

Analysis of the Role of Change Agent, Motivation, And Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable for Permanent Employees At The Representative Office Of Bank Indonesia Jember

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ABSTRACT : This research objective is to analyze the role of change agents, motivation and work environment on employee performance through job satisfaction as an intervening variable for permanent employees at the Bank Indonesia Jember Representative Office. This research used the Explanatory Research type. The population in this study were all permanent employees of the Bank Indonesia Representative Office (KPwBI) Jember, totaling 47 employees. Because the population is small, under 100, the entire population is used as a sample (census). The data analysis method used Structural Equation Modeling (SEM) with the SmartPLS application. The research results showed that 1) Change agents have less significant influence on employee performance, 2) Change agents have less significant influence on job satisfaction, 3) Change agents have less significant influence on employee performance through the intervening variable job satisfaction, 4) Motivation has less significant influence on performance employees, 5) Motivation has a significant effect on employee satisfaction, 6) Motivation has a significant effect on employee performance through the intervening variable job satisfaction, 7) Work environment has no significant effect on employee performance, 8) Work environment has a significant effect on job satisfaction, 9) Work environment has a significant effect on employee performance through the intervening variable job satisfaction, 10) Job satisfaction has a significant effect on employee performance, 11) The intervening variable job satisfaction has a perfect effect on the change agent, motivation and work environment variables on employee performance.

Keywords –change agent, motivation, work environment, job satisfaction

I. INTRODUCTION

Bank Indonesia is a government institution that has a very large role in the state of the Indonesian economy. The BI Jember Representative Office is an extension of the head office in carrying out its duties. Based on the regulations from the head office, the main tasks that must be carried out by Bank Indonesia Representative Offices in the regions are as follows: Providing input to the Head Office regarding regional economic and financial conditions in their working areas, Carrying out cash payment system operational activities and/or non-cash in accordance with regional economic needs in working area, Carry out supervision of banking in the working area, Provide advice to the Regional Government regarding regional economic policies, which is supported by the provision of information based on accurate study results, and Manage the internal resources needed as supporting factors for the implementation of main functions.

It is hoped that providing clear and adequate incentives or rewards will be able to motivate employees to carry out their work which is part of their responsibilities. This is in line with Manik et al, (2013:3) who argued that the aim of providing compensation is to motivate employees to achieve high work performance. If this reward system is not paid attention to, employee morale will decrease so that procurement, development and coaching that have been carried out well will become less meaningful in supporting the achievement of institutional goals. So the reward or compensation system is a potential tool for motivating employee work, including KPwBI Jember employees (Handoko, 2014: 158). In research by Nahdludin (2015) and Mahardika (2013), examined the influence of intrinsic and extrinsic motivation on employee performance, they found that they simultaneously influence employee performance. Motivation is a measure of job satisfaction which can reduce the level of their intention to leave. Motivation of salary, training and recognition will make them feel satisfied and can retain them in their jobs (Kosi et al. 2015).

According to Garaika (2020), motivation has a significant effect on employee performance. The research gap in this research is the result of research conducted by Murti & Srimulyani (2013) which revealed that motivation does not have a significant effect on employee performance. Employees feel bored because they are unmotivated and unproductive at work. This is because employees are not involved in important company decisions so that employees feel like they are working as robots. Their goal of work is no longer to achieve company goals but to meet their personal needs. An approach with financial rewards and recognition of employee performance so that they feel appreciated is important and absolutely necessary.

The physical work environment is all physical conditions found around the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories, namely: 1) Environments that are directly related to employees such as work centers, chairs, tables, etc. 2) Intermediate environments or general environments that influence human conditions, for example temperature, humidity, air circulation, lighting, noise, mechanical vibrations, colors and so on.

The physical work environment includes the physical environment of the workplace, security, quality of work life of employees (Render and Heizer, 2018: 43). Lighting, sound and vibration, room temperature, humidity, and air quality are physical environmental factors that are under the control of the organization. It must assume that these factors can be controlled (under control).

Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno, 2010:74). According to Garaika (2020), job satisfaction has a significant effect on employee performance. The research gap in this research is the result of research conducted by Hasanuddin et al. (2020) revealed that job satisfaction variables do not have a significant effect on individual performance, which means that research data does not support the direct influence of job satisfaction on individual performance. Thus, the research hypothesis which states that job satisfaction influences individual performance is rejected. Based on the research gap and phenomena mentioned above, the author wants to know the performance of KPwBI Jember employees, seen from motivation towards performance mediated by job satisfaction during the new normal conditions.

