

The Effect of Job Satisfaction on Employee Performance Through Coaching as Intervening Variables in Banjarmasin Government

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Abstract

This study tries to examine the role of coaching as intervening variable so that job satisfaction variables have a better effect on employee performance variables. This research was conducted on Banjarmasin City government employees in the community service section with a population of 522 people. For the purposes of structural equal model (SEM) processing, samples were taken using the Slovin formula with a 7.5% error limit, obtained a sample of 133 employees. The results showed the first hypothesis was rejected because job satisfaction did not significantly influence employee performance. While another hypothesis is accepted, the second hypothesis is that job satisfaction has a significant effect on coaching performance, the third hypothesis is that coaching performance has a significant effect on employee performance; the fourth hypothesis is that job satisfaction has a significant effect on employee performance through coaching performance. The implication of this research shows that to improve service to the community the government needs to do coaching for its employees.

Keywords: employee performance, job satisfaction, and coaching

Introduction

Public organizations such as government agencies are required by the community to be able to provide the best service to the community. On the one hand, government organizations are an extension of the government to obtain funding for the implementation of development. The organization is a collection of people who have a role for each other but between one another influence the performance of the organization itself, because it is necessary to conduct research on the interrelationships between variables in the organization. Employee performance is the result or work performance of employees who are assessed in terms of quality and quantity based on work standards determined by parties - parties who take decisions in the organization. Good performance is optimal performance, namely performance that exceeds organizational standards in an effort to support the achievement of organizational goals. A good organization is an organization that seeks to improve the ability of its human resources, because it is a key factor to improve employee performance. Improving employee performance will bring progress to the organization to survive in an environment of unstable competition. Therefore, efforts to improve employee performance are the most serious management challenges because the success of achieving the goals and survival of the organization depends on the quality of the performance of the human resources contained therein.

The general public as well as the people in Banjarmasin City really expect good service from the local government to provide good services that can help them in everything. Employees are required to be able to complete their tasks and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reduced number of complaints and achievement of optimal targets. The performance of government employees can also be measured through the completion of their duties effectively and efficiently and perform their roles and functions and that are all linearly related and positively related to the success of an organization. There are negative factors that can reduce employee performance, including a decrease in the desire of employees to achieve work performance, lack of timeliness in the completion of work so that they do not comply with regulations, influences coming from

their environment, colleagues who also decline and lack of examples that must be used as a reference in achieving good work performance. All of that is the reason for the decline in employee performance in work. Efforts have been made by local governments to improve the performance of their employees from the socialization of staffing regulations, training to the application of discipline or punishment for those who violate them. Likewise efforts to satisfy the fulfillment of job satisfaction have been made from improvements in work methods, salary increases, leadership, cohesiveness of employees, and clarity of promotion in excess of what is applicable in private organizations, but there are still public complaints about employee performance. Coaching is a method of coaching between supervisors and subordinates, where both parties conduct analysis and discussion of evaluating work problems, setting targets, and agreeing to carry out work. This method seems simple but lacks attention with how to properly implement it, including what happened in the city of Banjarmasin

Employee performance is the result of work to achieve organizational goals such as quality, savings, and other effective criteria (Gibson James L, Ivancevich John, Donnelly, 2012: 537) However, the performance of employees not only concerns output, but also looks at the aspects of quantity and quality of work (Luthans, 2012:165). In order for the performance of the company or organization to be good, individual performance and good group performance are needed. Employee performance is the total expected value of the organization from the behavioral characteristics of individual employees who perform a predetermined job at a certain time that contributes to organizational performance (Borman Walter C. Ilgen Daniel R. Klimoski, 2003 : 39).

Job satisfaction is a psychological atmosphere about feeling pleasant or unpleasant about their work (V.G.Kondalkar, 2007) Vroom as quoted by Ahmad (1998) defines job satisfaction as a reference of an employee's effective orientation towards their role in the current position he holds. A positive attitude toward work conception can be expressed as job satisfaction and a negative attitude toward work is the same as dissatisfaction. This definition has received support from Miljus et al., (1971) which explains that job satisfaction is a feeling of someone's employee regarding his job. Simply put, job satisfaction can be interpreted as what makes people want and like work. What makes them happy in their work or out of their work, according to Robbin (Robbins, 2013). Hary in his research stated that factors that significantly affect employee job satisfaction are: factors related to work, with working conditions, with colleagues, with supervision, with promotion and with salary. (Robbins, 2013) revealed that job satisfaction is multidimensional where a person feels more or less satisfied with his job, his supervisor, his workplace and so on. Porter and Lawler as also quoted by (Ruvendi, 2005) have created job satisfaction diagrams that describe job satisfaction as people's emotional response to their work conditions.

