Sense of Belonging and Job Satisfaction on Employee Performance

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***Abstract*. The company's ability to develop is influenced by improvements in employee performance. Performance can be measured from various aspects, namely from the inputs, processes, outputs, and outcomes achieved. There are several variables that affect employee performance, including a sense of belonging and job satisfaction. This research aims to find out how much the contribution of each indicator of the variable sense of belonging and job satisfaction will affect employee performance improvement in a multinational company in Banten. The causal relationship between variables was analyzed with Structural Equation Modeling-Partial Least Squares (SEM-PLS). The sampling method used is a simple random sampling with total respondent was 68 employees. The data was obtained through a questionnaire and processed using the SmartPLS. The variables studied included Sense of Belonging, Job Satisfaction and Performance. The research results are targeted to be able to contribute to the company to find the most dominant indicators affecting employee performance improvement, become the basis for companies to determine policies and be a reference for further research in the field of human resource management. The results of this research on manufacturing company's employees in Merak Banten showed that the two exogenous latent variables, Sense of Belonging (X1) and Job Satisfaction (X2) with their indicators affecting endogenous latent variable of Performance (Y) with their indicators significantly.**

Keywords: sense of belonging, job satisfaction, performance

INTRODUCTION

The background of this study is a gap exists between the targets and the actual results achieved, and to find out the indicators, which is the dominant variables affecting employee performance. Identification of the problems obtained from the interviews, that it was found that there was still a need to increase awareness of the company success, there were still complaints about the working environment, and still needed to improve employee performance. The formulation of the problem of this research is whether or not there is a positive influence of sense of belonging on performance and whether or not there is a positive influence of job satisfaction on performance. The impact of this research is a significant performance increase, to reduce employee turnover, and increase company profits.

Many factors affect employee performance, including job satisfaction and a sense of belonging. High job satisfaction is expected to make employees feel satisfied and happy, so employees will provide the best performance for the company. As for the existence of a high sense of belonging, employees are expected to be more respectful and still want to work in the company, whatever the circumstances. Sense of belonging owned by employees is also expected to be able to reduce turnover rates, so companies do not need to frequently recruit because of the high employee turnover. By knowing the factors that give the most significant contribution to improve performance, it will be easy for companies to determine the factors that need to get more attention, compared to other factors. Employee performance that exceeds company standards and company targets will be able to provide good quality to meet consumer needs in terms of quantity and quality of products or services produced. For this reason, improving employee performance is very important for the company, with very satisfying employee performance, will indirectly provide profit for the company and the survival of the company. Broadly speaking, performance can be seen from the input, process, output, and value.

Goal setting researchers have drawn an instructive distinction between performance outcome goals and learning goals. A performance outcome goal targets a specific end result. A learning goal, in contrast, strives to improve creativity and develop the skill. Learning goals are encouraging learning, creativity, and skill development. A performance outcome goal often distracts attention from the discovery of task-

relevant strategies. In short, for example, golfers must be told how to play the game before it fails to achieve targeted performance or is a challenge to provide the best performance. In addition, performance is real results such as the performance of individuals, groups, or organizations both in terms of quantity and quality of performance. Performance is also an action and behaviour, teamwork, cooperation, risk-taking and creativity. As for nonperformance considerations, such as custom or contract, where the type of work, nature of work, equity, years of service, hierarchy level, and so on are valued [1]- [3].

Meanwhile, Job satisfaction basically reflects the extent to which someone likes his job. In the formal definition, job satisfaction is an affective or emotional response to various aspects of one's work. This definition implies job satisfaction is not a concept of unity. Conversely, a person can be relatively satisfied with one aspect of his work and not satisfied with one or more other aspects. Another opinion state that satisfaction is a function of how fairly an individual is treated at work. Satisfaction results from one's perception that work outcomes, relative to inputs, compare favourably with significant other's outcomes or inputs. Public sector managers may consider prioritizing regular employee surveys that will help them capture and avoid negative perceptions. In addition to job satisfaction, employee feeling of trust seems to play an important role in influencing employees' chances of finding alternative work. This is indeed a very interesting result. While there is limited research on the relationship between trust and information technology, it should be noted that more recent research conducted shows significant relevance in that context. Furthermore, the same applies to the private sector, where trust and job satisfaction seem to play a major role. For that sector, managers will use survey feedback to increase their awareness about issues of trust and job satisfaction. Solutions can only be found if the problem and the underlying reasons are well diagnosed and fully understood [4]- [6].