II. THEORITICAL REVIEW

2.1 Change Agent

The definition of agent of change is more broadly formulated by Griffin and Pareek, who are quoted by Wibowo (2006). According to them, an agent of change is a professional whose job is to help a particular community or group in planning development or reshaping goals, by focusing on problems and looking for possible solutions, organizing aid, planning actions to improve the situation, overcoming difficulties, and evaluating results from planned efforts.

2.2 Work Motivation

According to Robbins (2008:222) Motivation is a process that explains the intensity, direction and persistence of an individual to achieve their goals. The three main elements in this definition are intensity, direction, and persistence. In the relationship between motivation and intensity, intensity is related to how hard a person tries, but high intensity does not produce satisfactory work performance unless the effort is linked to a direction that benefits the organization. On the other hand, the last element, persistence, is a measure of how long someone can maintain their business.

2.3 Work Environment

According to Nitisemito (2000: 183) defined the work environment as follows: The work environment is everything that exists around workers that can influence them in carrying out their assigned tasks. According to Sedarmayanti (2013:23) a work environment is a place where there are a number of groups where there are several supporting facilities to achieve company goals according to the company's vision and mission.

2.4 Job Satisfaction

Employees are one of the most important resources in a company, because all systems in a company are planned, implemented and controlled by human labor (employees). Employees have a huge influence on the company's success in achieving its goals. The company's goal, which is a translation of the company's vision, is to achieve maximum profits and to ensure the company's survival.

2.5 Performance

Performance is organizational behavior that is directly related to the production of goods or delivery of services. Information about organizational performance is a very important thing to use to evaluate whether the

performance process carried out by the organization so far is in line with the expected goals or not. However, in reality, many organizations lack or even rarely have information about the performance of their organization.

2.6 Previous Research

Research by M. Ilham et al. (2021) stated that organizational culture has a significant effect on employee job satisfaction, the work environment has a significant effect on job satisfaction, leadership has a significant effect on employee performance. Hasanudin's research (2020) states that Organizational Culture has a significant effect on Employee Satisfaction, Compensation has a significant effect on the Performance of Bima Regency Bappeda Employees with Job Satisfaction as an Intervening Variable.

III. METHOD

This research used the Explanatory Research type. The population in this study were all permanent employees of the Bank Indonesia Representative Office (KPwBI) Jember, totaling 47 employees. Because the population is small, under 100, the entire population is used as a sample (census). The data analysis method uses Structural Equation Modeling (SEM) with the SmartPLS application.

IV. DISCUSSION

4.1 The Influence of the Change Agent Role on Performance

It can be seen that performance measurement both in work units and individual employees at KPwBI Jember is obtained from taking into account the achievement of targets or individual performance indicators (IKI) which are then accumulated into a final score or performance score. In this target, involvement as a Change Agent is not yet one of the components that needs to be achieved or carried out by each employee, so that the transmission of the impact of employee involvement in Change Agent is not immediately visible in employee performance.

4.2 The Influence of the Change Agent Role on Job Satisfaction

Change Agent at KPwBI Jember can present various work culture programs that are innovative, creative, collaborative and effective so as to make every employee feel comfortable and satisfied in working to achieve a common mission. The shared vision is to complete the workload under any conditions. This is because the salaries received by employees at KPwBI Jember are in accordance with the workload carried out. Change agents at KPwBI Jember are able to raise the enthusiasm and hopes of employees at KPwBI Jember, so that with these steps employees at KPwBI Jember feel that the work they are doing is interesting according to their abilities and skills.

4.3 The Influence of the Change Agent Role on Performance through Job Satisfaction of KPwBI Jember Employees

The ability of KPwBI Jember change agents to mobilize individuals and groups of KPwBI Jember employees towards achieving the mission of KPwBI Jember. KPwBI Jember employees feel that the work they do is interesting according to their abilities and skills so that the work targets given by KPwBI Jember can be completed well. The work program challenges given by the KPwBI Jember change agent to all employees with the aim of increasing work morale at KPwBI Jember.

4.4 The Influence of Motivation on Performance

The work appreciation given by KPwBI Jember, whether in cash or non-cash, is not very capable of motivating KPwBI Jember employees to work well in the office or at home. So even though KPwBI Jember employees are able to work on the job desk well and measurably, this does not show a direct link between motivation and performance. KPwBI Jember employees have the same opportunity for promotion to a higher position or grade.

