Optimizing Employee Job Satisfaction

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Abstract

Basically, human resources remain a valuable resource and an obstacle that must be overcome by the business world in the era of globalization. Human dignity is a factor that contributes to the successful and effective operation of an organization. The phenomenon that occurs at BPJS Employment at the Pematang Siantar and Padang Sidimpuan Branch Offices is a lack of communication between employees so that misunderstandings often occur in work, this occurs due to poor teamwork between employees so that employee job satisfaction is not good, many employees do not feel satisfied with their work if the work has to be done with people they don't like so that the employee's performance decreases and the work done takes a long time. The results of this research are as follows:Job Satisfaction has a positive and insignificant effect on Employee Performance with an original sample value of 0.066 and a p value of 0.273 > 0.05. Teamwork has a positive and significant effect on Job Satisfaction with an original sample value of 0.589 and a p value of 0.000 <0.05. Teamwork has a positive and significant effect on employee performance with an original sample value of 0.432 and a p value of 0.001 <0.05. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.225 and a p value of 0.027 <0.05. Communication has a positive and significant effect on employee performance with an original sample value of 0.408 and a p value of 0.000 <0.05. Teamwork has a positive but not significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.039 and a p value of 0.287. Communication has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.015 and a p value of 0.292.

Keywords: Communication, Teamwork, Job Satisfaction, Employee Performance

INTRODUCTION

Basically, human resources remain a valuable resource and an obstacle that must be overcome by the business world in the era of globalization. Human dignity is a factor that contributes to the successful and effective operation of an organization. Even though it is surrounded by facilities and infrastructure and a highly intelligent society, human resources will not be managed effectively without the support of loyal and competent people. Communication between humans is an activity that allows humans to relate to each other in everyday life, whether at home, at work, in public spaces, between other communities, or wherever they are. Through communication, we can strengthen our relationships, foster understanding among family members, ease workplace tensions, and encourage teamwork. However, through communication, we can also highlight and eliminate adversity, honor commitments, admit mistakes, and strengthen bonds with others.

Teamwork is the ability of individuals to work together towards a common goal and achieve it together. As a result, goals achieved through team work will be achieved more quickly than if achieved individually. To achieve the desired goals, collaboration (work teams) requires a common vision and mission due to a lack of mutual understanding between colleagues. The work team consists of several employees who are managed by a team leader, directing team members to show optimal productivity

by providing direction, encouragement, inspiration and motivation with the aim of ensuring that the assigned work can be carried out properly. This shows the importance of teamwork in business. Colleagues who work together can get to know each other and build mutual trust. This allows them to collaborate to support each other and foster harmonious communication.

Employee job satisfaction is a good indicator of how happy they are carrying out their job responsibilities. A positive attitude towards different work environments is also an indicator of job satisfaction. For workers, job satisfaction is a personal component and one way to increase productivity at work. Thus, in the context of human resource management, the characteristics of job satisfaction offer benefits that are beneficial to the business world or organization, workers, and even society.

Performance is a measure of employee performance in carrying out tasks that have been targeted for completion. To get a good job from a worker, infrastructure and facilities must be provided by the organization so that they can carry out their duties. The problem that occurs at BPJS Employment at the Pematang Siantar and Padang Sidempuan Branch Offices is the lack of communication between employees so that misunderstandings often occur in work, this occurs due to poor teamwork between employees so that employee job satisfaction is not good, many employees are not feel satisfied with their work if the work has to be done with people they don't like so that the employee's performance decreases and the work done takes a long time.

METHOD

Research Department

The type of research used by researchers is associative and quantitative research.According to Sujarweni (2018) Quantitative research is a type of research that produces discoveries that can be achieved using statistical procedures or other methods of quantification (measurement). According to Sujarweni (2015) research can be classified into various points of view.

Research Population

The population of this study was 76 employees consisting of 38 employees from BPJS Employment Pematang Siantar and 38 employees from BPJS Employment Padang Sidimpuan. Population according to Sujarweni (2015) is the total number consisting of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then conclusions drawn.

Research Sample

The sample from this research is the entire population that is used as a sample, namely 76 employees using a saturated sampling technique. The saturated sampling technique is sampling which makes the entire population into the sample. According to Sujarweni (2015), a sample is part of a number of characteristics possessed by the population used for research. Samples are also taken from populations that are truly representative and valid, that is, they can measure something that should be measured.According to Sugiyono (2015) saturated sampling is a sampling technique when all members of the population are used as samples.

