Correlation		,809**	,680**	,786**	1
	Sig. (2-tailed)		,000	,000	,000	
	N		105	105	105	105

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

Source: Processed data (2021)

The results of the correlation analysis show that the correlation coefficient between motivation and employee performance is 0.809, meaning that the relationship between motivation and employee performance is stated to be very

strong. The positive correlation coefficient indicates the direction of the relationship between communication and employee performance is unidirectional. The results of the analysis of the correlation coefficient between communication and employee performance is 0.680, meaning that the relationship between communication and employee performance is stated to be strong. A positive correlation coefficient value indicates the direction of the relationship between satisfaction and employee performance is unidirectional. The results of the analysis of the correlation coefficient between job satisfaction and employee performance are 0.789, meaning that the relationship between job satisfaction and employee performance is strong. A positive correlation coefficient value indicates the direction of the relationship between job satisfaction and employee performance is unidirectional. Based on the description above, the results of the X1 and X2 clause relationships with Z can be summarized as follows:

Table 4.6 Summary of Results of Sub-Structural Path Analysis II

Influence	coeffisient	Direction	Results	Results
Between Variables	Track (Beta)	Connection	F test	F test
X1 to Z	0,211	Positive	Significant	Significant
X2 to Z	0,204	Positive	Significant	Significant
Y to Z	0,445	Positive	Significant	Significant

Source: Data processed 2021

The next step is direct and indirect calculations. Based on the Summary and Path Coefficients of Sub Structure 1 and Sub Structure 2, it can be seen the magnitude of the direct influence, indirect effect, and total effect between variables. The direct effect of job satisfaction on employee performance can be seen from the value of Beta (β) or Standardized Coefficient as follows:

ρzy

0,445

$B_5 = \rho zy = 0,445$

Indirect influence (*indirect effect* or IE)

The indirect effect of motivation on employee performance through satisfaction can be seen from the value of Beta (β) or Standardized Coefficient as follows:

$\rho yx_1 \quad \rho zy$

$0,431 \quad 0,445$

$\beta_6 = \beta_1 \times \beta_4$

$\quad = \rho yx_1 \times \rho zy$

$\qquad = (0,431 \times 0,445)$

$\qquad = 0,215$

(7).   The indirect effect of communication on employee performance through employee job satisfaction seen from the value of Beta (β) or Standardized Coefficient is as follows:
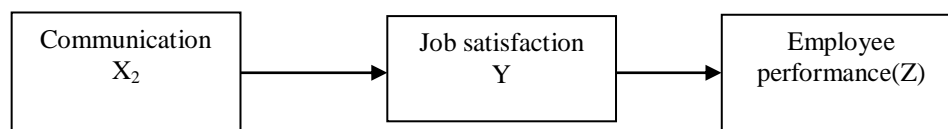
$Pyx \quad \rho zy$

$0,513 \quad 0,204$

$\beta_7 = \beta_2 \times \beta_4$

$\quad = \rho yx_2 \times \rho zy$

$\quad = (0,513 \times 0,204)$

$\quad = 0,104$

The next step is testing the suitability of the model. The model suitability test (goodness of fit test) is to test whether the proposed model has a fit with the data or not. Schumacker & Lomax and Kusnendi (2015: 19) say that in the path analysis for a proposed model it is said to fit the data if the sample correlation matrix is not much different from the estimated correlation matrix (reproduced correlation matrix) or the expected correlation matrix. Therefore, according to (Sugiyono, 2017) the formulation of the statistical hypothesis of the suitability of the path analysis model is formulated as follows:

H_a = $R \neq R(0)$: The estimated correlation matrix is different from the sample correlation matrix

H_0 = $R = R(0)$: The estimated correlation matrix is not different from the sample correlation matrix.

Schumacker & Lomax provide instructions on how to test the suitability of the path analysis model by using a statistical test of the suitability of the Q coefficient model with the formula:

$$Q = \frac{1 - R^2_m}{1 - M}$$

Where Q = coeffisient Q

$$R^2_m = 1 - (1 - R^2_1) \cdot (1 - R^2_2) \dots (1 - R^2_p)$$

In this case, the interpretation of R2m is the same as the interpretation of the coefficient of determination (R^2) in the regression analysis. Then the total diversity of data that can be explained by the model is measured by:

$$R^2_m = 1 - (1 - R^2_1) \cdot (1 - R^2_2) \dots (1 - R^2_p)$$

$$R^2_m = 1 - (0{,}860)^2 \cdot (0{,}670)^2$$

$$R^2_m = \mathbf{0{,}668}$$

The R^2_m value of 0.668 means that the diversity of the data that can be explained by the model is 66.8% or in other words the information contained in the 66.8% data can be explained by the model. While the rest, 33.2% is explained by other variables outside the model. The results of the path analysis can be described as a whole which explains the influence of motivation and communication on job satisfaction and its impact on employee performance, it can be concluded in the table and figure below:

Table Path Coefficient, Direct & Indirect Effect

Variable Effect	Causal Influence		
	Direct	Indirectly Via Y	**Total**
X_1 To Y	0,431	-	0,431
X_2 To Y	0,513	-	0,513
X_1 To Z	0,211	0,431	0,1

			91	
X_2 To Z	0,204	0,513	04	0,1
Y To Z	0,445	-	99	0,4
e_1	0,754	-	54	0,7
e_2	0,689	-	89	0,6

According to (King & McInerney, 2014) Work motivation is an important thing in the life of a company, because with optimal work motivation will be able to produce maximum performance. While job satisfaction is the general attitude of an individual towards his work (Specchia et al., 2021). The more aspects that are in accordance with the wishes of the individual, the higher the job satisfaction.

V. CONCLUSION AND SUGGESTION

From the results of research and analysis as a whole, the authors can draw the following conclusions:

1. The results show that motivation and communication have a direct and significant positive effect on job satisfaction. Based on the results of the analysis, the path coefficient of the motivation variable (Beta) on the employee performance variable is 0.431 with a significance of 0.000. And communication is 0.513 with a significance of 0.000.

2. The results show that motivation and communication have a direct and significant positive effect on employee performance. Based on the results of the analysis, the path coefficient (Beta) of the motivation variable on the employee performance variable is 0.211 with a significance of 0.001. And for the communication variable to the employee performance variable is 0.204 with a significance of 0.002.

3. The results show that job satisfaction has a direct positive and significant effect on employee performance. Based on the results of the analysis, the path coefficient (Beta) of the job satisfaction variable on the employee performance variable is 0.445 with a significance of 0.001.

4. The results showed that indirectly motivation and communication had a positive and significant effect on employee performance. Based on the results of the analysis, the path coefficient (Beta) of the motivation variable on the employee performance variable is 0.191. And for the communication variable to the employee performance variable is 0.104.

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