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RESEARCH ARTICLE

FACTORS INFLUENCING EMPLOYEE JOB SATISFACTION

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ABSTRACT

One of the industry sectors in the COVID-19 pandemic that must continue to carry out activities and even with the number of jobs increasing dramatically, in addition to health workers, security, and public utilities, is the Post Offices. In a time when people had to reduce the activity out of the house, avoiding the crowd, postal officers even increased the frequency of activities as a result of the higher traffic delivery of goods from business and online commerce. This research was conducted to measure the employee satisfaction level during the pandemic Covid-19 by spreading the questionnaire to 352 respondents of PT Pos Indonesia (Persero) employees from 223 Main Post office in Indonesia. The analysis is done with SmartPLS Ver. 3.2.9, and the result shows that in the general work environment is a factor that has a significant influence on employee job satisfaction.

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INTRODUCTION

Since the announcement of COVID-19 as a global pandemic by the WHO on March 11, 2020, various health protocols have been established by the Government of Indonesia by limiting various activities that trigger human movement to prevent transmission of the virus. Only some industry sectors can still actively do activities, especially concerning health, pharmacies, security, public facilities such as telecommunications, electricity, and logistics. As one of the state-owned enterprises in logistics, PT Pos Indonesia (Persero), with the largest number of outlets and spread throughout Indonesia experienced a significant surge in workload. This research was conducted to reveal the level of job satisfaction of postal delivery employees who use motorcycles in daily postal delivery activities. This is because motorcycle postmen are very vulnerable employees affected by Covid-19. Desk research and observations conducted from early March to April 2020 to find out the factors that directly impact job satisfaction are carried out on 30 motorcycle postmen at the Central Jakarta Post Office. Observations and interviews conducted randomly show there are four main factors that have a significant influence on the formation of job satisfaction of postal employees, namely organizational commitment, work motivation, organization culture, and work environment.

Considering that the condition of COVID-19 pandemic until now can not be known when it ends, while the vaccine that is expected to be able to ward off the virus has not yet been found, then this study is expected to provide commensurate information to the organizers of postal activities, especially members of UPU (Universal Postal Union), an organization of state postal companies that until now consisted of more than 200 countries in the world, also millions of private courier companies in the world, especially in maintaining the satisfaction of its employees. This is because, based on previous studies, employee performance, work productivity, and even job safety are strongly influenced by job satisfaction levels.

LITERATURE REVIEW

A person wants to do a job for the long term only and if there is a positive experience of the work he or she is doing, and the willingness to work on a long-term basis that will then trigger the spirit of work and the willingness to continue to produce the best performance in the organization. This statement is relevant to the research conducted by Spies in 2006. The same research was also conducted by Yurchisin & Park in 2010, that the element of being able to keep someone willing to work in a bad situation can even be achieved if they feel the satisfaction of the implementation of the work. The researchers agreed to state that job satisfaction is the positive emotional state resulting from the appraisal of one's job or experience (Yurchisin & Park, 2010; Spies, 2006).

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Further research about job satisfaction that can be impacted to one's willingness to do what is even above the obligation that should be done is also done among others by Husin and Nurwati, "...the higher the job satisfaction of employees, they will be more likely to speak positively about the organization, their sensitivity to help coworkers and make their job performance beyond the normal estimates, more obedient to the call of duty" (Husin & Nurwati, 2014). Job satisfaction also affects low levels of conflict in employment as well as turnover intention (Tnay *et al.*, 2013; Stride *et al.*, 2007; Choudhary *et al.*, 2013; Bentley *et al.*, 2013). The importance of job satisfaction in an employee is also stated by some researchers who make observations about organizational behavior, which among others see a very significant relationship of job satisfaction and dissatisfaction a person to what he or she is doing with success in career, productivity level and quality of work and turnover intention (Marcus, 2017; Valentine *et al.*, 2011; Love *et al.*, 2010; Darmon, 2011; Bullock-Yowell *et al.*, 2011).