Research place and research time

This research was conducted at the BPJS Employment branch, Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Padang Sidimpuan Branch Office: Jl. Raja Inal Siregar No.20b, Batunadua Jae, Padang Sidimpuan Batunadua District, Padang Sidimpuan City, North Sumatra 22733. The research period was 3 months from April to June 2024.

Data collection

Data collection was carried out by distributing questionnaires and distributing them to respondents to fill in as research requirements. This research source uses primary data sources. A questionnaire is a data collection technique that is carried out by giving a set of written questions to respondents to answer (Sujarweni, 2015).

Data Analysis Methods and Hypothesis Testing

The data in this study was collected using the SmartPLS program; the results are presented reflectively. The reflective model is a model that shows the relationship between latent variables and their indicators (Ghozali and Latan, 2020). This research data collection technique uses a questionnaire to provide good written responses to a large number of respondents, which are then reviewed. According to Ghozali and Latan (2020), PLS-SEM analysis often consists of two sub-models: an external model, also known as a measurement model, and an interior model, also known as a structural model. The measurement model explains how manifest variables or variables that can be observed can later display variables to be manipulated. On the other hand, structural models present estimated values of latent variables or constructed variables.

Measurement Model (Outer Model)

According to Gozalali and Latan (2020), the external model, also called the measurement model, describes the relationship between each indicator block and the latent variable in question. The outer model is used to assess construct validity and instrument reliability. This is useful for understanding the ability of research instruments in determining what should be used as a reference when evaluating a concept or the consistency of respondents in answering questions in a questionnaire or research instrument. According to Ghozali and Latan (2020), the three models used in research are composite reliability (Cronbach's alpha), discriminant validity, and convergent validity.

1. Convergent Validity

This validity is related to the idea that deviations from a particular construct must have small deviations. The reflexive validity of convergent indicators using the SmartPLS 3.0 program can be seen in the loading factor value for each indicator constructed.

2. Discriminant Validity

This validity is related to the principle that measures of different constructs should not be highly correlated. Discriminant validity occurs if two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are not correlated.

3. Composite Reliability

Apart from testing validity, the measurement model also tests the reliability of a construct to prove the accuracy, consistency and correctness of the instrument in measuring the construct. To measure the reliability 42 of a construct can be done in two ways, namely

by Cronbach's Alpha and Composite Reliability. However, using Cronbach's Alpha will give a lower value so it is more advisable to use Composite Reliability in testing the reliability of a construct.

Structural Model (Inner Model)

According to Ghozali and Latan (2020), the inner model or structural model describes the relationship or strength of estimates between latent variables or constructs that are built based on the substance of the theory. The inner model is a structural model to predict causal relationships between latent variables.

Hypothesis testing

After the model as a whole and partially has been tested, the next stage is hypothesis testing. According to Ghozali and Latan (2020), hypothesis testing is carried out by looking at the T-statistic value compared to the T-table value = 1.96 at a significance level of p value = 0.05. If the T-statistic value > T-table, it can be concluded that the exogenous variable has a significant influence on the endogenous variable.

Path Analysis

According to Ghozali and Latan (2020), if a model is formed using mediating variables, then a multiple regression model cannot solve this problem. The appropriate analysis technique is path analysis. Path analysis allows researchers to test direct relationships between variables as well as indirect relationships between variables in the model.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Indicators that have an individual correlation value greater than 0.7 are considered valid but are at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:
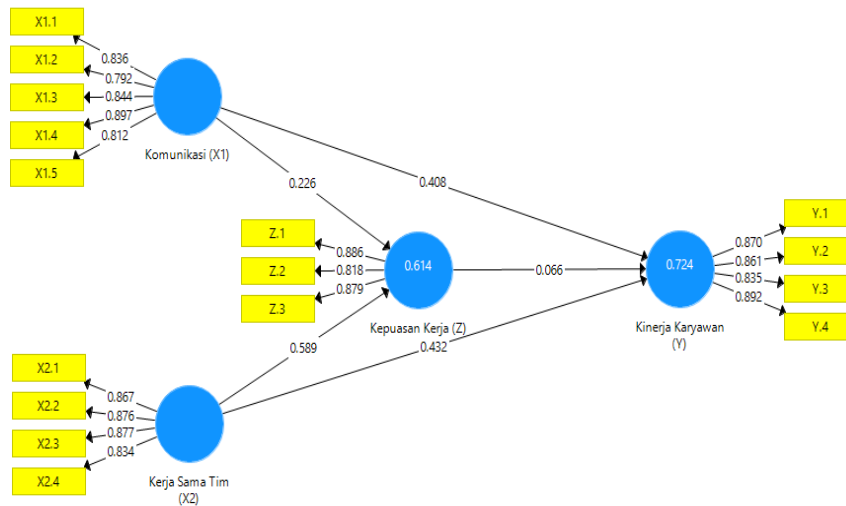
Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings

Table 1: Outer Loadings

	Job Satisfaction (Z)	Teamwork (X2)	Employee Performance (Y)	Communication (X1)
X1.1				0.836
X1.2				0.792
X1.3				0.844
X1.4				0.897
X1.5				0.812
X2.1		0.867		
X2.2		0.876		
X2.3		0.877		
X2.4		0.834		
Y.1			0.870	
Y.2			0.861	
Y.3			0.835	
Y.4			0.892	
Z.1	0.886			
Z.2	0.818			
Z.3	0.879			

Source: Smart PLS 3.3.3

Based on table 1 above, there are outer loading values for each variable and indicator, there is a value greater than 0.7, meaning that in this research, the loading factor for each indicator has valid results so that the next stage of research can be carried out. In this research there is an equation and the equation consists of two substructures:

For substructure 1
$Z = b_1X_1 + b_2X_2 + e_1$

Z = 0.226 X1+ 0.589 X2+ e1

For substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.408X1 + 0.432 X2+ 0.066 Z+ e2

Discriminate Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator is highly correlated with the construct. The table shows the cross loading results from discriminant validity testing as follows:

Table 2: Discriminant Validity

	Job Satisfaction (Z)	Teamwork (X2)	Employee Performance (Y)	Communication (X1)
X1.1	0.598	0.635	0.679	0.836
X1.2	0.511	0.608	0.587	0.792
X1.3	0.650	0.623	0.713	0.844
X1.4	0.616	0.762	0.734	0.897
X1.5	0.551	0.757	0.634	0.812
X2.1	0.642	0.867	0.725	0.753
X2.2	0.617	0.876	0.664	0.670
X2.3	0.684	0.877	0.733	0.768
X2.4	0.717	0.834	0.681	0.598
Y.1	0.550	0.704	0.870	0.666
Y.2	0.609	0.784	0.861	0.790
Y.3	0.719	0.666	0.835	0.670
Y.4	0.482	0.637	0.892	0.632
Z.1	0.886	0.739	0.565	0.613
Z.2	0.818	0.538	0.466	0.541
Z.3	0.879	0.695	0.711	0.650

Source: Smart PLS 3.3.3

Based on table 2 above, it can be seen that the cross loading for each indicator and variable is greater than the other variables and indicators, the cross loading of the Job Satisfaction variable is greater than the cross loading of other variables. The cross loading of the Teamwork variable is greater than the cross loading of other variables. The cross loading of the Employee Performance variable is greater than the cross loading of other variables. For the cross loading of the Communication variable, it is greater than the cross loading of other variables, meaning that all indicator constructs and variables are considered valid in terms of Discriminant Validity.

Composite reliability

The next test determines the reliability value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability

value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	0.828	0.896	0.742
Teamwork (X2)	0.886	0.921	0.746
Employee Performance (Y)	0.888	0.922	0.748
Communication (X1)	0.893	0.921	0.701

Source: Smart PLS 3.3.3

It can be seen in table 3 above below that the Cronbach's alpha calculation is considered reliable because the construct value is greater than 0.7 for each variable. In the composite reliability calculation there is a construct value greater than 0.6. This is also considered reliable, meaning that all variable constructs are considered reliable at composite reliability column. Another method to test discriminant validity is to look at the AVE value and the square root of AVE, provided that each construct has a correlation greater than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this research, all values are considered reliable because they are all greater than the predetermined value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.614	0.603
Employee Performance (Y)	0.724	0.712

