

IMPROVING JOB SATISFACTION ON NAMADIC GOVERNMENT EMPLOYEE BY EXPLOITING WORK FROM HOME

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ABSTRACT

This study was conducted to analyze the influence of Job Mutation variable and Job satisfaction¹; work-family conflict and job satisfaction²; and moderation effect of work from home to job satisfaction³. Quantitative approach used to analyze relationship these variables through questionnaire with likert scale one to five. Data compiled from 99 government employee from three Office of State Asset and Auction Services namely Purwokerto, Tegal and Singaraja. Employee at these office are central government employee under Directorate General of State Asset with an operational scope covering all region in Indonesia, so the Job Mutation Policy. Purposive sampling used. The analysis tool uses PLS (Partial Least Square). The result show that job mutation have positively influence on job satisfaction while work-family conflict have negatively. By using WFH, it's give contribution on the effect of Job Mutation on Job satisfaction, but not in the other one.

Keywords: Job Mutation; Work Family Conflict; Work from Home; Job Satisfaction

1. Introduction

An organization, to be able to carry out organizational function according to the vision and mission that has been defined requires resources, including human resources. According to Handoko (2008:11) human resources are the most important resources of an organization, also as driving force for the organization in realizing its existence (Nawai, 2011).

Without competent people, organization and management will fail to achieved their goal. It needs optimization and good management so that it can improve the individual performance which in turn organizational performance. Through the employee job performance appraisal, it will be known the employee's skill in completing the job description assigned to him.

In an organization, institution or government office there is interaction between individuals both vertically and horizontally, which aim to advance the organization. In their journey, these individuals naturally want to be creative and achieve the result. For this reason, human resources needs to be fostered, developed and arrange in such a way as to work together in carrying out the assigned duties and responsibilities.

Improvement of an individual can be strengthened through job satisfaction. Job satisfaction will affect attitudes and behavior that are reflected in the level of employee productivity (Rinaldi, 2018). Job satisfaction is very important to improve both employee and organizational performance. A person will have positive feeling about his job if level job satisfaction is high. One of the factors is company policies including job mutation. Job satisfaction is a positive emotional condition and result of evaluating one's work experience (Mathis, 2009). Higher the positive assessment of an activity, higher the level of personal satisfaction with the activity.

Various strategies and organizational approach are carried out to improve the optimization of human resources based on organizational needs, one of which is job mutation by implementing the right man in the right place. Previous research has stated that the implementation of mutation has positive effect on the level of job satisfaction (Nahendra, 2014) as well as Kasim, Adolfini dan Tawas (2017) state that job mutation partially has a significant effect on job satisfaction. If the things that are factors of job satisfaction are less or not fulfilled, there will be job dissatisfaction which causes employee to tend to be absent frequently and stop working, lazy, get bored quickly, increase employee to quit, and other disadvantages (Wijino, 2011)

Recently, there is a change in order of work in government offices, caused by pandemic COVID-19 and the employee are faced phenomenon of existence of work from home. To ensure service continues, also minimize virus transmission, many government offices have issued policies such as social distancing and also working from home, where this is must and not an option for employee. On the other hand, usual organizational policies like Job Mutation (JM) must continue according to organizational needs. Implementation of working from home raises its own problem. According to the observations, there is conflict in doing work at home while there are presence of family member, but for those who are able to manage it this is not problem even an advantage.

In developed countries such as Amerika and Europe, many companies have implemented employee to work from home. This initiation done as a way to get a balance between personal life and work. Work-life balance is believed to be able to increase employee satisfaction who are placed at learning and growth perspective. Increasing employee satisfaction is believed to be able to improve processes, quality and productivity of the company from an internal business process, so that can increase customer satisfaction which later can increase profits company (Kaplan, 2010). Working from home is one manifestation of flexible time working initiative that provides employee with many choice, but there must be processes, guidelines and policies that regulate these activities so its can provide more benefits for employee as well as the company (Crosbie and Moore, 2004).

2. Literature Review

Human Resource Development carried out in order to obtain best result for both organization and individual.

2.1 Job Mutation

Changes in position/place/job carried out horizontally or vertically (Hasibuan, 2005) is very important, because employee as individual feel valued by the organization, by placing them on the right place (Judas, 2014). This can provide encouragement these individuals so their performance increase according to the organization expectations. Throught promotion opportunity has significant effect to job satisfaction among academics at high public institutions in Malaysia (Mustapha et. al., 2013). Yunsoo Lee dan Jae Young Lee (2017) also said that job satisfaction throught job rotation has positive implication on job performance.