The job satisfaction obtained by a person can result in the increasing closeness of the person's relationship with the organization in which he or she has worked during this time, and this condition by some researchers is referred to as organizational commitment (Isse *et al.*, 2018; Meldrum, 2013; Kraeger *et al.*, 2017) and is able to produce hard work and happiness in the workplace (Milkovich *et al.*, 2014; Hoffman, 2015). The close relationship between Job Satisfaction and the high commitment of employees was also conveyed by several other researchers, "some relevant indicators are affective bonds, job satisfaction, influence and participation, social identity, and the members of a community caring for each other, seeking to meet their goals through team-based work organization commitment" (Samiera & Bedin, 2017; Brockner *et al.*, 2006; Wickramasinghe & Wickramasinghe, 2011; Georgiades, 2015). Nevertheless, the program of providing and maintaining employee job satisfaction and building a commitment is inseparable from efforts to build an organizational culture, because if something good is not edified by the organization in the form of organizational culture, then the organization will have a lot of difficulty in creating satisfaction and commitment of employees who are very dynamic, as previously stated by the researchers, "...as a pattern of basic assumptions—invented, discovered or developed by a given group as it learns to cope with the problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these" (Văduva *et al.*, 2019; Russel-Jones, 2005; Davids *et al.*, 2019).

Culture is 'the way things get done' or the implicit rules that govern how people behave towards each other and go about their work (Yeung, 2011; Atkinson & Hall, 2009; Styhre, 2017; Namira *et al.*, n.d.). Culture building typically takes years, and a common competency model that inflects strategic priorities and is applied in every talent management system can provide a culture change catalyst and constant reinforcement (Griffiths & Washington, 2015; Stevens, 2011; Lemaître, 2018; Goldstein *et al.*, 2017). A good organizational culture directly in a comfortable work environment for employees, conditions that can be more relaxed and productive, more harmonious homes, offer a sense of ownership, security, and even celebration for a

broader cross-section of society (Lawson, 2012; Lenderking, 2005; Wood, 2018; Hoffman, 2015; Tayles, 2011). A good work environment, however, should be able to facilitate employees to transform each individual to take responsibility for how he or she shows up (Labrosse, 2008; Oglesby & Adams, 2008; Dwiggin-Beeler, 2014; Kantola *et al.*, 2019) and no less important is how employees direct work attitudes to employee behavior and what behavior he or she rewards and punishes (Dinc & Aydemir, 2014; Mitsui, 2020; Keleher *et al.*, 2011; Siegrist & Wahrendorf, 2016). Good work environment, conducive corporate culture, and commitment to the organization are inseparable from how work motivation is awakened because the whole above can reciprocally affect work motivation (Arshadia, 2010; Brower & Riba, 2017). Work motivation is most typically concerned with reason, rather than ability, that some people perform their jobs better than others (Dal Forno & Merlone, 2010; Ryan, 2010). According to equity theory, motivation is mostly a function of fairness in social exchange. If employees perceive organizational truth, they will be more likely to get involved in their organization. On the contrary, if they see inequity or unfairness, they will be inclined to reduce their involvement. Consequently, their expectations towards their job and organization restore a balance between their contributions and their work situation (Giauque *et al.*, 2011; Heckhausen & Heckhausen, 2008; Peters, 2015). The working motivation that has grown in each employee will have an impact on the growing pride in a person for being able to do things for one person or another and remain proud of what he or she does. (Lanfranchi *et al.*, 2010; Kenny *et al.*, 2010; Reio & Ghosh, 2009).

RESEARCH METHODS

This research was conducted in a survey using questionnaires with 59 questions, consisting of job satisfaction 12 questions, organizational commitment 16 questions, organizational culture 9, work environment 9, and work motivation 13 questions. Considering the research was conducted during the COVID-19 situation, the questionnaire was submitted by email, sent to 223 Post Masters in the Provincial Capital and Regency/City in 11 Post Regional Offices throughout Indonesia. The development of the final questionnaire was conducted after preliminary research conducted at the Central Jakarta Post Office on 30 employees in March-April 2020. According to the preliminary data, from 223 Post Office obtained data on the number of motorcycling postmen with status as a permanent employee and who has a working period above three years, a total of 2,957 People. Using a sample size theory from Slovin with a degree of confidence of 95%, then the number of samples obtained as many as 352 respondents allocated proportionally by taking into account the number of motorcycling postmen in each post office (Proportionate Stratified Random Sampling). The survey was conducted from May 2020 to June 2020, with 352 questionnaires returned. Process data were done by structural equation modeling using Smart-PLS Ver. 3.2.9.

RESULT AND DISCUSSION

The frame of thought of this study is compiled as Figure 1, which describes the relationship between the variables studied.

