

# **ANALYSIS OF FACTORS AFFECTING EMPLOYEE SATISFACTION AND ITS IMPLICATIONS ON JOB PERFORMANCE IN INFORMATION TECHNOLOGY WORKERS**

**Indra Kurniawan<sup>1</sup>, Rezi Erdiansyah<sup>1\*</sup>**

<sup>1</sup>Master Program of Management, Universitas Tarumanagara, Jakarta – 11440, Indonesia

\*Email: [rezie@fikom.untar.ac.id](mailto:rezie@fikom.untar.ac.id)

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## **ABSTRACT**

*During the pandemic, there was a change in work methods which caused the company and employees to start adapting to the new work system to maintain the company's performance. Because there has been a change in the work system from conventional to a flexible work system due to the COVID-19 pandemic, researchers want to examine the relationship between work life balance, employee benefits and remote working, what impact can there be with changes to the previous work system for conventional work systems, into a flexible work system and its relationship to employee satisfaction so that it is ultimately related to job performance. Previous studies have shown that work-life conflict has a negative impact on employee job performance. The main objective of this study is to obtain the relationship and role of the factors that can affect worker satisfaction, as well as what impact this has on employee performance. The research method used to explain the relationship between variables in this study is descriptive quantitative. From the research results, it was found that job performance will be even better if employee satisfaction is achieved, as mediation of work life balance, employee benefits and remote working. Although the three independent factors can also affect employee performance directly, the results of the research show that better results will be achieved if worker satisfaction is achieved first so that even better employee performance will be achieved as a result of the work methods adopted after COVID-19.*

**Keywords:** *Job Performance, Employee Satisfaction, Remote Working, Work-Life Balance, Employee Benefits*

## **1. INTRODUCTION**

Year 2020 was the peak of the impact of the COVID-19 pandemic so that many companies experienced losses and even went bankrupt. More losses were caused by the lockdown phenomenon carried out by the authorities of each country (Bayuni, 2020), and the biggest impact occurred on the tourism industry, but unexpectedly, technology-based businesses were in the opposite condition, where some IT companies got more business. better than before. The pandemic has caused the use of technology-based facilities to increase, such as telemedicine, online consultation and so on (Sein, 2020).

In England, workers have been divided into workers in "key" sectors who must always be ready to serve the community and workers who work in sectors that do not always have to be available. Usually, workers who must always be available are workers who work in sectors such as main utilities that provide electricity, water, telecommunication services and so on. The British government has announced that all workers must work from home unless it is absolutely impossible to work from home (Department for Business, Energy and Industrial Strategy, 2020).

It is true that the practice of teleworking (ie, temporal and spatial flexibility) has become very popular among employees. Many people say that teleworking makes them feel more productive and more satisfied with their jobs. However, it is also true that in recent years, Yahoo!, Best Buy, and HP have all returned to thinking that having employees working on-site would be

better for their performance (Nick van der Meulen, 2017). In the confusion and debate that ensued, one surprising factor was that people lacked hard evidence of the value of remote work. Surprisingly, given its social and economic importance, remote work still attracts very little scientific interest. Almost no one has studied the actual impact of temporal and spatial separation on employees and organizational culture.

During the pandemic, there was a change in work methods which caused the company and employees to start adapting to the new work system to maintain the company's performance. Virtual meetings using video conferencing to communicate, and the use of social media as an official medium of communication have also been implemented (Hodder, 2020). However, the impact of using this technology causes that sometimes we don't have much time to move from one virtual meeting to another, it's not even impossible that a meeting that should only be 60 minutes, can continue to be 70 minutes, and the next meeting will be late, whereas when before the pandemic, we always calculated the distance and time needed to move from one meeting to another, so we had more time to rest before we continued with the next meeting.

When remote work began to be implemented since the pandemic, many workers were still not used to the non-face-to-face working style, especially from the superiors who were usually quite old. These superiors have been accustomed from the past that if they don't meet face to face, it is considered that the communication they convey to employees will not be optimal, so they will tend to ask employees to always come to the office, and they even make disciplinary rules for coming to the office. With this pandemic, it is no longer possible to apply this condition to all employees, we are not allowed by government regulations to avoid face-to-face contact. Some jobs such as salespeople will also find it difficult to make sales if they do not meet directly with consumers, because when they meet consumers, they can attract more consumers to buy, but if negotiating, product introduction with video calls, the results are not necessarily optimal. . From these 2 conditions, it can be seen that technology may still not be able to replace the role of face-to-face meetings, but technology has really helped this so that it doesn't become an obstacle in communication, even though we have to do it remotely.

