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# FACTORS THAT AFFECT JOB SATISFACTION IMPACT ON EMPLOYEE PERFORMANCE

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## Abstract

*The purpose of this research was giving the model performance of employees in Indonesia. Variables used are work environment, organizational communication, discipline, motivation, job satisfaction and performance. The employees used as models are civil servants in Indonesia. The research method used is quantitative descriptive with multiple regression and simple regression. Results of research t erdapat the effect of each variable, namely; work environment on the performance of civil servants that is equal to 19 , 8 % . Communication organization of the performance of civil servants at 14 , 6 % . Discipline on the performance of civil servants that is equal to 15 , 8 % . There is a motivational effect on the performance of civil servants that is equal to 10 , 2 % .  There is an effect of civil servant job satisfaction on employee performance that is equal to 33 , 4 % . At this time when it is in zone 4.0, that civil servants need to get job satisfaction, it will improve the performance of civil servants, in accordance with the expectations of all who work.  Civil Servants are entitled to receive a decent salary in accordance with the burdens and responsibilities of their work and must be able to spur productivity and ensure their welfare. The salary system for Civil Servants is guaranteed in law and regulated based on government regulations through the State Budget and Expenditures. With the amount of funds issued by the government every year, it is natural for the public to expect productive and professional performance from Civil Servants.*

*Keywords: work environment, organizational communication, discipline, motivation,  employee job satisfaction and employee performance , quantitative descriptive.*

Civil Servants are entitled to receive a decent salary in accordance with the burdens and responsibilities of their work and must be able to spur productivity and ensure their welfare. Sis tem payroll Civil Servants guaranteed in the laws and regulations set by the government through Budget countries with amount of funds released by the government each year the fair if people expect a productive and professional performance of the Civil Service . But the reality is inversely proportional to the performance produced by Civil Servants . Civil Servants often get the spotlight about their performance. Performance  of Civil Servants  is often deemed unprofessional,  less productive, and synonymous with laziness .

With the issuance of Law Number 5 of 2014 concerning State Civil Apparatus , it is explained that the State Civil Apparatus is a profession for civil servants and government employees with employment agreements working for government agencies. This law is a substitute for Law Number 49 of 1999 concerning Amendment to Law Number 8 of 1974 concerning Personnel Principles. Law No. 5 of 2014 is completely different from the previous one, which began with a change in the mention of Civil Servants with State Civil Apparatus. Fundamental substantive changes from Law Number 8 of 1974 to Law Number 5 of 2014 are recruitment, employee development, placement in positions or promotions, compensation or welfare, performance management, discipline and ethics enforcement and retirement (Humas MENPANRB http : //www.menpan.go.id/terita-terk//1313 (07/10/13)).

The State Civil Apparatus functions as the executor of public policy, public servants and the glue and unifying the nation. The State Civil Apparatus has the task of carrying out public policies made by the

Civil Service Authority Officials in accordance with statutory provisions, providing professional and quality public services, and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia. The State Civil Apparatus has the role of planner, executor, and supervisor of the implementation of the general tasks of government and national development through the implementation of professional policies and public services, free from political intervention, and free from corrupt practices, collusion and nepotism.

To realize the state civil officials as part of bureaucratic reform, needs to be established as a state of civil apparatus profession has an obligation to manage and build its tire g k a n itself and must account for its performance and apply the merit principle in the implementation of the civilian state apparatus management. Merit System is the policy and management of the State Civil Apparatus based on qualifications, competencies, and performance in a fair and reasonable manner without distinguishing political background, race, color, religion, origin, gender, marital status, age, or disability conditions .

Performance evaluation of Civil Servants aims to guarantee the objectivity of the development of Civil Servants based on achievement and career systems. Performance evaluation of Civil Servants is based on performance planning at the individual and unit or organization level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of Civil Servants . Performance evaluation of Civil Servants is conducted in an objective, measurable, accountable, participatory and transparent manner.