Coaching comes from coach, which means that the trainer, if doing training, is called coaching. In sports depicted coach activities from monitoring the progress of the athlete's abilities, discussing the problems faced by the athlete, setting goals and challenges when running and how to run, and encouraging the athlete to reach the time target. So that the athlete has an optimistic attitude, has a high moral, honest, and confident until independent. The athletic coaching activity is similar to what an organization manager should do in improving organizational performance through training his employees. In other words, managers can follow the role of coach athletes how they do coaching to improve organizational performance than they give punishment to their employees if they make mistakes or have poor performance in work (Arifin, 2018) . Coaching that is provided by a supervisor or manager serving as a facilitator of learning (Hamlin, Ellinger, & Beattie, 2006).

The high and low level of job satisfaction felt by employees will affect employee commitment to the organization, and that commitment will affect the job satisfaction of the employee concerned. Employees who feel satisfied will be more likely to be involved in an organization that can increase productivity, while employees who do not feel satisfied will affect the running of the organization in achieving goals. According to Robert L. Mathis & John H. Jackson (2001: 99) although job satisfaction is interesting and important, the most fundamental thing is the influence of job satisfaction on the organization that will

affect employee performance. Thus it can be concluded that the effect of job satisfaction on performance is the high and low level of employee job satisfaction that is perceived to affect employee performance. If job satisfaction is achieved then the performance of employees over the organization is high.

H₁ is that job satisfaction has a significant effect on employee performance

Behavior is a form of attitude as an accumulation of cognitive components (evaluative) and affective (or emotional) before forming intention or tendency to behave ((Fishbein and Ajzen, 1975 :340). Thus if an employee likes something then he tends to do positive things such as coaching, on the contrary there is a feeling of not mood or stress tends to be irrational. Coaching is believed to be a rational attitude to analyze together to solve problems. Organizational policies such as improving the work environment, rewards, promotion are intended to please or give satisfaction to employees, if employees are satisfied then there is a tendency to think rationally.(Arifin, Syam and Maladi, 2013, Hamlin, Ellinger and Beattie 2006).

H₂: Job Satisfaction has a significant effect on coaching

According to Arifin (2018), if the supervisor finds a poor performance, he must diagnose the cause of irregularities and select the right information. Poor performance that has multiple causes and appraisal perceptions. Poor performance is often not one cause, which can vary from time to time. Employee behavior has many reasons for individual factors (such as motivation or attitude), or organizational factors (such as work or reward systems), or environmental factors (such as social or family events). Problem solving starts with Do identification, agreement determine the cause of the problem. Coaching analysis can help supervisors identify the truth because of poor performance, and then help determine the right response to improve performance. Previous Research Adigun, Oyekunle and Onifade's(Adigun A. O., Oyekunle I. A and Onifade T. A; Bell, Saranya, 2017)) study of school employees in Nigeria produced findings that job satisfaction significantly affected employee performance and employee commitment. This study recommends that organizations must strive to provide non-financial rewards that are better than financial awards to get employee performance and commitment.Saranya (2014) conducted a multilevel relationship of job satisfaction resulting in findings having a relationship with employee turnover, motivation, productivity and employee performance in India in non-profit organizations. Commer et al., (2017), researching marketers in Latin America, which stands for Canadian companies, produce findings that coaching can improve employee performance and control. Achi and Sleilati (2016)motivates employees in the banking sector in Lebanon to show that human capital can be developed through coaching to improve employee performance. Besides that coaching can also increase employee motivation.

H₃ : Coaching has significant effect on employee performance.

Crossman (Crossman, Bradley, Milner, & Pinay, 2015)investigates the relationships between job satisfaction and job performance of 202 employee from nine commercial bank, the result indicate that job satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. Job satisfaction was examines influence employee performance in Juliza and Hartini(Hartini, 2012) and the result show that there was an significant association between person-job fit, person-organization fit and personality.

At its broadest level, coaching is generally define as a process of equipping people with the tools, knowledge, and opportunities they need to develop themselves and become more effective(PETERSON & C, 2002). Coaching is believed to be a rational attitude to analyze together to solve problems. Coaching analysis can help supervisors identify the truth because of poor performance, and then help determine the right response to improve performance (Robert L. Mathis & John H. Jackson 2001: 99). After briefly reviewing the existing literature on team coaching we propose a new model with intervening feature. Base on thus research coaching canbe assume hasa significant effect thought indirect relationship between job satisfaction and employee performance as an intervening, and the hypothesis is

H₄ employee performance allegedly job satisfaction has a significant effect on employee performance through coaching as intervening.