The problem above is one example of the many changes in conditions that occurred after COVID-19 started arriving. Millions of people lost their jobs, and several companies started implementing work from home because offices were not allowed to open (Lund, 2021). The focus of this research is more on how and what to do even though workers work from home, rarely get physical contact when communicating, but workers are still satisfied, and in the end improve good work performance even better to support company performance (Abdulwahab , 2015).

An analysis was also carried out by Jobplanet.com in 2016 (<http://blog.id.jobplanet.com/research-jobplanet-ungkap-kepuasan-karyawan-milenial-terhadap-pekerjaan-them>, 2016), on the Indonesian banking world represented by Bank Central Asia (BCA), Bank Mandiri, Bank Negara Indonesia (BNI), and Bank Rakyat Indonesia (BRI), and it was found that in pre-pandemic conditions, the level of job satisfaction had been above the average data available. owned by Jobplanet.com. The results of the analysis show that the level of employee satisfaction has shown quite positive results with the work system implemented so far, which still uses a conventional work system, a work system that is quite different from what the flexible work system has implemented due to the COVID-19 pandemic.

Industrial relations research that has been conducted more broadly before has been accused of what we call as suffering from the 'historical and conceptual amnesia' (Lyddon, 2003: 101) a

criticism that also has been explained at the study of technological change and how this will impact on work (Gilbert, 1996). And even more, recently those things have been claimed that employment relations research has very little understanding to the past, and the fixation on the present is a continuing weakness (Funnell, 2011: 170). Current situation provides us more opportunity to reflect on the existing research with various dimensions of work and employment. And of course, before deciding to do research on the current crisis, there is a requirement to have more retrospective and reflective approach to understand the central issues of new technologies, jobs and employment if we are to understand the changes in the response to COVID-19. It is therefore imperative that academics, researchers and policy makers do not reinvent the wheel and leverage existing research as a tool to help account for the impact of technology on changes in work practices caused by the virus.

Because there has been a change in the work system from conventional to a flexible work system due to the COVID-19 pandemic, researchers want to examine the relationship between work life balance, employee benefits and remote working, what impact can there be with changes to the previous work system for conventional work systems, into a flexible work system and its relationship to employee satisfaction so that it is ultimately related to job performance. There is also a study that mentions the highest variable that affects job performance is the job satisfaction variable itself (Dewi Sri and Rezi, 2019).

From several previous studies that have been conducted by experts, it was found that there is a direct or indirect relationship between work life balance, employee benefits, remote working, employee satisfaction and job performance. Organization culture, working environment, and employee satisfaction gives positive impact to employee performance (Rachel and Rezi, 2021). Performance is one of the benchmarks used to determine whether a job is done well or not. Employee performance is the result of work related to success and failure in an organization (Sopiah, Kurniawan, Nora, & Narmaditya, 2020). Previous studies have shown that work-life conflict has a negative impact on employees' job performance (Frone & Russell, 1997; Netemeyer et al., 2004). Therefore, to improve employee performance, a balance between work and life must be achieved (Madsen, 2006).

## **2. RESEARCH METHOD**

The research type which is used in this paper is descriptive quantitative method. The quantitative research method is a type of research whose specifications are systematic, planned and clearly structured from the start to the creation of the research design. Quantitative research methods, as stated by Sugiyono (2017) which is: "Research methods based on the philosophy of positivism, are used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses that has been established".

