



Factors Affecting on Job Performance

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Abstract—The demand for coal commodities in 2023 will increase. The increase in coal demand has caused the coal production target to be achieved in 2023 is also increase. Every mining company should have optimal human resources that are able to compete with other companies. Employees who are in a company usually want job satisfaction, to be able to improve their performance. Giving rewards, job training, promotion, motivation are several factors that can increase job satisfaction to support employee performance. This study aims to examine the effect of reward, job training, promotion, motivation on job satisfaction and the effect of job satisfaction on job performance. The population of this study are employees of mining industries with a total of 203 employees as a sample. The determination of the sample was carried out using the non-probability sampling. The data analysis technique used is the Structural Equation Modeling (SEM) method. The statistical method used to test the hypothesis proposed in this study is Partial Least Square (PLS) with the help of the SmartPLS. Based on the results of the analysis, it was found that job training, promotion, motivation had a significant effect on job satisfaction but rewards have a negative effect on job satisfaction, and job satisfaction had a significant effect on performance.

Keyword: job performance; job satisfaction; job training; motivation; promotion; reward

I. INTRODUCTION

According to CBN Indonesia, the Ministry of Energy and Mineral Resources (ESDM) has set a coal production target for next year or 2023 of 694 million tons, higher than 2022 which amounted to 627 million tons. So it can be projected that the demand for coal commodities in 2023 will increase. The increasing demand for coal also increases the coal production target which must be achieved by 2023. The increasing demand for coal which causes an increase in coal production that must be achieved, every mining company have to optimazing human resources that are able to compete with other companies. One of the most intense competition today is productivity. Mining company must have optimal human resources and be able to compete with other companies. Employees who are in a company usually want job satisfaction, to be able to improve their performance.

Human resources are the main driving force for all line activities to achieve organizational goals. Employee job satisfaction must also be considered in order to achieve company goals. Employees who are in a company usually want job satisfaction, to be able to improve their performance. Giving gifts, job training, promotions, motivation are several factors that can increase job satisfaction to support employee performance. Employee job satisfaction must also be considered in order to achieve company goals. Employees who are in a company usually want job satisfaction, to be able to improve their performance. Lack of job satisfaction in a company will make employees more stressed, so that it can make them more stressed because they have to be faced with targets from the company without providing comfort for employees. The company must become an institution that provides opportunities to fulfill the needs of its workers. Someone tends to work enthusiastically if satisfaction can be obtained from his work and employee job

satisfaction is the key to driving morale, discipline, and employee performance in supporting the realization of company goals. Job satisfaction is basically something individual. Everyone has a different level of satisfaction according to the value system that applies to them. The higher the assessment of the activity felt in accordance with individual wishes, the higher the satisfaction with the activity. In general, it is believed that happy workers are more likely to be productive workers.

There are several studies suggesting that rewards, job training, promotions, motivation have an impact on job satisfaction. Research by Al- et al., 2019; Idris et al., 2020; Wolomasi et al., 2019, suggested job satisfaction creates happiness which leads to increased performance and productivity but Hünefeld et al. (2020), shows that job satisfaction is not significantly related to job performance. Moreover, the results study conducted by Hasanah & Kurniawan (2017) that examined the influence of organization culture, organizational commitment, and work experience upon job performance of employees' working at the PT BPR Gunung Slamet, Cilacap, showed that organizational culture, organizational commitment, and work experience have a significant influence on employee performance at PT BPR Gunung Slamet Cilacap. Based on the results of previous research regarding the relationship between rewards, job training, promotion, motivation and performance, there were inconsistencies in the results of the researchers' research. Therefore, another study was conducted to examine the effect of rewards, job training, promotions, motivation, and job satisfaction on job performance.

II. THEORY AND HYPOTHESES

Job Performance

Kaveri & Prabakaran (2013) define job performance as a contribution made by employees to increase company productivity. Research from Jayaweera (2015), job performance is an activity carried out by employees to achieve company goals. Idrees Zahra et al., (2015) state that job performance includes all the productivity of employees when working in a company. Grahandika & Wijayati (2021) define job performance as work performance and achievements produced by employees who have completed the work given based on skill, experience, sincerity, and working time. Job performance includes the overall quality and quantity of work achieved

by employees in completing their tasks and work as a responsibility given by the organization to its employees (Umihastanti & Frianto, 2022). Lai et al., (2020) state that there are two indicators of job performance, namely task performance which can be seen from the results of the performance of employees' tasks in a company and helping behavior which can be seen from the behavior of helping between employees in a company.

Job performance is the effort given by employees on the job. In an organization, every working employee is expected to perform his or her job in a dependable way. Based on the employment contract, every employee is responsible for performing better on tasks given as well as the duties involved in the job. They should have the feel of sense of responsibility for doing the tasks and duties given to them very well. Job performance includes the activities that can lead to the effectiveness of a company even though those activities are out of the range of their specific task (Seng & Arumugam, 2017).