Furthermore, sense of belonging is an important aspect to study because of its impact in the interpersonal relationships on an individual, and then an individual's sense of belonging in an environment is dependent on the strength of relationships within that environment. In previous work-related studies on health care, some key variables improving a sense of belonging among colleagues ware connected to work engagement, interaction, based on openness, mutual trust, respect, appreciation and regular joint meetings to discuss work-related issues in managerial work. In the other hand, it was found that distrust, competition, envy and lack of appreciation were mentioned to reduce the sense of belonging among colleagues. Other study found that a sense of belonging to the organization was a factor of motivation. Thus the relationship between belongingness to the organization and motivation has been established [7]- [9].

Several concepts from the previous research and the literature, can be a reference for determining the indicators in this study. From the concepts and results of previous studies show that the sense of belonging can directly or indirectly affect performance, and job satisfaction has a positive influence on performance in companies or institutions. It is explained from the concept above that job satisfaction is a feeling of pleasure towards the tasks given, the work environment, and about the trust given to the company. While the sense of belonging can foster morale, because there is an appropriate placement, there is hope for the future, attention, and the company's responsibility towards employees.

METHOD

This research was conducted at multinational companies in Banten province. This company is engaged in crop protection chemicals. The sample in this study is 68 permanent employees who have worked for more than one year.

Based on the literature, a conceptual framework is developed, and there are two exogenous latent variables, namely sense of belonging and job satisfaction, and one endogenous latent variable is performance. The processed data is obtained through the results of filling out questionnaires that are distributed, then processed using SmartPLS software.
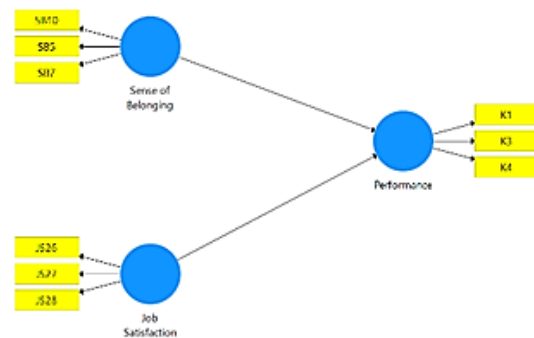

Figure 1. Conceptual Model

According to Hair et al., the systematic assessment criteria consist of a two-step process for measurement models and structural model [10]. First assess the construct validity for the evaluation of reflective measurement model. Construct validity consists of convergent validity and discriminant validity. The convergent validity evaluates the factor loadings, composite reliability and Average Variance Extracted (AVE) and the discriminant validity evaluates cross-loadings, and Fornell & Larcker.

The sense of belonging manifest variables (indicators) include pride, ability to work, obedience to rules, providing the best performance, prioritizing the interests of the company. Meanwhile, the manifest variables (indicators) of job satisfaction include the ability to meet needs, conformity between expectations and reality, the fulfilment of work values, obtain a sense of fairness, the suitability of the work environment. In comparison, performance indicators include productivity, responsibility, cooperation, work knowledge and skills, customer satisfaction.

The research hypothesis consists of the first null hypothesis that there is no influence of sense of belonging on performance, the second zero hypothesis does not have the effect of job satisfaction on performance. The first alternative hypothesis is that there is an influence of sense of belonging to performance, the second alternative hypothesis is that there is an effect of job satisfaction on performance.

RESULT & DISCUSSION

Based on data that has been processed with SmartPLS software, the results of these data can be analyzed the effect of sense of belonging and job satisfaction on employee performance. The results will be presented as follows.