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R square value for the Job Satisfaction variable of 0.614, the percentage achieved is 61.4%, meaning that the influence of the Communication

and Teamwork variables on Job Satisfaction is 61.4% and the rest is in other variables. For the R square value of the Employee Performance variable, there is a value of 0.742 and the percentage achieved is 72.4%, meaning that the influence of Communication, Teamwork and Job Satisfaction is 72.4%, the remainder is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 5: Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Satisfaction (Z) -> Employee Performance (Y)	0.066	0.603	**0.273**	**Rejected**
Teamwork (X2) -> Job Satisfaction (Z)	0.589	5,056	**0,000**	**Accepted**
Teamwork (X2) -> Employee Performance (Y)	0.432	3,246	**0.001**	**Accepted**
Communication (X1) -> Job Satisfaction (Z)	0.226	1,930	**0.027**	**Accepted**
Communication (X1) -> Employee Performance (Y)	0.408	3,347	**0,000**	**Accepted**

Based on table 5 of the direct effects above, the results will be explained as follows:

1. Job satisfaction has a positive and insignificant effect on employee performance with an original sample value of 0.066 and a p value of 0.273 > 0.05. This means that if there is an increase in job satisfaction then it is not certain that employee performance will increase and if job satisfaction decreases it does not necessarily mean that performance will decrease. There are many other factors that can improve employee performance, such as work that is in accordance with great abilities, even if the salary is not suitable, the employee does not necessarily feel that satisfied.

2. Teamwork has a positive and significant effect on Job Satisfaction with an original sample value of 0.589 and a p value of 0.000 <0.05. This means that if there is an increase in teamwork, job satisfaction will increase, whereas if teamwork decreases, job satisfaction will also decrease

3. Teamwork has a positive and significant effect on employee performance with an original sample value of 0.432 and a p value of 0.001 <0.05. This means that if teamwork increases, employee performance will also increase and if teamwork decreases, employee performance will also decrease.

4. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.225 and a p value of 0.027 <0.05. This means that if communication improves well then job satisfaction will increase and if communication decreases then job satisfaction will also decrease.

5. Communication has a positive and significant effect on employee performance with an original sample value of 0.408 and a p value of 0.000 <0.05. This means that if communication improves well, employee performance will also increase. Conversely, if communication decreases, employee performance will also decrease significantly.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Teamwork (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.039	0.563	**0.287**	**Rejected**
Communication (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.015	0.547	**0.292**	**Rejected**

Table 6 above shows that indirectly job satisfaction is not able to influence the dependent and independent variables and this means that job satisfaction is not an intervening variable in this research. The explanation is as follows:

1. Teamwork has a positive and insignificant indirect effect on employee performance through job satisfaction with an original sample value of 0.039 and a p value of 0.287. This means that job satisfaction is not an intervening variable because it is unable to influence teamwork on employee performance indirectly.

2. Communication has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.015 and a p value of 0.292. This means that job satisfaction is not an intervening variable because it is unable to influence communication on employee performance indirectly, positively and significantly.

CLOSING

Conclusion

1. Job satisfaction has a positive and insignificant effect on employee performance with an original sample value of 0.066 and a p value of $0.273 > 0.05$.

2. Teamwork has a positive and significant effect on Job Satisfaction with an original sample value of 0.589 and a p value of $0.000 < 0.05$.

3. Teamwork has a positive and significant effect on employee performance with an original sample value of 0.432 and a p value of $0.001 < 0.05$.

4. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.225 and a p value of $0.027 < 0.05$.

5. Communication has a positive and significant effect on employee performance with an original sample value of 0.408 and a p value of $0.000 < 0.05$.

6. Teamwork has a positive but not significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.039 and a p value of 0.287.

7. Communication has a positive and significant indirect effect on employee performance through job satisfaction with an original sample value of 0.015 and a p value of 0.292.

Suggestion

1. Organizations must carry out teamwork well with the aim of getting good work results and performance.

2. Organizations must create good and positive communication to be able to communicate well and turn that communication into good performance.

3. Organizations must know whether employees are satisfied with the results obtained and satisfied with working in the organization.

4. Organizations must always improve employee performance in any way for the betterment of the organization.

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5. For organizations, it is hoped that it can be used as input for the progress of the organization.
6. For new researchers, it is used as a reference for new research with a new title.

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