Furthermore, the relationship can be illustrated by the following model

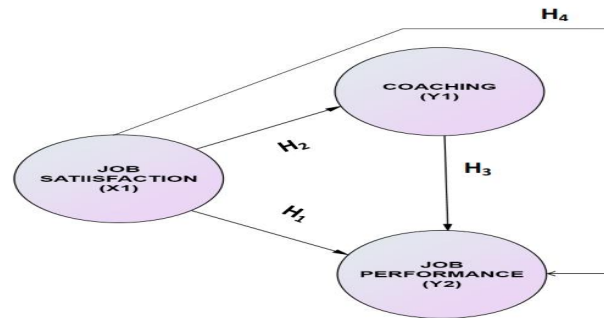


Figure 1 Model Conceptual

Methods

The design of this study is descriptive explanatory research that is causality through testing hypotheses to analyze the effect of job satisfaction as exogenous variables, and coaching as an intervening variable influences the endogenous variables namely employee performance.

This research was conducted on Banjarmasin City government employees in the community service section with a population of 522 people, for the purposes of structural equal model (SEM) processing which requires the sample to be between 100 to 200 then the sample is taken using Slovin formula with a 7.5% error limit obtained by the sample 133 employees.

Data collected through questionnaires are tabulated to obtain data descriptions, test the validity and reliability of data, then become a database for equal model structural processing (SEM) and SEM testing.

Results

Reliability testing results using SPSS 22 obtained Descriptive test **shows** the average respondent's answer to the work satisfaction performance of 3.88 approaching the agreeing answer, 3.80 coaching performance is close to agree, and employee performance is also close to agreeing 3.6. Cronbach's Alpha is 0.863 > 0.600, so the data is quite reliable, while the correlation is only the reward indicator (X13) which is 0.300 < 0.600 which is invalid while the others are above 0.600 indicating the validity is fulfilled.

By using the AMOS program, the results of the Assessment of normality (Group number 1) obtained are generally normal data because only the X16 indicator of satisfaction with the promotion (X16) shows a score of 6,581 > 2,56 while the other indicators are in the range of -2,56 up to 2,56 The main factor of Standardized Regression Weights forming the loading factor of the variable job satisfaction that is perceived by the respondent is the indicator of the work itself (0.899), while the main performance of the employee comes from the involvement of employees as members of the organization (0.709), and the standardized regression weights are the main Coaching is a performance analysis of problems.

Standardized Regression Weights: (Group number 1 - Default model) and Regression Weights show the effect of job satisfaction on employee performance is estimated at -0.867 with a probability of 0.351 > 0.05, so the first hypothesis is rejected. This is consistent with the results of Abidin (2010) research (2010)

that employees who are already satisfied with policies related to job satisfaction, where the policy has been regulated by law but are less than perfect will be used by some employees to ignore adverse actions. For example, although there are employees who are not disciplined but there are no rules to dismiss them as soon as possible unless there is a criminal record, so that it will remain undisciplined. For example, for example employees in the same rank even though they do not have different loyalty and discipline but still have the same salary.

The effect of job satisfaction on coaching is estimated at 0.957 with a probability of $0.000 < 0.05$, so the second hypothesis is accepted, This is in accordance with the results of (Arifin, Syam and Maladi, 2013) that employees who are satisfied, have less burden, are better prepared to participate in coaching.

Then the influence of coaching on employee performance is 2.013 with a probability of $0.037 < 0.05$, so the third hypothesis is also accepted. This is consistent with the opinion of DeSimone (2012) and Arifin (2018), that coaching aims to improve employee and organizational performance. Likewise previous research (Adigun A. O., Oyekunle I. A and Onifade T. A; BellsSanya, 2017, Commer et al., 2017, Achi and Sleilati 2016).

The influence of intervening can be obtained from the direct influence of job satisfaction on employee performance by -0.867 compared to the total effect of indirect influence (0.957×2.013) plus $-0.867 = 1.059$ greater than the direct influence, thus the existence of media coaching to increase the influence of job satisfaction on performance employee accepted.