This study uses two methods of data source, which are:

- a) Primary data sources. Data collected by researchers from the first source. As for the primary data source in this study are Information Technology workers, hereinafter referred to as respondents
- b) Secondary data sources. Data directly collected by researchers as a support from the first source, it can also be said that data is arranged in the form of documents. In this study, the secondary data sources were articles, journals and literature related to the problem of the research objective

Information Technology workers who are located in the Greater Jakarta area are the samples used in this study. Filling out the questionnaire will be carried out by respondents via the Google form. Questionnaires will be distributed to respondents using social media such as WhatsApp Messenger, Telegram, Instagram and email. After collecting the questionnaire data, statistical testing will be carried out using the Lisrel software. The questionnaire which are distributed will use a Likert scale to calculate the agreeance level. The sample selection was carried out in the Jabodetabek area because the population of Information Technology workers in the Jabodetabek area is more than other provinces in Indonesia.

Because there is no data that provides how many Information Technology workers are in Jabodetabek, the determination of the sample for this study uses the Cochran formula (Sugiyono, 2017) which is described as follows:

$$n = \frac{Z^2 pq}{e^2}$$

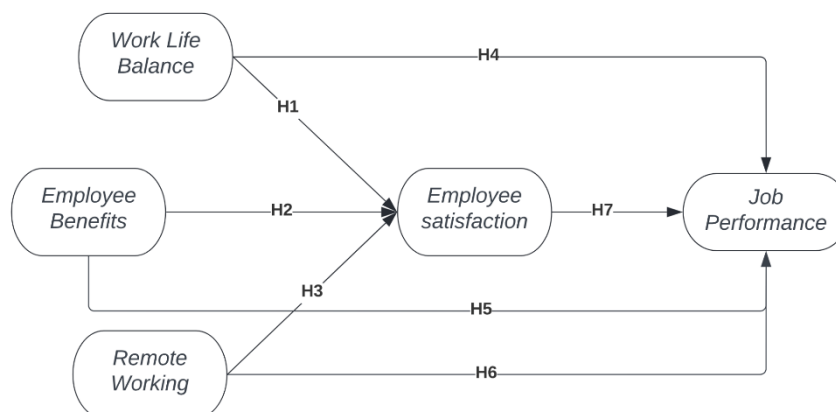
Based on the calculation above, the minimum number of samples needed is **97** respondents. Below are details of the respondents:

1. 76 of the respondents are male workers, and 21 of the respondents are female workers.
2. 3 of the respondents below 22 years old, 20 of the respondents from 22 – 30 years old, 37 of the respondents from 31 – 40 years old, 36 of the respondents are above 40 years old.
3. 22 of the respondents are below 2 years of experience, 44 of the respondents are having 2 – 5 years of experience, 30 of the respondents are having more than 5 years of experience.

This research is limited to only Information Technology Worker in Jabodetabek area that works in Consultancy Business, Customer (End User of the Product), and the Product Principal. Most of the Information Technology worker which practice deeper in the technology works in Jabodetabek area, meanwhile worker who works outside of Jabodetabek are more in technology supportive function which only support what has been decided from the Head Office.

### 3. RESULTS AND DISCUSSIONS

Based on the problems that has been described, below research model has been proposed to give better explanation of the research:

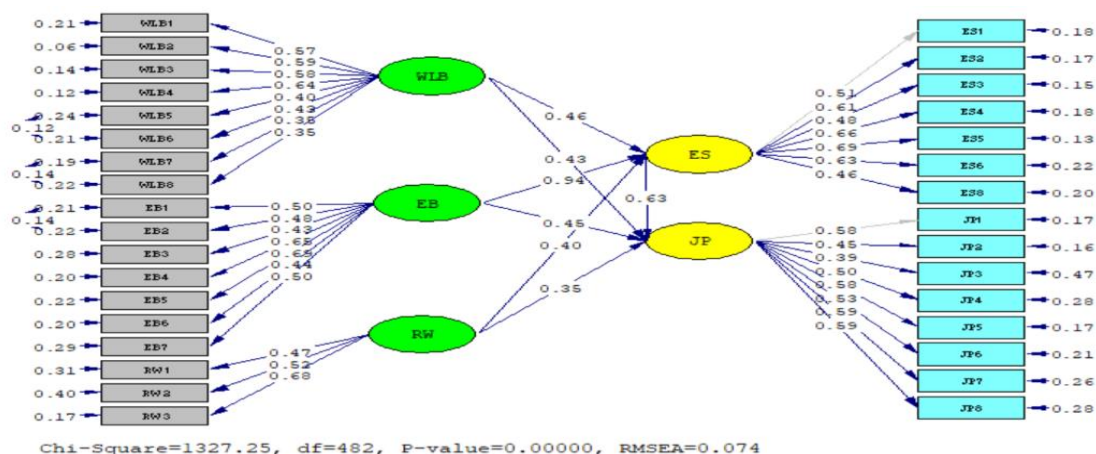


**Figure 1. Research Model**

To simplify how to read the results, shorten words are used to define the variables. Below are the descriptions:

- Work Life Balance == WLB
- Employee Benefits == EB
- Remote Working == RW
- Employee Satisfaction == ES
- Job Performance == JP

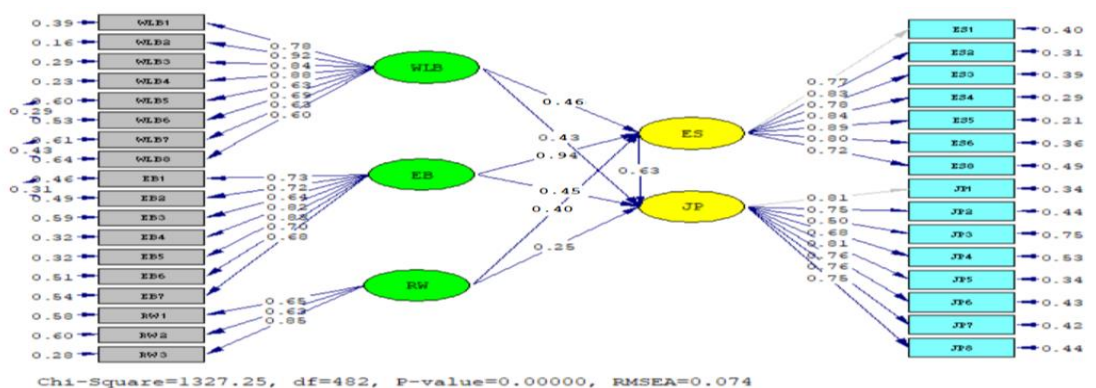
As pointed out from the previous chapter, Lisrel Software was used to test the hypotheses for this research. By using the result of the questionnaire collected, the estimated and standardized of relations between variables, can be seen as below:



**Figure 2.** Estimates Value

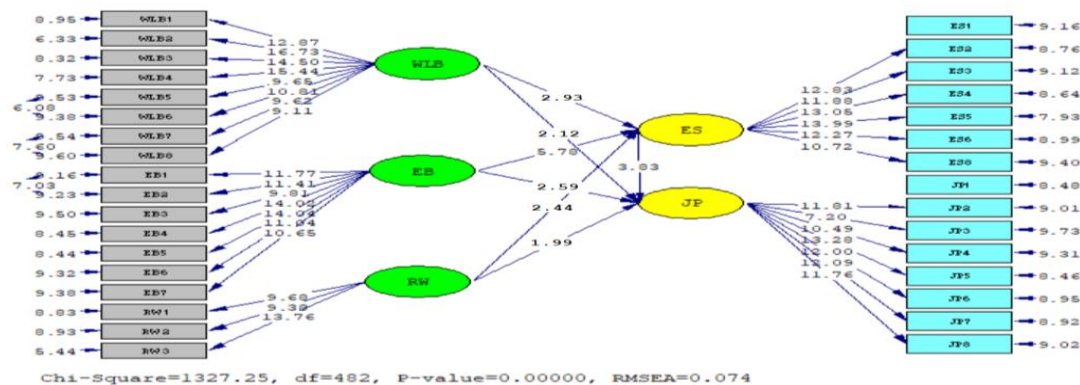
Based on the results inside the Estimates value, it helps to conclude that the loading factor value of all items in the diagram are already has a relatively good value because the loading factor value per item has value that more than 0.45 (all valid items).

Then from the calculation of the Composite Reliability (CR) value of each variable, it is known that the WLB variable has a CR value equal to 0.864; the EB variable has a CR value equal to 0.853; the RW variable has a CR value equal to 0.872; the ES variable has a CR value equal to 0.871; the JP variable has a CR value equal to 0.883. Therefore, all the variables in this study have a good reliability and validity values.