4.5 The Influence of Motivation on Job Satisfaction

The most famous motivation theory is Abraham Maslow's hierarchy of needs theory. He hypothesized that in every human being there is a hierarchy of five needs, namely physiological (hunger, thirst, sexual and other physical needs), security (feeling of wanting to be protected from physical and emotional danger), social (feeling of affection, belonging, acceptance, and friendship), esteem (internal and external reward factors), and self-actualization (growth, achieving one's potential, and self-fulfillment).

4.6 The Effect of Motivation on Performance through Job Satisfaction of KPwBI Jember Employees

KPwBI Jember employees have the same opportunity for promotion to a higher position or grade. For this reason, KPwBI Jember employees must be able to complete tasks according to the work targets given by KPwBI Jember employees. KPwBI Jember employees must be able to make every job they do interesting to do

with all their abilities and skills. The workload of KPwBI Jember employees must be resolved in a more creative way. KPwBI Jember employees collaborate with colleagues to achieve predetermined performance targets.

4.7 The Influence of Work Environment on Performance

The work environment is one of the factors that influences an employee's performance (Bambang, 1993). The work environment is everything that is around the worker and can influence him in carrying out the assigned tasks (Kaswan, 2017). Everything around the worker is a building.

4.8 The Influence of the Work Environment on Job Satisfaction

The complete equipment provided by KPwBI Jember is very helpful in working hybridly. This has an impact on KPwBI Jember employees who feel that the work they do is more comfortable. It is felt that the facilities provided at KPwBI Jember to support online and offline work patterns do not meet the wishes of employees, especially in interacting with fellow KPwBI Jember employees.

4.9 The Influence of the Work Environment on Performance through Job Satisfaction of KPwBI Jember Employees

The KPwBI Jember building which supports work with a level of work comfort makes KPwBI Jember employees work smoothly so that the job desks that have been given to KPwBI Jember employees can be done well and the results can be measured. This is also supported by colleagues who support each other both socially and technically in a job.

4.10 The Influence of Job Satisfaction on Performance

Employees feel very satisfied with the space provided by the institution, where employees can develop and use all their abilities to advance. So that individual employees feel satisfied with the salary they receive in accordance with the work load carried out. The salaries received by employees at KPwBI Jember are in accordance with the workload carried out in accordance with finance minister regulations. Employees at KPwBI Jember are able to work on the job desk well and measurably.

4.11 Conceptual Framework

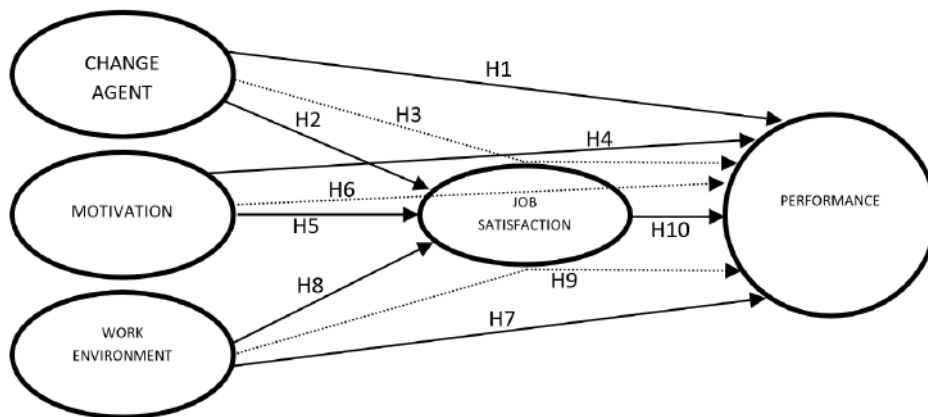


Figure 1. Conceptual Framework

Information:

- : Direct Influence
- : Indirect Influence

V. CONCLUSION

The research results showed that 1) Change agents have less significant influence on employee performance, 2) Change agents have less significant influence on job satisfaction, 3) Change agents have less significant influence on employee performance through the intervening variable job satisfaction, 4) Motivation has less significant influence on employee performance, 5) Motivation has a significant effect on employee satisfaction, 6) Motivation has a significant effect on employee performance through the intervening variable job satisfaction, 7) The work environment has no significant effect on employee performance, 8) The work environment has a significant effect on job satisfaction, 9) The work environment has an effect significant effect on employee performance through the intervening variable job satisfaction, 10) Job satisfaction has a significant effect on employee performance, 11) The intervening variable job satisfaction has a perfect effect on the

variables change agent, motivation, and work environment on employee performance.

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