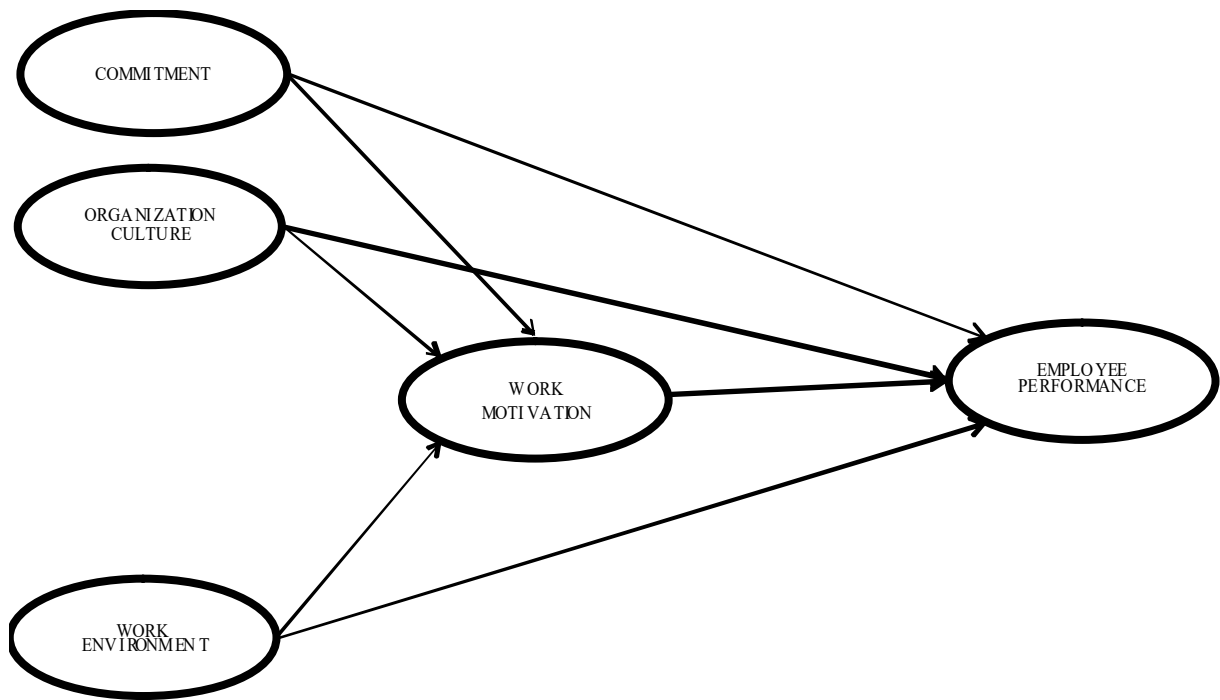


Figure 1. The construct and the dimensions of research Model

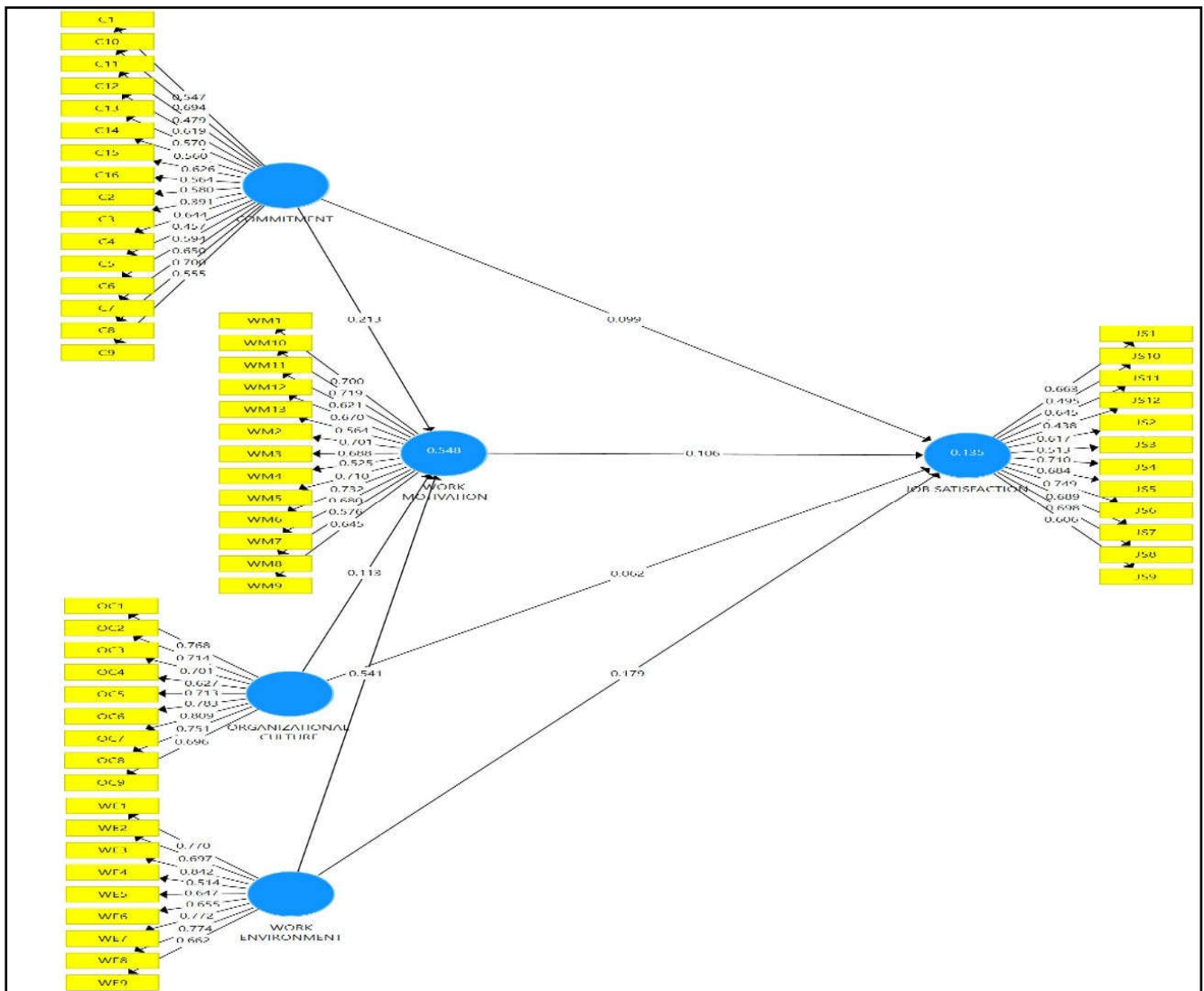


Figure 2. Loading factor from the Research Variables

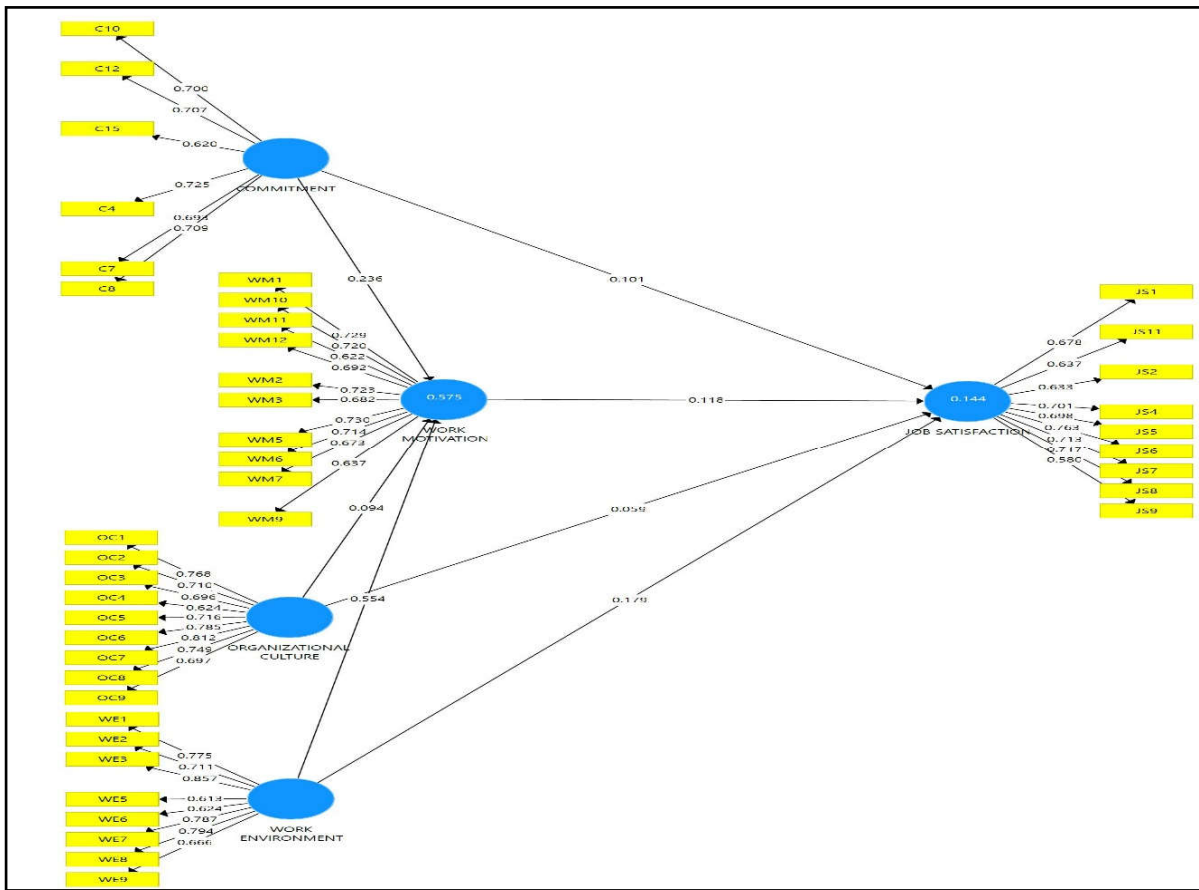


Fig. 3. Second Phase Loading factor from the Job Satisfaction Variable

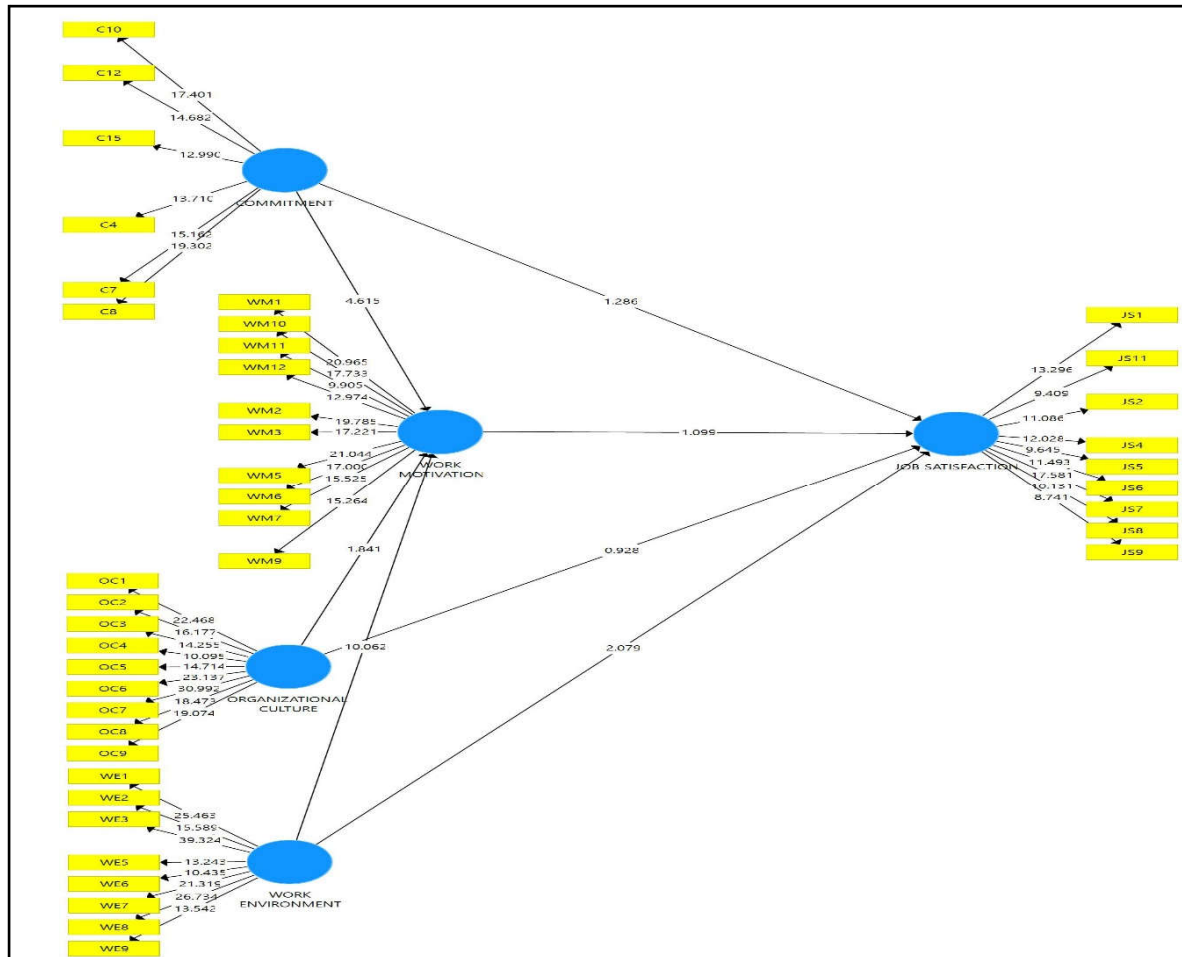


Fig. 4. Loading Factors variable research Job Satisfaction

Table 1. Factor Loading and Reliability

	Loading ^a	Composite Reliability	Cronbachs Alpha	Rho_A
C10	0,700	0,847	0,784	0,788
C12	0,707			
C15	0,620			
C4	0,725			
C7	0,693			
C8	0,709			
JS1	0,678			
JS11	0,637			
JS2	0,633			
JS4	0,701			
JS5	0,698			
JS6	0,763			
JS7	0,713			
JS8	0,717			
JS9	0,580			
OC1	0,768	0,911	0,892	0,907
OC2	0,710			
OC3	0,696			
OC4	0,624			
OC5	0,716			
OC6	0,785			
OC7	0,812			
OC8	0,749			
OC9	0,697			
WE1	0,775	0,911	0,874	0,887
WE2	0,711			
WE3	0,857			
WE5	0,613			
WE6	0,624			
WE7	0,787			
WE8	0,794			
WE9	0,666			
WM1	0,729			
WM10	0,720	0,902	0,880	0,884
WM11	0,622			
WM12	0,692			
WM2	0,723			
WM3	0,682			
WM5	0,730			
WM6	0,714			
WM7	0,673			
WM9	0,637			

