

Overview of Job Satisfaction and Flexibility on Employee Performance

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ABSTRACT

Behind the performance achievement there are many benefits received by the company, including progress, achieving goals, increasing work productivity, maintaining management systems, increasing purchases and the number of customers. Therefore, performance gets more attention, as a principle in the organization. However, performance does not stand alone, there are many factors that influence it, including the level of satisfaction and the work system. This study was made, to see a causal relationship, between job satisfaction and flexibility with performance. To test this statement, this research uses quantitative methods. As for the disclosure, multiple regression statistical analysis is used with estimation and determination tests. The subjects of this research are employees in the technology and information department of the Teltranet Application Solusi company, Jakarta. Data were collected through a questionnaire distribution using an attitude measurement scale / Likert. The number of research informants as many as 67 functional employees (non-structural). The results of the regression test explain that performance can be positively and significantly strengthened, if employee satisfaction increases. Likewise with work flexibility, there is a positive trend and a significant effect on performance. This finding confirms that a good mood as well as an easy/flexible work system can strengthen employee productivity and work results.

Keywords: Employee, Information Technology Division, Satisfaction, Flexible Work System, Performance

INTRODUCTION

The tight competition in this era has given significant changes to aspects of life, including the business world. Evidently, many companies have gone bankrupt, and even the pandemic has made things even more difficult. The impact of this, forced all companies in the world to restructure and efficiency, and the biggest impact on human resources (Kodama, 2020). It is undeniable, difficult circumstances demand new behavior, many things are adjusted, especially in human resources. In a study, it was explained, times have been fruitful, in every change always brings big consequences, but this can be overcome as long as we have quality human resources (Cai, et al., 2020).

Experts explain that human resources are important because their role cannot be replaced, and they are the only organizational element that can carry out business activities (Abdurakhmanova, et al., 2020). Although in its development, many HR functions have been streamlined, due to technology. Based on this situation, it is important for every company to develop and maintain employees, so that various dynamics can be handled properly. What can be done is to improve performance.

Experts argue that performance is considered important because it has a very large impact on the company (Guterresa, et al., 2020). With performance, various financial and non-financial goals are achieved, even performance is able to maintain the company's existence for a long period of time. In a study explained, performance is a reflection of the achievement of organizational goals, accumulated will lead to progress (Kadiyono, et al., 2020). Interestingly, performance shows how good a company is, so that it can bring the company to a safe position in the competition. Therefore, it is not surprising that every company demands quality work from its employees. However, the thing to realize is that performance is related to many factors, including job satisfaction (Harras, e, al., 2020).

As explained above, performance is a good result. That is, behind these results there are factors that influence it, one of which is feelings of happiness (Roberts & David, 2020; da Cruz Carvalho, et, al., 2020). Feeling happy, enthusiastic, optimistic, and so on are emotions that are needed at work, why is that? As a living being, it has become a law of nature if in activities you will involve feelings, as well as in work. In order for work to be carried out properly, a feeling of happiness is needed, so that a work spirit is born that encourages people to be serious in achieving organizational goals (Paais & Pattiruhu, 2020).

In addition to satisfaction, the factor of work flexibility needs to be considered. In the digital age, the concept of work is slowly changing. This indicates the need to build an adaptive work model, so that it is relevant to the changing times. Especially if the type of work is related to technology, the elasticity of the work system is very necessary. Why is that? Because this type of work demands long working hours, drains energy and mind, so a work system is needed that accommodates these interests, so that performance is maintained (Austin-Egole, et, al., 2020; Kelly, et, al., 2020).

THEORY

Job Satisfaction

In simple terms, satisfaction can be interpreted as a sense of happiness. However, in terms of work, satisfaction has an understanding, a feeling of pleasure for the whole thing in the organization (policies, environment, work, compensation, etc. The indicators used to measure work flexibility variables in this study consist of:

1. Satisfied with work
2. Satisfied with compensation
3. Satisfied with the leadership
4. Satisfied with the work environment Work

Flexibility

In a simple sense, work flexibility is the flexibility in carrying out tasks, both in terms of time, place, and reporting (Stankiewicz-Mróz, 2020). work elasticity is only applied to certain fields of work, for example in the field of field, technology and information, inspection, etc. The indicators used to measure the variable of work flexibility in this study consist of:

1. Flexibility of working hours
2. Flexibility of the workplace
3. Flexibility of reporting the results of work

Performance

Many opinions explain Class performance, but the keywords that can be understood, performance is the result of quality work, which has a positive impact (profit, progress) for the company, and in presenting this quality it takes appropriate work attitudes and behavior (SOP, rules, policies) (Harras , et al., 2020). The indicators used to measure the performance variables in this study consist of:

1. Quality
2. Quantity
3. Timeliness

METHOD

The systematic steps in conducting this research include several methods, including;

1. The quantitative approach was chosen because it wanted to present an explanation that was easily accepted as empirical evidence.
2. Causal associative, chosen because it wants to show a phenomenon of relationship and cause and effect, so that it can give the impression of emphasis.
3. Simple random, chosen because it is considered easier in sampling, and in accordance with the circumstances and characteristics of the research subjects.
4. The data collection technique used a questionnaire with a Likert size.
5. The data analysis technique used multiple linear regression.
6. The subjects of this research are employees in the technology and information department of the Teltranet Application Solusi company, Jakarta.
7. The number of research informants as many as 67 functional employees.

RESULTS

Analysis of Respondents' Opinions About Performance

Based on research data, it can be stated that respondents' views on performance variables and indicators:

1. Employee performance is perceived as good, with an average score of 4.08. This explains that in general the work behavior of employees is in accordance with existing procedures, and all targets are achieved.
2. The highest perceived employee performance indicator is the quality indicator, with an average score of 4.18. This explains that the quality aspect of each task that is done can be fulfilled. For example, in the context of network repair, if there are problems or problems because the system is dead or cannot function properly, then IT employees can solve them properly. So that the network can run as usual.
3. The lowest perceived employee performance indicator is the punctuality indicator, with an average score of 3.97. This confirms, within the scope of IT work tends to spend quite a lot of time. So there is often an excess of time in completing it. Especially if there are new problems in the new system, of course the process can take longer than usual.

Analysis of Respondents' Opinions About Work Flexibility

Based on research data, it can be stated that respondents' assessments related to work flexibility at PT. Teltranet Application Solutions, including:

1. Generally, respondents gave an assessment of work flexibility at PT. Teltranet Application Solutions Technology and Information Division with a good perception (average score 4.09). This means that, in general, employees have no problem with the current work system, both in terms of working time, workplace, and reports on work results. Although there are various dynamics, the existing work system does not interfere with the performance that has been set.
2. Flexibility of working hours is considered to be better, with an average score of 4.16. That is, from the existing work system, employees feel they are given more flexible working time. In this case, there is slack in working hours for the IT division, where working hours are not done statically, but rather conditionally. This means that employees of the technology and information division do not spend a lot of time in their daily life working, but more on maintenance. However, when there is a problem, the working hours can be longer than usual.
3. However, from the 3 indicators, the workplace is perceived to be lower. This is very reasonable, considering that the type of IT work must be ready, because it is responsible for the entire work process, which is currently digital-based. Of course, the existence of an IT team is very crucial, if there is a problem with the technology system used.

Analysis of Respondents' Opinions About Job Satisfaction

Based on research data, it can be stated that respondents' assessments related to job satisfaction at PT. Teltranet Application Solutions, including:

1. Employees view that they are satisfied with working at PT. Teltranet Application Solution is good. This means that overall employees are happy to work and be part of the company. However, employee satisfaction itself is relative. However, this fact indicates the importance of building a comfortable and happy organizational life, so that employee performance and productivity increases.
2. The employees of the technology and information division are very happy to get a job in the field they are good at. That is, the work currently being carried out is in accordance with the knowledge and competencies possessed. So that in carrying out the task, it feels like mastering, especially in the perception of many employees, work in the IT field has its own pride value.

3. Respondents' response to satisfaction with the environment is the indicator with the least value. This implies that there is an unfavorable relationship or interaction between employees, both in the form of interaction and communication. This situation can explicitly interfere with the performance of employees and the company.