Job Satisfaction

The concept of job satisfaction has widely been investigated related to behavior of organization as well as job design (Mustafa & Ali, 2019). Job satisfaction has been treated as a complex set of variables. Job satisfaction is one of the important factors that have drawn attention of the organization as well as academicians. In view of the rising competition because of globalisation, managers have placed great importance on the construct of job satisfaction. This may be due to the findings of many studies that job satisfaction is a significant determinant of organizational commitment. Highly satisfied employees will exert extra effort and contribute positively to the effectiveness and efficiency of their organizations. Job satisfaction will lead to better performance and the employees will be more committed towards their organization. Job satisfaction is an important issue to be addressed to get better result in any organization (Thangaswamy & Thiagaraj, 2017).

Reward

Rewards are considered an important tool to check the employee's performance. Management use rewards for employee's motivation (Zeeshan Fareed et al., 2013). Kalleberg (1977) explained rewards consist of benefits that employees receive in exchange of their work during the job. According to Wang (2004), in many organization rewards plays so

many roles in sustaining and creating commitment among employees for good performance and that better performance leads to job satisfaction.

Motivation

Research by Idris et al., (2020), suggested that job satisfaction creates happiness and increases employee morale and motivation, which leads to increased productivity. The same thing was found by Wolomasi et al., (2019), found that employees who are satisfied and have positive feelings about their work tend to do their job better.

Promotion

Good promotion opportunities are needed to satisfy employees in their workplace (Bhardwaj et al., 2020; Kostea, 1996). This means that today's companies must pay more

attention to providing timely promotions to their workers so that companies can feel motivated and satisfied with their working conditions.

Job Training

Effective and efficient training for employees will improve employee performance and work productivity (De Grip & Sauermann, 2013; Liu & Lu, 2016). In addition to maintaining satisfactory job satisfaction of the current workforce, human resource managers and employers should critically consider including several annual training programs to motivate and inspire current employees to stay happier in their job roles

Based on the background and existing theory, the conceptual framework can be formulated as figure 1:

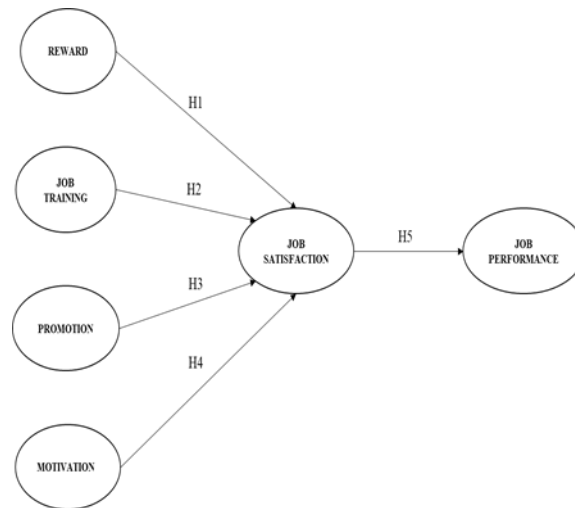


Figure 1. Conceptual Framework

Rewards make employees, who have used their intellectual property for the benefit of the organization, feel recognized and respected for the contributions they have made. This means that despite the fact that employees cannot seek recognition for their intellectual contributions, companies have an obligation to acknowledge such extraordinary efforts.

In previous research, Ngwa & Agbaeze, (2019) stated that employees who are adequately rewarded for their efforts, they will last longer and work with the best dedication and commitment. According to Hussain et al., (2019), dynamic organizations usually have effective reward and recognition programs to increase staff morale and motivation, which leads to long-term organizational effectiveness. Therefore the following hypothesis is formulated:

H1: Reward has a positive effect on Job Satisfaction

In previous research by Rahaman & Uddin (2022), revealed that job training has a positive relationship with job satisfaction. This means that if a company provides a program for its employees, employee satisfaction will also be increased due to training initiatives. It also means that a more effective training program will ensure more happiness and job satisfaction for the employees working in the company. Effective and efficient training for employees will improve employee performance and work productivity (De Grip & Sauermann, 2013; Liu & Lu, 2016).

In addition to maintaining satisfactory job satisfaction of the current workforce, human resource managers and employers should critically consider including several annual training programs to motivate and inspire

current employees to stay happier in their job roles. Srikaningsih, (2021), job training has a positive and significant effect on employee job satisfaction. That means if the training activities received by employees are increasing, the job satisfaction of the employees will also increase as well. Therefore, based on the research above, the hypothesis can be formulated as follows:

H2 : Job Training has a positive effect on Job Satisfaction

Good promotion opportunities are needed to satisfy employees in their workplace (Bhardwaj et al., 2020; Kostea, 1996). This means that today's companies must pay more attention to providing timely promotions to their workers so that companies can feel motivated and satisfied with their working conditions. In Rahaman & Uddin (2022), revealed that promotion has a positive relationship with job satisfaction.