The testing Model Measurement (Outer Model) is intended to define how each indicator relates to its variables, or it can be said that the Outer Model can specify the relationship between the latent variables and the indicators. Tests were conducted on the outer model using the Confirmatory Factor Analysis (CFA) technique. Confirmatory factor analysis is used to view the validity of each indicator and to test the reliability of the construct. In this study, the validity criteria were based on the reflective indicator model measured by the validity and linear validity convergent. The indicator is said to meet convergent validity if the value of loading factor is above 0.7, but for the early-stage research of the development of loading value above 0.5 is considered adequate, and indicated by the value of Average Variance Extracted (AVE) above 0.50. Construction reliability was measured with Composite Reliability and Cronbach's Alpha. The Construct is said to be reliable if it has a Composite Reliability and Cronbach Alpha value > 0.70. The result of the calculation can be seen in Figure 2. Calculations in the second phase showed results such as Figure 3, where some ineligible calculation results were eliminated, thus the 59 indicators that became the focus of this study remained as many as 42 indicators. Job Satisfaction variable there are 3 indicators that are not valid enough, while from organizational commitment, there are 10 indicators that do not significant. While variable work motivation, there are 3 indicators that are not valid, and the variable work environment, there is 1 not valid indicator and should be eliminated.

The total indicators that valid as predictors in this study are 42. From Fig 3, it is known that the results of the outer loading calculation of each indicator owned by the latent variable Job Satisfaction obtained from the data using smart-PLS; it appears that almost all the values of loading factor of each indicator in the variable value above 0.6. Some indicators have a value of less than 0.6 in the elimination. Once purification is done, then the model used in this study is valid or has fulfilled the convergent validity.

The second phase of validity testing is discriminant validity testing. This test is based on the cross-loading value of measurements with the construct and the Average Variance Extracted (AVE) value. Cross loading factor to find out if the latent variable has adequate discriminant by comparing the correlation of the indicator with the latent variable must be greater than the correlation between the indicator and the other latent variables. When the value of the construct correlation with the measuring item is greater than the correlation value with the other construct, it indicates that the latent construct predicts the size of the block they are better than the size of the other block, and it is said that the construct has high discriminant validity. The results of the calculation of the second phase of the study can be seen as Table 1, which clearly shows the loading factor of each indicator, composite reliability, average variance extracted and Cronbachs Alpha.

Table 2 Discriminant validity reflective indicators in cross-loading between indicators and their constructs. An indicator is declared valid if it's the best loading factors compare to alternative constructs. Thus, latent constructs predict indicators on their blocks higher than indicators in alternative blocks. Discriminant validity is examined by comparing the square correlations between the constructs and the variance extracted for construct. Based on Table 3, the first conclusion R-square value is 0.134, which means that the variability of 13,4% Job Satisfaction can be explained by organization commitment, organization culture, and work environment variables.