Discipline also plays an important role in the performance of employee work. Labor discipline by Hasibuan (2002: 193) can be interpreted as follows: "The awareness and willingness of men t AATI all company rules and social norms in force." An employee with a high level of discipline will be able to work well even without being supervised by his supervisor. Employees who have good discipline will obey the rules in their work environment with high awareness without any compulsion or fear. So in the end employees who have a high level of work discipline will have good performance because the time available is used as well as possible to carry out work in accordance with the targets set ( S, Saji., C, Ratnasih. 2018) . Discipline is one's awareness and willingness to obey all company regulations and social norms that apply. Consciousness is the attitude of someone who voluntarily obey all laws and conscious will of duties and responsibilities. So he will obey and do all the tasks as well as the Civil Apparatus , not by force.

The chart below explains the recapitulation of employee attendance in Indonesia
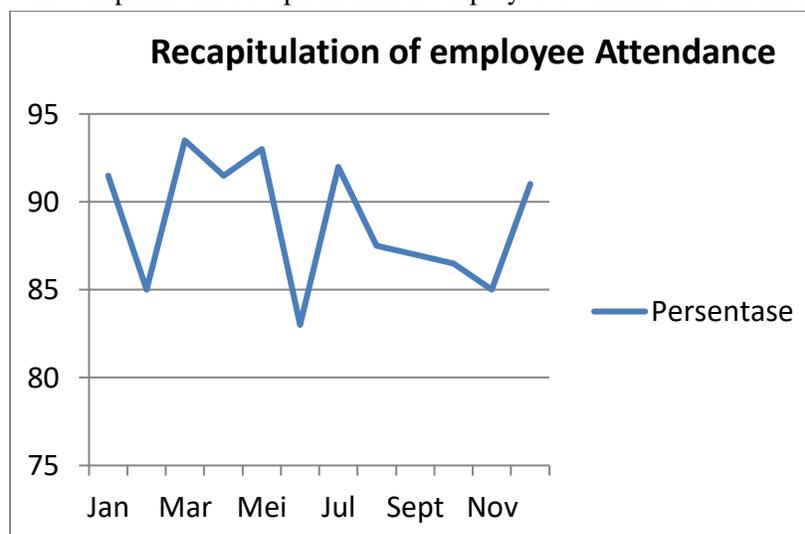


**Figure 1. Recapitulation of Employee Attendance in 2017**

From the data above, we can see that the presence in 201 7 experience fluctuations . This explains that employee discipline is still not good. Motivation is needed by an employee so that employees have enthusiasm in carrying out work and work can be completed on time. For this reason, motivation is needed from every employee. M is the desire to do something as a result of encouragement from oneself or from outside the employee . Besides the motivation they can be interpreted as encouraging employees to do action because they want to do. According to Stephen P. Robbins and Mary Counter in Suwatno and Priansa (2011: 171) states work motivation as a willingness to carry out high efforts to achieve organizational goals that are conditioned by the ability of efforts to meet certain individual needs

Source of human resources is an important asset in an organization, the results of the activities of an organization is the combination of financial resources, physical resources and human resources, therefore the business utilization of one of these resources required treatment is effective against human resources there is. According to Rivai (2009 : 1), HR Management is one area of general management that includes aspects of planning, organizing, implementing and controlling. This process exists in the functions / fields of production, marketing, finance and staffing. Because human resources (HR) are considered increasingly important in achieving company goals, various experiences and research results in the field of HR are systematically collected in what is called human resource management . The term management has meaning as a collection of knowledge about how to manage human resources.

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The functional objective of human resource management is to maintain the contribution of the human resources department at a level that is appropriate to the needs of the organization. Waste of resources will occur if the human resources department is too sophisticated or less sophisticated compared to the needs of the organization.

The human resource department increasingly required to provide a program of recruitment, training and development of innovative , and finding an approach in achieving employee satisfaction in management, ( C, Ratnasih. 2018) and will hold and scrap  the best .

Personal goals are the individual goals of each member of the organization to be achieved through the activities of the State Civil Apparatus in the organization. If personal goals and organizational goals do not match or are not harmonious, then the employee may choose to withdraw from the company. Employees expect organizations to satisfy their work-related needs. Employees will be effective if they achieve organizational goals and personal needs at work and achieve job satisfaction ( Okantey Carlos Peter , 2014 ) . The work environment in a company is very important for management to consider. Although the work environment does not carry out the production process in a company, but the work environment has a direct influence on the employees who carry out the production process. Work environment is an atmosphere where employees do activities every day.