**Figure 3.** Standardized Value

To get better estimation of the significancy effect, T-Values of each variable has been calculated as shown in below figure:



**Figure 4.** T-Value Calculation

As shown from Figure 4, below is the detailed explanation of the T-Values:

**Table 1.** T-Values Explanation

ROLE TEST	VALUES	REMARKS
WLB → ES	2.93 > 1.96	Positive role and significant
ES → JP	3.83 > 1.96	Positive role and significant
WLB → JP	2.12 > 1.96	Positive role and significant
EB → ES	5.78 > 1.96	Positive role and significant
EB → JP	2.59 > 1.96	Positive role and significant
RW → ES	2.44 > 1.96	Positive role and significant
RW → JP	1.99 > 1.96	Positive role and significant

Based on these results, if described separately with Sobel Test, it will form as follows:

1. Relations between Work Life Balance (WLB) - Employee Satisfaction (ES) - Job Performance (JP)



**Figure 5.** T-Values Relation for WLB – ES - JP

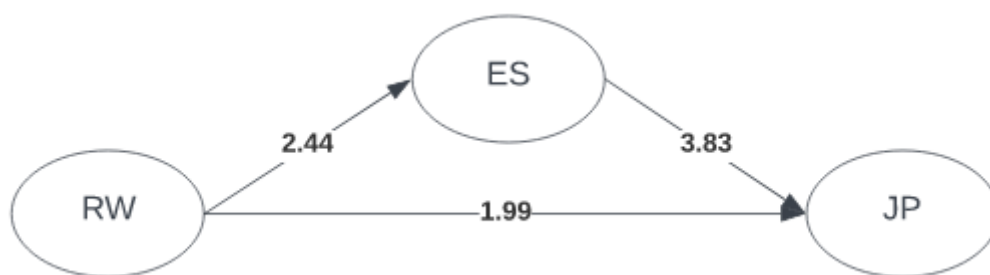
ES acts as partial intermediary variable because with both role as the intermediary variable or directing WLB towards JP gives significant result to both conditions. This result is also strengthened by the Sobel test with the following results:

Input:		Test statistic:	p-value:
$t_a$	2.93	Sobel test:	2.32712348
$t_b$	3.83	Aroian test:	2.2786441
		Goodman test:	2.37883491
		Reset all	Calculate

**Figure 6.** Sobel Test for WLB – ES - JP

From the Sobel test, it was found that the result was  $Z = 2.32$ ,  $p < 0.05$ , so ES was proven to be a mediator from WLB to JP.

2. Relations between Remote Working (RW) - Employee Satisfaction (ES) - Job Performance (JP)



**Figure 7.** T-Values Relation for RW – ES - JP

ES acts as partial intermediary variable because with both role as the intermediary variable or directing RW towards JP gives significant result to both conditions. This result is also strengthened by the Sobel test with the following results:

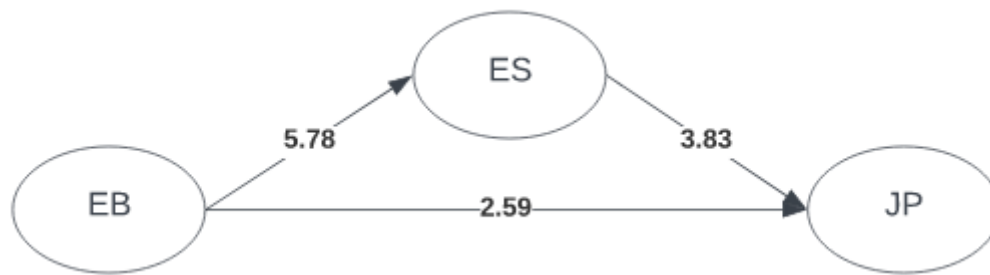
Input:		Test statistic:	p-value:
$t_a$	5.78	Sobel test:	3.19268872
$t_b$	3.83	Aroian test:	3.15999417
		Goodman test:	3.22641954
		Reset all	Calculate

**Figure 8.** Sobel Test for RW – ES - JP

From the Sobel test, it was found that the result was  $Z = 2.05$ ,  $p < 0.05$ , so ES was proven to be a mediator from RW to JP.