Promotion has significant influence on job satisfaction however has less influence and partially significant to the job satisfaction (Ehsan Malik et al., (2012)). Same result found that promotion has significant and positive impact on job satisfaction (Saharuddin & Sulaiman, 2016). Promotions positively affected job satisfaction in the short term but diminished after 1 year. Furthermore, the influence of a promotion on job satisfaction was more pronounced for men than for women (Otto et al., 2022). Therefore, based on the research above, the hypothesis can be formulated as follows:

H3 : Promotion has a positive effect on Job Satisfaction

Anwar et al., (2018), show that motivational factors play an important role in building long-term relationships with employees. Triswanto et al., (2021), state that motivation has a positive and significant effect on employee output. Another research by Da et al., (2020), finding motivation has a positive and significant effect on job satisfaction, this means that employees need to be motivated in carrying out work activities. Also, the company is deemed necessary to create and maintain a condition where their employees are always feeling motivated to work. Employees who have high motivation tend to be easier to feel satisfaction at work. Then the following hypothesis is obtained:

H4: Motivation has a positive effect on Job Satisfaction

Research by Idris et al., (2020), suggested

that job satisfaction creates happiness and increases employee morale and motivation, which leads to increased productivity. The same thing was found by Wolomasi et al., (2019), found that employees who are satisfied and have positive feelings about their work tend to do their job better. Furthermore, Abbas et al., (2021), studied the effect of job satisfaction on job performance which showed significant positive results. This significant result is that satisfied employees perform better than dissatisfied ones. It also means that the management of the sample companies took sufficient steps to strengthen the satisfaction level of their employees so that they perform their duties with gusto to give their maximum performance.

H5: Job Satisfaction has a positive effect on Job Performance

III. METHOD

Associative research is used in this study where a study examines the influence between variables. The process of reviewing research results, the research design used is hypothesis testing, to test the effect of the independent variables, namely the effect of rewards, job training, promotion, and motivation on job satisfaction variables. Then test the intermediate variable, namely job satisfaction on job performance. The method used in this study is a quantitative research method, namely research based on the philosophy of positivism, used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing established hypotheses

The population in this study were mining sector employees with a total of 203 employees as the sample. Determination of the sample is done by using non-probability sampling. Some of the criteria in this study are as follows:

Employees working in the mining sector.

Employees who are male & female

Employees aged 17-54 years.

Less than 1 year work experience – more than 20 years.

The data analysis technique used is the Structural Equation Modeling (SEM) method. The statistical method used to test the hypothesis proposed in this study is Partial Least Square (PLS) with the help of SmartPLS. The model built in this study uses several variables. (to the point independent,

bound and intermediate variables), where all variables and indicators will later be measured with a Likert scale. The Likert scale measurement in this study is to measure the perception of 6 (six) variables, namely reward, job training, promotion, motivation, job satisfaction and job performance.

IV. RESULTS AND DISCUSSION

The results of data analysis using PLS showed that the second model was obtained by analyzing again using smartPLS software. The results of the analysis are shown in Figure 2:

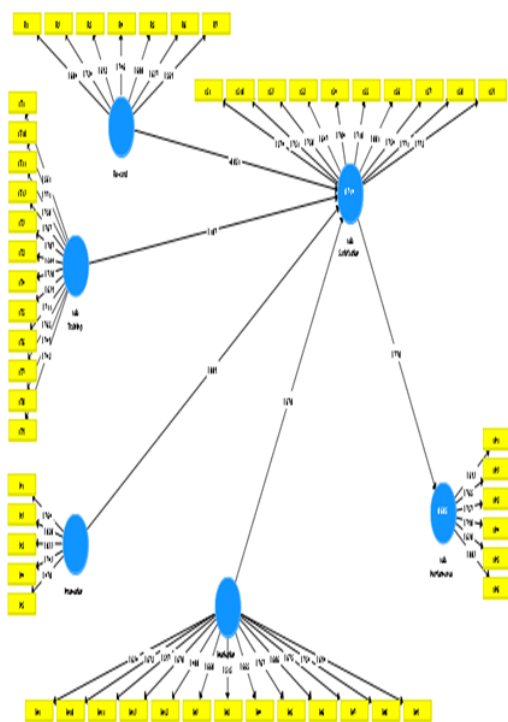


Figure 2. Partial Least Square (PLS)

	Sampele(t)	P Values
Reward->Job_Satisfaction	-0.051	0.317
Job_Training->Job_Satisfaction	0.187	0.003
Promotion->Job_Satisfaction	0.089	0.068
Motivation->Job_Satisfaction	0.678	0.000
Job_Satisfaction->Job_Performance	0.778	0.000

Figure 3. Hypothesis Testing

H1: Rewards have a negative effect on Job Satisfaction.