A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment where he works, then the employee will feel comfortable in his workplace, doing activities as a State Civil Apparatus so that working time is used effectively. Conversely, an inadequate work environment will reduce employee performance. According to (Mello, Jeffrey A., 2015) in general the work environment consists of physical work environment and

psychic work environment. Rogers in Romli (2011: 1) defines the organization as an established system of those who work together to achieve common goals, through rank levels, and division of tasks. Robert Bonnington in *Modern Business: A Systems Approach* , defines organization as a means by which management coordinates material resources and human resources through formal structural patterns of tasks and authority.

Organizational communication is the sending and receiving of various organizational messages in formal and informal groups of an organization. Formal communication is communication that is approved by the organization itself and is oriented towards the interests of the organization. It contains in the form of ways of working within the organization, productivity, and various jobs that must be done in the organization. For example: memos, policies, statements, press conferences, and official letters. The informal communication is communication that is socially approved. The orientation is not on the organization, but rather on individual members. (Romli, 2011: 2)

According to Katz and Kahn in Suwatno and Priansa (2011: 273), states that organizational communication is the flow of information, the exchange of information, and the transfer of meaning within an organization. Furthermore, it is said that the organization is an open system that receives energy from its environment and converts this energy into products or services from the system and releases these products or services to the environment. Stephen P. Robbins and Mary Counter in Suwatno and Priansa (2011: 171) state work motivation as a willingness to carry out high efforts to achieve organizational goals that are conditioned by the ability of efforts to meet certain individual needs. Armstrong, Taylor. 2014 , Motivation is a stimulant of the desire (desire) driving force of one's work will; each motif has a specific goal to be achieved. According to Wayne F. Cascio in Sunyoto (2013: 191), motivation is a force that results from a person's desire to satisfy his needs, for example hunger, thirst and thirst. C, Ratnasih. 2017 ), motivation is a conscious effort to influence one's behavior so as to lead to the achievement of organizational goals.

Existing motivation in a person is a driver that will manifest a behavior in order to achieve the goal of self satisfaction , (Dessler, Gary. 2013) . People want to work to make ends meet, both the needs of conscious ( *conscious needs* ) and the need / desire is not realized ( *unconsciousneeds* ) ; likewise people want to work to get physical and mental needs.

## METHOD

Regression analysis is one method for determining the causal relationship between one variable and another. This analysis is also used to understand which independent variables are related to the dependent variable, and to know the forms of the relationship.

### 1. Multiple Regression Analysis

Multiple regression analysis aims to determine how much influence the independent variable in this case the working environment ( $X_1$ ) , organizational communication ( $X_2$ ), discipline ( $X_3$ ) and motivation ( $X_4$ ) against the intervening variables that employee performance (Y). The double word is taken as an explanation that in this study the researcher used more than one independent variable.

The form of the multiple regression equation is:
$$Y = a + b_1 X_1 + b_2 X_2 + .... + b_n X_n + e$$

Information:

| Y | = | Dependent / dependent variable |
|---|---|---|
| $X_{(1,2,3...)}$ | = | Independent / free variable |
| A | = | Constant value |
| $b_{(1,2,3...)}$ | = | Coefficient value |
| E | = | Standar error |

## 2. Simple Regression Analysis

Simple regression analysis is a linear relationship between one independent variable and the dependent variable. Simple regression test aims to determine the effect of intervening variables namely employee performance (Y) on job satisfaction variables (Z).