3. Relations between Employee Benefits (EB) - Employee Satisfaction (ES) - Job Performance (JP)





**Figure 9.** T-Values Relation for EB – ES - JP

ES acts as partial intermediary variable because with both role as the intermediary variable or directing EB towards JP gives significant result to both conditions. This result is also strengthened by the Sobel test with the following results:

Input:		Test statistic:		p-value:	
$t_a$	5.78	Sobel test:	3.19268872		0.00140955
$t_b$	3.83	Aroian test:	3.15999417		0.00157772
		Goodman test:	3.22641954		0.00125349
		Reset all	Calculate		

**Figure 10.** Sobel Test for EB – ES - JP

From the Sobel test above, it was found that the result was  $Z = 3.19$ ,  $p < 0.01$ , so ES was proven to be a mediator from EB to JP.

The next test of CFA (Confirmatory Factor Analysis) processing is the fit model test that is analyzed from the measurement results (as the output can be seen in the Goodness of Fit). Based on the several indicators from the existing fit model that has been tested, it can be concluded that the measuring instrument is fairly fit because the results of the 11 existing indicators, 10 out of 11 have been fulfilled. The result is as follows:

**Table 2.** GOF Measurements

GOF MEASUREMENT	MATCH TARGETS	REMARKS
Normal Theory Weighted Least Squares Chi-Square = 1327.25 (P = 0.000)	P-Value > 0.05	Good Fit
Root Mean Square Error of Approximation = 0.074	< 0.05 or $0.05 \leq RMSEA < 0.08$	Medium Fit
Normed Fit Index = 0.95	$\geq 0.90$	Good Fit
Non-Normed Fit Index = 0.96	$\geq 0.90$	Good Fit
Comparative Fit Index = 0.96	$\geq 0.90$	Good Fit
Incremental Fit Index = 0.96	$\geq 0.90$	Good Fit



Relative Fit Index = 0.94	$\geq 0.90$	Good Fit
Root Mean-Square Residual = 0.040	$\leq 0.10$	Good Fit
Standardized RMR = 0.086	$\leq 0.10$	Good Fit
Goodness of Fit Index = 0.91	$\geq 0.90$	Good Fit
Adjusted Goodness of Fit Index = 0.90	$\geq 0.90$	Good Fit

From above calculation and based on the research model that has been proposed, the conclusions for the hypothesis as below:

- H1 : Work Life Balance has significant impact to Employee satisfaction
- H2 : Employee Benefits has significant impact to Employee satisfaction
- H3 : Remote working has significant impact to Employee satisfaction
- H4 : Work Life Balance has significant impact to Job Performance
- H5 : Employee Benefits has significant impact to Job Performance
- H6 : Remote Working has significant impact to Job Performance
- H7 : Employee Satisfaction has significant impact to Job Performance
- H8 : Work Life Balance, Employee Benefits, Remote Working has significant impact to Job Performance through Employee Satisfaction as mediator

Over 70% of the participants that has filled in the questioner, as what has been described in the Research Method, is an Information Technology worker which has more than 10 years of experience in the field. It means that this research validate what has been experienced by those workers directly.

#### **4. CONCLUSIONS AND SUGGESTIONS**

This research provides an explanation of how employee satisfaction impacts work performance, and due to the COVID-19 pandemic conditions shows how a new work model can also produce good work performance from employees, and in the end will have a good impact on employers. This research shows the impact of work life balance relationships, employee benefits, remote work, employee satisfaction can also have a good impact on work performance. The results of the tests that has been conducted show that Work Life Balance, Employee Benefits and Remote Working basically have a positive influence on Job Performance, but with the mediating role of Employee Satisfaction, it has an even better impact on Job Performance. The three independent variables become even stronger when they are mediated by Employee Satisfaction, which means we have to give job satisfaction first to get the best work performance from our employees. Adjustment of employee benefits, excellent work-life balance and remote work flexibility during the COVID-19 situation can provide excellent employee satisfaction, resulting in a positive impact for employers.

Suggestions for the employers, that all 3 variables are required to be adjusted so employee will still happy and loyal to work. Suggestions for the next researchers, additional variable probably can be added to improve job performance, not only employee satisfaction. Employee loyalty can be counted as a factor to improve job performance.

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