Questionnaire Quality Analysis

Based on the validity and reliability analysis, the following findings can be stated:

1. All performance instruments are declared valid, where the correlation value between instruments shows a value greater than the criteria. This means that the proposed instrument is in accordance with the state of the research subject, so that the research results can contribute to the progress of the company. In addition, it is known that quality indicators are parameters that can shape employee performance optimally.
2. All work flexibility instruments are declared valid, where the correlation value between instruments shows a value greater than the criteria. This means that the proposed instrument is in accordance with the state of the research subject, so that the research results can contribute to the progress of the company. Furthermore, it is known that the indicator that can explain work flexibility is working hours.
3. All job satisfaction instruments are declared valid, where the correlation value between instruments shows a value greater than the criteria. This means that the proposed instrument is in accordance with the state of the research subject, so that the research results can contribute to the progress of the company. Furthermore, the indicator that reflects the satisfaction variable is job satisfaction.
4. Based on reliability analysis, all variables are known to be reliable. However, the performance variable has a high level of reliability. This explains, the consistency of employees in expressing opinions, is more focused on questions related to performance.

Prediction Test (Regression Analysis)

Based on the results of the regression test, the research findings can be explained as follows:

1. The effect of work flexibility on employee performance

The results of the regression analysis show that the effect of working hours flexibility on employee performance is 0.425 with a significance value of 0.000. This finding explains that the flexibility of working hours has a significant effect on employee performance with the interpretation, if the application of working hours flexibility increases by one unit, then employee performance will increase by 0.425. This finding explains that the application of flexibility in working hours that is carried out well can improve employee performance. As the results of descriptive analysis.

2. Effect of job satisfaction on employee performance

The results of the regression analysis show the effect of job satisfaction on employee performance of 0.374 with a significance value of 0.000. This finding explains that job satisfaction has a significant effect on employee performance with the interpretation, if job satisfaction increases by one unit then employee performance will increase by 0.374. This finding explains that perceived job satisfaction can improve employee performance. This finding is actually in line with the theory, as proposed by Robbins translated by Wibowo (2017: 170), "job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, if the employee's job satisfaction is high, it will be able to improve the employee's performance.

3. The effect of working hours flexibility and job satisfaction on employee performance

The results of the coefficient of determination test show the effect of working hours flexibility and job satisfaction on employee performance is 0.500 with a significance value of 0.000. This finding explains that the flexibility of working hours and job satisfaction have a significant effect on employee performance with the interpretation, if the application of flexible working hours and job satisfaction increases by one unit, then employee performance will increase by 0.500. The findings above explain that the application of flexibility in working hours and perceived job satisfaction can increase effectiveness and efficiency both in terms of time and can encourage employees to be more enthusiastic at work. As the results of the descriptive analysis. that the indicators of work processes and flexible tasks as well as the content of the work have a high value. Of course, with flexible work

processes and tasks as well as the content of the work that is expected by the employee, it will be able to increase employee productivity.

Research findings

Based on the results of the study, it is known that the dominant factor in explaining the performance of employees of the technology and information division is the variable of work flexibility. This is a recommendation to the company, in order to create a flexible work system for employees of the technology and information division. However, the flexibility in question must accommodate the interests of the organization. This means that the management must be able to present a work pattern that is relevant to the objectives and characteristics of the job, so that all interests are accommodated, and have an impact on improving performance.

In addition, the management to build a work system that allows employee satisfaction to be built. Moreover, this type of work is included in the difficult category, so it is not easy to find employees. For example, creating a solid work team, a clean and comfortable work environment, a fair and prosperous reward system.

CONCLUSION

The findings that can be put forward from the results of the study are as follows:

1. Flexible working hours are proven to have a significant effect on the performance of employees in the technology and information division, either partially or simultaneously. This confirms that this type of work has characteristics that tend to be time-consuming, so providing leeway in working hours is an important factor to be prioritized in work procedures.
2. Job satisfaction is proven to have a significant effect on the performance of employees in the field of technology and information, either partially or simultaneously. This implies the importance of keeping employees happy. Although it is intangible, the reflection of satisfaction will be seen in the implementation of tasks, such as totality, responsibility, being optimistic, and so on.
3. The contribution value of 0.50 means that there is a 50% chance of both variables in improving performance, but there is another 50%. Where there are other factors that also affect employee performance. This finding emphasizes the importance of

accommodating all factors that are thought to affect work performance and productivity.

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