The form of a simple regression equation is:
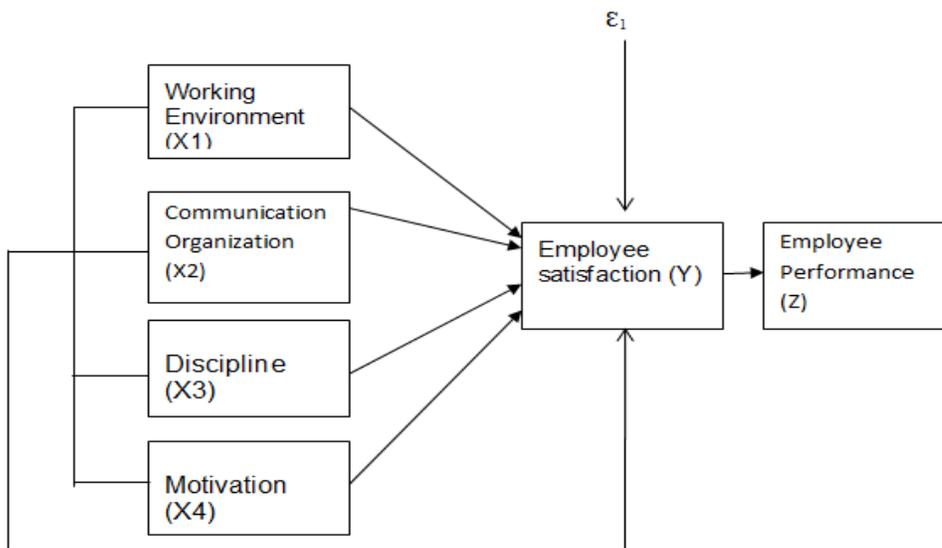$$Y = a + b X$$

Information:

| Y | = | Dependent variable (predicted value) |
|---|---|---|
| a | = | Constant value k |
| b | = | Regression coefficient (increase in value if positive or decrease if negative) |
| X | = | Variable independent |

**Model 1**
$$Y = a + B1x1 + B2x2 + B3x3 + B4x4 + e$$
**Model 2**
$$Z = a + By$$



Source: Processed by researchers, 2018

Picture: 1. Framework for Thinking

**Hypothesis Test**

1.  Simultaneous Significance Test (Statistical Test F)

In this study according to Ghozali (2011: 16) the F test basically shows whether the independent variables entered in the model have a joint or simultaneous influence on the dependent variable. Testing this hypothesis is often called the overall significance testing ( *overall significance* ) of the regression line that wanted to test whether the dependent variable is linearly related to the independent variables. Joint hypotheses can be tested with variance analysis (ANOVA) techniques.

$$F = \frac{ESS / (k-1)}{RSS / (n-k)}$$

Where :

F = F value calculated
ESS = Expalined Sum Square *(* average regression square)
RSS = Residual Sum Square (average squared squares)
k = Number of variables including constants
n = Amount of data

Hypothesis formulation as follows:

$\qquad$ Ho; b1 = b2 = 0
$\qquad$ Ha; b1 $\neq$ b2 $\neq$ 0

Ho: There is no significant effect on the independent variables simultaneously with the dependent variable.
Ha: There is a significant influence on the independent variables simultaneously the dependent variable.
If the calculation results show:
- F arithmetic> F table with ($\alpha$ = 0.05) or probability <0.05 then Ho is rejected (Ha accepted) means the work environment , organizational communication , discipline and motivation have a significant effect on the performance of Bangka Regency Education Department employees .
- F count function $\leq$ F table ($\alpha$ = 0.05) or probability $\geq$0.05 then Ho is accepted (Ha is rejected) work environment , organizational communication , discipline and motivation do not have a significant effect on the performance of Bangka Regency Education Department employees .

2.  Test for Significance of Partial Influences (t Test)

T test is used to show how far the influence of one independent variable on the dependent variable by assuming the other independent variables are constant. The formula for the significance of partial influences according to Ghozali (2011: 17):

$$t = \frac{\text{ßi}}{Se\,(\text{ßi})}$$

Where :
t = t value

ßi = Regression coefficient

Se (ßi) = standard error of the regression coefficient

Hypothesis formulation is stated by:

H0: bi = 0

Ha: bi ≠ 0

Ho: There is no positive and significant influence on the independent variables with the dependent variable partially.

Ha: There is a positive and significant influence on the independent variables with the dependent variable partially

If the calculation results show:

- Probability <0 , 05 then Ho is rejected (Ha accepted) means that the independent variable has a significant influence on the dependent variable on the dependent variable at a 95% confidence level.

- Probability ≥ 0 , 05 then Ho is accepted (Ha is rejected) meaning that the independent variable partially has no significant effect on the dependent variable at the 95% confidence level.