The second conclusion R-square adjusted value is 0.572, which means that variability of work motivation can be explained by organization commitment, organization culture, the work environment is 57,2%, while the remaining 42,8% is explained by other variables not examined in this model. The estimated value for track relationships in the structural model must be significant. Significance values can be obtained through bootstrapping procedures. Hypothesis significance can be known from the value of the parameter coefficient and T-statistic significance value on the algorithm bootstrapping report. Significance can be seen from the T-table at alpha 0.05 (5%) = 1.96 and T-table compared to T-count (T-statistic). Based on the calculation results as shown in Table 4 can be concluded that organizational commitment, organization culture, the work environment can be a strong predictor for building work motivation and both organizational commitment, organization culture, work environment, and work motivation are strong predictors affecting the level of job satisfaction of motorcycling delivery people during the COVID-19 pandemic. A thorough overview, as Figure 4 shows the relationship of each variable with the latent indicator in this study.

Table 2. Discriminant Validity (Fornell-Lacker Criterion)

	COMMITMENT	JOB SATISFACTION	ORGANIZATIONAL CULTURE	WORK ENVIRONMENT	WORK MOTIVATION
COMMITMENT	0,693				
JOB SATISFACTION	0,289	0,682			
ORGANIZATIONAL CULTURE	0,473	0,243	0,731		
WORK ENVIRONMENT	0,518	0,343	0,457	0,733	
WORK MOTIVATION	0,567	0,331	0,459	0,719	0,693

Table 3. R-square

	R Square	R Square Adjusted
JOB SATISFACTION	0,144	0,134
WORK MOTIVATION	0,575	0,572

Table 4. Summary of the Structural Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
COMMITMENT -> JOB SATISFACTION	0,101	0,099	0,079	1,286	0,199
COMMITMENT -> WORK MOTIVATION	0,236	0,243	0,051	4,615	0,000
ORGANIZATIONAL CULTURE -> JOB SATISFACTION	0,059	0,057	0,063	0,928	0,354
ORGANIZATIONAL CULTURE -> WORK MOTIVATION	0,094	0,098	0,051	1,841	0,066
WORK ENVIRONMENT -> JOB SATISFACTION	0,179	0,178	0,086	2,079	0,038
WORK ENVIRONMENT -> WORK MOTIVATION	0,554	0,549	0,055	10,062	0,000
WORK MOTIVATION -> JOB SATISFACTION	0,118	0,124	0,107	1,099	0,272
COMMITMENT -> WORK MOTIVATION -> JOB SATISFACTION	0,028	0,030	0,027	1,025	0,306
ORGANIZATIONAL CULTURE -> WORK MOTIVATION-> JOB SATISFACTION	0,011	0,014	0,015	0,713	0,476
WORK ENVIRONMENT -> WORK MOTIVATION-> JOB SATISFACTION	0,065	0,067	0,058	1,124	0,261

Fit Summary

	Saturated Model	Estimated Model
SRMR	0,072	0,072
d_ ULS	4,744	4,744
d_ G	1,461	1,461
Chi-Square	2718,340	2718,340
NFI	0,669	0,669

Conclusion

The indicators in the Work Environment are very strong predictors and have a significant effect on both Work Motivation and Job Satisfaction. Indicators concerning the convenience of work built by Post Office organizations, as well as work facilities prepared to support the smooth running of work, are two indicators that stand out enough. Some indicators in variable organizational commitment, namely efforts to always meet the standard operating procedure that has been set, have a positive influence on employee work motivation. Work Environment is the main support for job satisfaction, followed by organizational commitment, especially in the spirit of being able to meet the target stipulated by the Post Masters. Organization Culture is the least variable in influencing employee job satisfaction; this condition is very different from the results of research Yeung, 2011; Griffiths & Washington, 2015 and Goldstein *et al.*, 2017 that describes the opposite. The important thing that stands out is that the most powerful thing that affects the employee's complacency is the attention and understanding of the direct superior to the personal wishes and needs of the

Postmen. An overview of what organizations or management should do to maintain employee motivation and job satisfaction, especially those who at the current pandemic should continue to do work with a high level of risk, is to create a comfortable work environment and support and attention from direct leader/superiors to the needs of employees, especially by providing a convenient workplace.