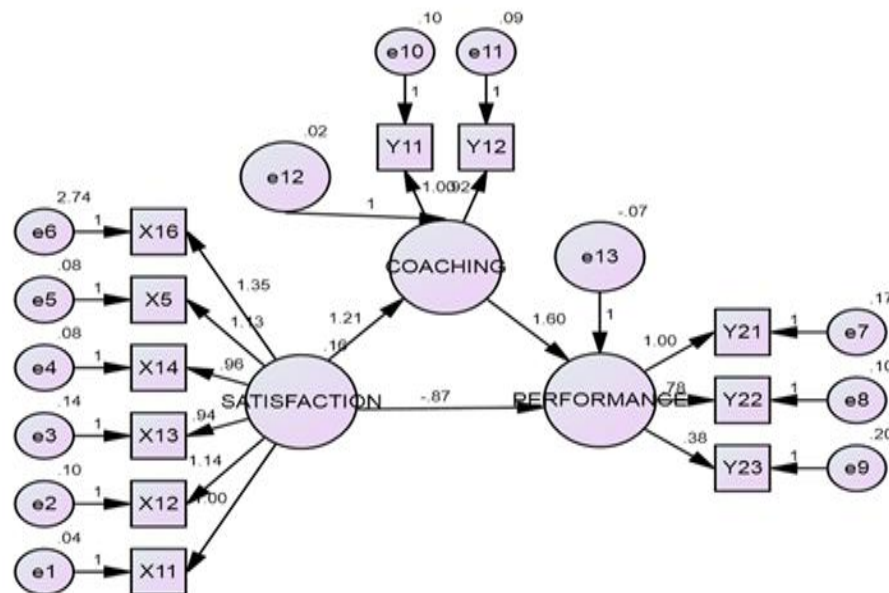


Figure 2 Model Result

The service department of government employees is different from the other parts, because they directly face people who vary in background, goals and behavior. People who feel they have paid taxes and the like expect the goal that it must be accompanied by a return to services that are easy, fast, not wrong, and tolerated. They did not see behind it whether the salary and facilities provided by their government to their employees were not enough, a lot of staff expenses, limited employee capacity, and so on. To win employees facing the potential for stress is not enough with satisfactory rewards, good friendship between employees, good leadership attitude, or clear promotion. So here it is natural that many studies place employee satisfaction especially on the work itself. Here is a clear procedure, sufficient knowledge and skills are needed, mentally prepared to deal with changes in community

behavior and community pressure that always wants to be served quickly, and good facilities that support the completion of work.

When people deal with government offices such as taking care of permits, paying taxes, etc. they will meet many parts or doors, this explains that they will deal with interrelated parts but handled by different government employees. If one part or door is slow or there is a problem it will also interfere with the other parts too. While on the one hand government employees also have different backgrounds both experience, skills, abilities and attitudes as well as personal problems, which lead to different levels of speed, accuracy, completeness, and quality of work. But the community does not care about the workers' background, what is important for them is that the service must be good.

With the most prominent analysis performance indicators compared to the discussion on coaching variables, it shows that government employees are in dire need of additional skills, namely the ability to analyze what is expected to be done together with their superiors. Analysis skills are needed by employees to understand their work problems, find solutions to solve community problems that are carried out together or guided by their superiors. Leaders who are busy dealing with higher leaders, face meetings with other parts, or often do activities outside will not know the problems faced by their employees, do not have time to mentor subordinates how to deal with work problems.

If the employee has been given good guidance by his employer who has more experience, knowledge, skills, and abilities to his employees, if he is able to improve the performance of his employees, then subordinates are trusted to at least show their supervisor's attention. By conducting a joint analysis between employees and their superiors there is a shared understanding of work, work problems, and target solutions that give satisfaction to employees because they feel trusted to be free to think about work, involved in making decisions, cannot be blamed for work problems.

Conclusions

Employees who have been given operational standards, work discipline rules, clear wage rules, such as civil servants cannot be motivated by job satisfaction itself, attendance, and rewards. While coaching is able to influence employee performance because subordinates need guidance, partners and encouragement to solve problems Job satisfaction will be very meaningful if it improves performance if using the role of coaching, credible leadership will encourage performance improvement if it also helps subordinates to be able to perform well. This shows that to improve employee performance is not enough to provide job satisfaction, but also needs to involve coaching activities. Job satisfaction will be meaningful if employees feel guided, involved, valued, have the ability to solve their own problems.

This research is important because all this time the motivation problem-solving approach between civil servants is equated with solving the problems of motivating private sector employees in different decision-making processes of organizational policy.

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