From the value of the *product moment* determination / simple correlation that has been known then carried out further calculations with the coefficient of determination. According to Sugiyono (2004: 19), the coefficient of determination is used to determine the amount of contribution of the independent variable to the dependent variable, the formula used is as follows:

$Kd = (r^2) \times 100\%$

Where:

Kd = Determination Coefficient

$r^2$ = product moment correlation coefficient

The model feasibility test is carried out by measuring *the goodness of an econometric* model or the characteristics that can be expected from an econometric model. The characteristics measured as referred to in the opinion of Wirasasmita (2009: 80) are as follows:

1. *Theoretical plausibility* , meaning that the direction of the effect of the results of the hypothesis test is in accordance with the theory on which it is based.
2. *Accuracy of the estimates of the parameters* , whether the hypothesis parameter estimator is accurate (not biased) and significant which is marked by the fulfillment of the required analytical assumptions and the probability of model statistical error (P value) that is smaller than the significance level of alpha = 0 , 05.
3. *Explanatory ability,* does the research model have the ability to explain the relationship between economic phenomena marked by a low standard of *error of estimations* (less than ½ times the value of the estimator).
4. *Forecasting ability,* does the research model have predictive ability for the behavior of the effect variable (response) which is characterized by a high coefficient of determination or a value of more than 50%.

# RESULT

**Multiple Regression Analysis**

Multiple regression analysis aims to determine how much influence the independent variable in this case the working environment ($X_1$), organizational communication ($X_2$), discipline ($X_3$) and motivation ($X_4$) against intervening variables job satisfaction, which has implications for the variable employee performance (Y).

Regression results for model 1 of this study can be seen in table 1. below :

**Table 1 Results of Multiple Regression Analysis**

**Coefficients [a]**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 10,006 | 3,309 | | 3,024 | .004 | | |
| Work Environment ($X_1$) | .198 | .062 | .228 | 3,201 | .002 | .846 | 1,182 |
| Organizational Communication ($X_2$) | 1,460 | .169 | .625 | 8,643 | .000 | .824 | 1,213 |
| Discipline ($X_3$) | .158 | .75 | .156 | 2,101 | .040 | .780 | 1,283 |
| Motivation ($X_4$) | 102 | .477 | .158 | 2,182 | .033 | .822 | 1,217 |

a. Dependent Variable: Job Satisfaction ( Y )

Source: SPSS Output, Processed by researchers, 201 8

Based on the data in Table 1 . where the results of multiple regression analysis obtained the following regression equation:

$$Y = 10{,}006 + 0{,}198\ X_1 + 1{,}460\ X_2 + 0{,}158\ X_3 + 0{,}102\ X_4$$

The results of multiple regression analysis that are still in the form of numbers can be explained in a language that will be easily understood as follows:

1. 10,006 constant
   Means that performance will remain at 10,006 if it is not influenced by variables of work environment, organizational communication, discipline and motivation.
2. $b_1 = 0{,}198$
   Means that the work environment variable influences performance by 0.198 or positively influences which means if the work environment variable increases, then the performance will increase. Conversely, if the work environment decreases the performance will decrease.
3. $b_2 = 1{,}460$

Means that organizational communication variables affect performance by 1,460 or affect positively which means that if organizational communication variables increase, then performance will increase. Conversely, if organizational communication decreases, performance will decrease.

4. $b_3 = 0.158$

Means discipline variables affect performance by 0.158 or affect positively which means that if the discipline variable increases, the performance will increase. Conversely, if discipline decreases the performance will decrease

5. $b_4 = 0.102$

Means the motivation variable affects performance by 0.102 or positively influences which means that if the motivation variable increases, the performance will increase. Conversely, if motivation decreases, performance will decrease.