Measurement Model Evaluation (Outer Model)

The construct validity measurement consists of convergent validity assessment and discriminant validity assessment. The convergent validity scores have met the threshold values for CR > 0.7 and AVE > 0.5 respectively. The results of the convergent validity test, the result of outer loading output obtained the following results. Performance: K1 = 0.844, K3 = 0.895, K4 = 0.759. Job satisfaction: JS26 = 0.820, JS27 = 0.879, JS28 = 0.892. Sense of Belonging: SB5 = 0.862, SB7 = 0.770, SB10 = 0.824.

The assessment result of discriminant validity is shown in table 1. Fornell and Larcker paper said that [11], the square root of AVE in each construct must be larger than other correlation values between other constructs.

The results of the latent variable reliability test obtained the following results. Cronbach's Alpha value for Performance = 0.788, Job Satisfaction = 0.838, and Sense of Belonging = 0.761. Whereas based on Composite Reliability. The value of Performance = 0.873, Job Satisfaction = 0.898, and Sense of Belonging = 0.860. So, it can be concluded that all the instruments are reliable because the values of all are above 0.7 and the AVE value 0.697, 0.747 and 0.672 respectively. Then further analysis can be done.

Table 1. Output Cross Loading

	Performance	Job Satisfaction	Sense of Belonging
JS26	0.171	0.820	-0.102
JS27	0.197	0.879	0.146
JS28	0.298	0.892	0.131
K1	0.844	0.168	0.226
K3	0.895	0.259	0.368
K4	0.759	0.242	0.148
SB10	0.245	-0.017	0.824
SB5	0.318	0.157	0.862
SB7	0.197	0.045	0.770

Measurement of Structural Model (Inner Model)

R-squared value (R^2) is used to measure how much influence exogenous latent variables on the endogenous latent variable. It is found that 16.1% influence of the Sense of Belonging and Job Satisfaction variables on performance. The significance test result is shown in table 2 below.

Table 2. Bootstrapping Assessment Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Satisfaction → Performance	0.245	0.277	0.093	2.643	0.008
Sense of Belonging → Performance	0.297	0.294	0.107	2.789	0.005

T-table value for the confidence level of 95% (α of 5%) and the degree of freedom (df) = n-2 = 68 - 2 = 66 is 1.9966. T calculate (2.643) > T table (1.9966): Job Satisfaction latent variable together with its indicators has a significant effect on Performance latent variable. The original sample value shows positive value 0.245. It is mean that there is a positive direction of the association between Job Satisfaction latent variable(X2) on Performance latent variable (Y).

T calculate (2.789) > T table (1.9966): Sense of Belonging latent variable together its indicators has a significant effect on Performance latent variable. The original sample value shows positive value 0.297. It is mean that there is a positive direction of association between Sense of Belonging latent variable (X1) on Performance latent variable (Y).

Based on the results of previous studies, it indicates that job satisfaction directly affects employee performance through productivity factors. It was stated that the relationship between productivity was often in the form of personal achievement and satisfaction at work also

considered strong [12],[13]. In another study said that the existence of work unit distance is one of the factors that cause a sense of thinking does not grow in employees against managers in the workplace. This means that if there is no gap between the manager and other employees, the sense of belonging will grow by itself. The physical distance between units is one factor that prevents a sense of belonging among managers. The distance between units is experienced as the physical distance from colleagues and superiors themselves. In addition, in previous studies, showing that geographical or physical distance is a factor in the emergence of cohesiveness and reduces the spirit of working together in or between professional groups. So, it can be interpreted that the lack of cooperation because of geographical distance can reduce the sense of ownership. As things that need to be discussed are seen in other papers that provide an overview of the development of a combination of models that were adapted from Passini's cognitive mapping model, there are indications that the emergence of a new economy undermines the ability of employees to form an engagement with people, places and companies. Furthermore, other studies indicate that the factors of trust and understanding outside the context between groups consist of beliefs that are not related to gender, race, position or stratum. These things still have the substance of inter-group relations, affecting gender inequalities and affecting racial ownership in science, technology, engineering, and mathematics [14],[15].

CONCLUSION

The results of research on manufacturing company employees in Merak Banten showed that the two exogenous latent variables, Sense of Belonging (X1) and Job Satisfaction (X2) with their indicators affecting endogenous latent variable of Performance (Y) with their indicators significantly.

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