Based on the statistical test results, it is known that the magnitude of the reward is -0.051, meaning that the higher the reward , the

lower the job satisfaction. The test results are in accordance with the proposed hypothesis where reward has a negative effect on job satisfaction. The test results show a p-value of $0.317 > 0.05$ (alpha 5%), so it is concluded statistically that at the 95 percent confidence level there is a negative effect of reward on job satisfaction.

The results of this study has a contradict with Hussain et al., (2019), but support previous research, Adityarini, (2022) ; BundaMulia et al., (2018), which states that rewards have no effect on employee performance. The reward variable has no effect on employee performance variables. an increase in the reward variable will not affect an increase in performance, so the reward effect can be ignored.

H2: Job Training has a positive effect on job satisfaction.

Based on the statistical test results, it is known that the coefficient of job training is 0.187, meaning that the higher the perception of job training , the higher the perception of job satisfaction. The test results show a p-value of $0.003 < 0.05$ (5% alpha), so it can be concluded statistically that at the 95 percent confidence level there is a positive effect of Job training on job satisfaction. results of this study support previous research, Research De Grip & Sauermann, (2013); Liu & Lu, (2016), which states that effective and efficient training for employees will improve employee performance and productivity.

H3: Promotion has a positive effect on job satisfaction

Based on the statistical test results, it is known that the coefficient of Promotion is 0.089, meaning that the higher the perception of Promotion , the higher the perception of job satisfaction. The test results show a p-value of $0.068 < 0.10$ (10% alpha) so it is concluded statistically that at the 95 percent confidence level there is a positive effect of Promotion on job satisfaction. This research results supports previous research, Rahaman & Uddin, (2022), which revealed that promotion has a positive relationship with employee satisfaction and performance.

H4: Motivation has a positive effect on Job Satisfaction

Based on the statistical test results, it is known that the magnitude of the coefficient of Motivation is 0.678, meaning that the higher the perception of Motivation , the higher the perception of job satisfaction. The test results

show a p-value of $0.000 < 0.05$ (alpha 5%), so it can be concluded statistically that at the 95 percent confidence level there is a positive effect of motivation on job satisfaction. The results of this study support previous research, Triswanto et al., (2021), which stated that motivation has a positive and significant effect on employee satisfaction and performance

H5: Job Satisfaction has a positive effect on Job Performance

Based on the results of statistical tests, it is known that the coefficient of job satisfaction is 0.778, meaning that the higher the perception of job satisfaction, the higher the perception of job performance. The test results show a p-value of $0.000 < 0.05$ (alpha 5%), so it can be concluded statistically that at the 95 percent confidence level there is a positive effect of job satisfaction on job performance. The results of this study support the research of Abbas et al., (2021) which states that the effect of job satisfaction on job performance shows significant positive results.

This significant result is that satisfied employees perform better than dissatisfied ones. It also means that the management of the sample companies took sufficient steps to strengthen the satisfaction level of their employees so that they perform their duties with gusto to give their maximum performance.

V. CONCLUSION

Based on the results obtained, it can be concluded that 1) motivation has a positive effect on Job Performance through Job Satisfaction, the results of this study support previous research Triswanto et al., (2021), which stated that motivation has a positive and significant effect on employee satisfaction and performance. 2) Promotion has a positive effect on Job Performance through Job Satisfaction, this research results supports previous research, Rahaman & Uddin, (2022), which revealed that promotion has a positive relationship with employee satisfaction and performance. 3) Job Training has a positive effect on Job Performance through Job Satisfaction, the results of this study support previous research, research De Grip & Sauermann (2013); Liu & Lu, (2016), which states that effective and efficient training for employees will improve employee performance and productivity. 4) Reward has a negative effect on Job Performance through Job Satisfaction. Giving high rewards even lowers performance. The results of this study

has a contradict with Hussain et al., (2019), but support previous research, Adityarini, (2022); Bunda Mulia et al., (2018), which states that rewards have no effect on employee performance. The reward variable has no effect on employee performance variables. an increase in the reward variable will not affect an increase in performance, so the reward effect can be ignored. 5) Job Satisfaction has a positive impact on Job Performance. The results of this study support the research of Abbas et al., (2021), which states that the effect of job satisfaction on job performance shows significant positive results. This significant result is that satisfied employees perform better than dissatisfied ones. It also means that the management of the sample companies took sufficient steps to strengthen the satisfaction level of their employees so that they perform their duties with gusto to give their maximum performance.

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