**Simple Regression Analysis**

Simple regression analysis is used to see the effect between job satisfaction variables and employee performance variables . The results of data management are as follows:

**Model 2**
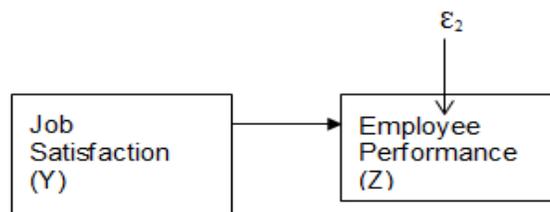


The regression results for the model 2 model diagram can be seen in table 2. below :

**Table 2 Simple Regression Analysis Results**

**Coefficients** [a]

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 6,829 | 2,932 | | 2,329 | .023 | | |
| Job Satisfaction (Y) | .358 | .063 | 587 | 5,706 | .000 | 1,000 | 1,000 |

a. Dependent Variable: Performance (Z)

Source: SPSS Output , Processed by researchers, 2018

Based on the data in Table 2 where the results of a simple regression analysis obtained the following regression equation:

$$Y = 6{,}829 + 0{,}358\ Y$$

1. Constance 6,829

A constant value of 6.829 , shows that the value of job satisfaction is 6.829 , with the assumption that the variable employee performance (Z ) is constant.

2. $b_1 = 0.358$

Variable means the satisfaction of work affect Kiner ja amounted to 0.358 or positive effect, which means if variable job satisfaction increases, k inerja will increase. Conversely, if job satisfaction decreases, employee performance will decrease.

## DISCUSSION

Based on the above research results can be put forward the discussion , first Model 1 results can be explained in a language that will be easily understood as follows: Beta constant of 10.006 , t test of 3.024 and sig of 0.004, implies that all variables studied including performance will be able to account for the results and remain at 10.006 if not influenced by variables of work environment, organizational communication, discipline and motivation.

Work environment variables of $b_1 = 0,198$ , t test 3,201 and sig 0,002. Means that the work environment variable influences performance by 0.198 or positively influences which means if the work environment variable increases, then the performance will increase. Conversely, if the work environment decreases the performance will decrease. According to (Mello, Jeffrey A., 2015) in general the work environment consists of physical work environment and psychic work environment .

Variable organizational communication $b_2 = 1,460$ , t test 8,643, sig 0,000. Means that organizational communication variables affect performance by 1,460 or affect positively which means that if organizational communication variables increase, then performance will increase. Conversely, if organizational communication decreases, performance will decrease. According to Katz and Kahn in Suwatno and Priansa (2011: 273), stated that organizational communication is a flow of information, and the exchange of information , it is very important to pay attention.

Variable discipline $b_3 = 0,158$ , t test 2.101, sig 0 , 04 . Means discipline variables affect performance by 0.158 or affect positively which means that if the discipline variable increases, the performance will increase. Conversely, if discipline decreases the performance will decrease. Discipline also plays an important role in the performance of employee work. Work discipline according to Hasibuan (2002: 193).

Variable motivation $b_4 = 0,102$ , t test 2.182, sig 0.033. Means the motivation variable affects performance by 0.102 or positively influences which means that if the motivation variable increases, the performance will increase. Conversely, if motivation decreases, performance will decrease. C, Ratnasih. 2017 ), motivation is a conscious effort to influence one's behavior so as to lead to the achievement of organizational goals.

Based on the above research results can be put forward the discussion, the second model 2 results can be explained in a language that will be easily understood as follows: Beta constant 6,829 , t test 2,329, sig 0,023. Mean constant value of 6.829 , indicating that the value of job satisfaction is 6.829 , assuming the employee performance variable (Z) is constant.

Job satisfaction variable $b_1 = 0,358$ , t test 5,706, sig 0,00. Means the variable job satisfaction affects performance by 0.358 or influential positively which means that if the variable job satisfaction increases, the performance will increase. Conversely, if job satisfaction decreases, employee performance will decrease.

## CONCLUSION

Based on the description of the results of the statistical tests and the results of the discussion discussed above, a number of conclusions are formulated as follows:

1. There is a simultaneous influence between the work environment, organizational communication, discipline, motivation on the performance of civil servants in Indonesia 72 , 9 %.
2. There is an influence of each variable, namely; work environment on the performance of civil servants that is equal to 19 , 8 % . K omunikasi organization to employee performance civil amounting to 14 , 6 % . D isiplin to employee performance civil amounting to 15 , 8 % . There is a motivational effect on the performance of civil servants that is equal to 10.2% .
3. There is an effect of job satisfaction of civil servants on employee performance that is equal to 33 , 4 % . At this time when it is in zone 4.0, that civil servants need to get job satisfaction, it will improve the performance of civil servants, in accordance with the expectations of all who work.

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