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APPENDIX:**QUESTIONER:**

C1(Comm itment 1)	I am always trying to improve my ability to operate office equipment.
C2(Comm itment 2)	I always try to get my work done, beyond the average work that has been determined.
C3(Comm itment 3)	I always try not to assign jobs to other employees.
C4(Comm itment 4)	I'm always trying to improve my postal messenger skills.
C5(Comm itment 5)	I always use the attributes of service clothes during my work.
C6(Comm itment 6)	I always obey incoming hours and return work hours.
C7(Comm itment 7)	I always report my work to my Boss based on the actual circumstances.
C8(Comm itment 8)	I always complete the given work tasks consistently in accordance with the standards and targets of the Postmaster.
C9(Comm itment 9)	I am happy to be given a task that requires seriousness and high skill.
C10(Comm itment 10)	I constantly evaluate the work I have completed according to my work plan.
C11(Comm itment 11)	I believe in the ability of myself to complete tasks according to the demands of the organization.
C12(Comm itment 13)	I have a good response to dealing with a problem.
C13(Comm itment 15)	I have always worked with full responsibility.
C14(Comm itment 16)	I always use and take care of the main equipment and tools needed to get the job done.
OC1(organizational culture 1)	This organization has a clear strategy for our future together.
OC2(organizational culture 2)	The organization's vision is a reflection of the shared employee's vision of what this organization will look like in the future.
OC3(organizational culture 3)	Each employee believes it can have a positive impact on the organization.
OC4(organizational culture 4)	Within this organization, the work is completed with teamwork according to the hierarchy or assignment of the Postmaster.
OC5(organizational culture 5)	For organizations, our ability as employees is seen as a key source of competitive advantage.
OC6(organizational culture 6)	In this organization, everything done is very flexible, responsive, and easy to change.
OC7(organizational culture 7)	Organizations have regulations that guide employee behavior based on their values.
OC8(organizational culture 8)	Organizations have a clear agreement on how to perform the right and wrong tasks.
OC9(organizational culture 9)	Employees clearly understand the targets and targets of the organization.
WM1(work motivation 1)	The award given by my Boss, for my work can spur work achievement.
WM2(work motivation 2)	I am involved in decision making and participated in important activities by my superiors.
WM3(work motivation 3)	I was given the opportunity to improve my career by participating in HR development programs or training.
WM4(work motivation 4)	There are job mutations to study different fields and avoid the saturation of employees.
WM5(work motivation 5)	My leadership always provides guidance or direction in order to complete the work according to the targets and standards set by superiors.
WM6(work motivation 6)	The rules set out to make me want to carry out the completion of tasks given by my employer.
WM7(work motivation 7)	I hold the organization's delegated system of authority, duties, and responsibilities.
WM8(work motivation 8)	The income I receive is in accordance with the skills and responsibilities I have.
WM9(work motivation 9)	In addition to my salary also get social security such as health, work safety and the old days, make me comfortable in work.
WM10(work motivation 10)	With an educational background and abilities, I feel worthy of the position I hold.
WM11(work motivation 11)	I am proud to share the scope of my work with others.
WM12(work motivation 12)	My place of work is comfortable and pleasant.
WM13(work motivation 13)	The work I do today requires great self-reliance.
JS1(Job satisfaction 1)	The income I earn, comparable to the responsibilities of the work I do.
JS2(Job satisfaction 2)	The income I earn, comparable to others I have, in the same position as me.
JS3(Job satisfaction 3)	I have the opportunity to gain responsibility for the duty of my unit.
JS4(Job satisfaction 4)	My work has challenges, which makes this job interesting.
JS5(Job satisfaction 5)	My direct leader, providing technical assistance and support to me.
JS6(Job satisfaction 6)	My direct leader has a good personal relationship with me.
JS7(Job satisfaction 7)	My direct leadership, understanding my personal interests.
JS8(Job satisfaction 8)	My direct leadership, making a positive contribution to my work.
JS9(Job satisfaction 9)	My coworker has good competence for his work.
JS10(Job satisfaction 10)	My coworkers, showed a friendly attitude and supported each other in the work we did.
JS11(Job satisfaction 11)	I have the opportunity to get a promotion to the position.
JS12(Job satisfaction 12)	I have a desire to be promoted.
WE1(work environment 1)	I enjoy the work that the organization does.
WE2(work environment 2)	I get a security guarantee at work.
WE3(work environment 3)	I am always given comfort in working.
WE4(work environment 4)	I have a good relationship with my fellow coworkers.
WE5(work environment 5)	I have a good relationship with my Boss.
WE6(work environment 6)	I get teamwork, blend in with other coworkers.
WE7(work environment 7)	I get a supportive facility to do the work.
WE8(work environment 8)	The facilities provided by the organization, everything works well.
WE9(work environment 9)	I am authorized to use the facilities in the organization, as long as the work is.