2.2 Work Family Conflict (WFC)

WFC is a conflict that occurs when a person has difficulty performing his role in work and his role in the family properly (Lathifah and Rohman, 2014) ,where there is no balance in carrying out these two role, causing discrepancy and pressure (Carlson in Adintya, 2018). Many factors at work can influence family and vice versa (Van Steenbergen et. al., 2014).

2.3 Work from Home

WFH is a term working remotely especially from home, so it's eliminating the need for office attendance. Crosbie & Moore (2004) explain that work from home means paid work done primarily from home. For freelancers it was familiar, but for government employee it was new. Compared to working normally in an office, work from home has many advantages and disadvantages both employee and organization.

2.4 Job Satisfaction

According to Robbin and Judge (2015:78) job satisfaction is general attitude toward a person's job which show the difference between number of awards received and amount they believes should received. Job satisfaction is an affective or emotional response to various aspect of person's job so that job satisfaction is not single concept. A person can be relatively satisfies eith one aspect of work and dissatisfied with one or more other aspect (Hasibuan, 2005)

3. Research Methodology

3.1 Researh Location

This study was conducted at State Asset and Auction Service Office in three locations. First KPKNLPurwokerto, Jalan Pahlawan No. 876 Purwokerto, second KPKNL Tegal in Jalan KS Tubu 12-Tegal, Third KPKNL Singaraja in Jalan Udayana10-Buleleng. The estimated time required for this study was 2 months, starting at August 2020.

3.2 Data Types

Primary data obtained from the answers of respondents responses using questionnaire containing statement about respondent personal data, perception of job mutation, work from home, work-family conflict and job satisfaction. Likert Scale 1 - 5 is used in measuring variable, with scale of 1 means strongly disagree to scale 5 strongly agrees. Secondary data were obtained from literature and other related sources.

3.3 Population and Sample

The population in this study were all government employee who work at State Asset and Auction Service Office namely Purwokerto, Tegal and Singaraja, actually amounting to 104 employee. Entire population meets criteria of having received a Job Mutation, but not all of them have ever run Work from Home. From the result of returning questionnaire obtained 99 respondent willing to fill in and also meets criteria have ever work from home.

3.4 Data Analysis Technique

Data analysis in this used Partial Least Square (PLS) to test research models and hypotheses. PLS used cause it's doesn't assume certain data (distribution free) and also PLS uses bootstrapping or random multiplication where normality assumption will not be problem.

3.5 Hypothesis

Based on research conducted by Silvana (2010), found that job mutation has positive and significant effect on job satisfaction as well as Marliati et al (2020). So the first hypothesis is H1: Job Mutation affect job satisfaction on KPKNL employee

Purwanto et al (2020), found that WFH create new atmosphere and job satisfaction will certainly further increase the productivity and loyalty teachers. Another study by Talat et al (2020) found that treatment of family roles mediates the relationship between work family conflict and job satisfaction. Male worker describe more of this treatment where there is boundary between work and family dominan.

H2: work-family conflict affect job satisfaction on KPKNL employee

H3: Job Mutation affect job satisfaction through work from home as a moderating variable on KPKNL employee

H4: work-family conflict affect job satisfaction through work from home as a moderating variable on KPKNL employee

4. Results

4.1 Profile of Respondents

Characteristics of respondent obtained based on questionnaires that consisted of age, gender, last education level (Tabel 1)

Table 1. Characteristics of respondent

	Gender		Age				Education		
	Male	Female	..30	31-40	41-50	50 - above	Up to Diploma	S1	S2
Frequency	67	32	13	34	35	17	32	58	9
Percent	68 %	32 %	13.1%	34,3%	35,4%	17,2 %	32,3 %	58,6%	9,1%

Source: questionnaires 2020

From 99 respondent are dominated male responden, beside that respondent in age 31 up to 50 also dominated which means in mature age category. Based on education level, dominated by educated respondent. All respondent have received job mutation.

Fisrt step taken was carry out convergent validity indicated by AVE value with the validity fulfillment criteria >0.7 . Based on the calculations, all the items already meet these criteria. Convergent validity also indicated by the AVE value, the criteria for fulfilling this validity are >0.5 . On the table below, all variable meet criteria for convergent validity.

Table 2. AVE Value

Job Mutation	WFC	Job Satisfaction	WFH	WFH * WFC	WFH * JM
0,693	0,694	0,703	0,694	1,000	1,000

Second, calculation of the discriminant validity determined by Fornell-Lacker method, namely the AVE root for each latent variable. The root of AVE that greater value than the correlation of this and other variable, so it fulfills the discriminant validity.

Table 3. Discriminant Validity

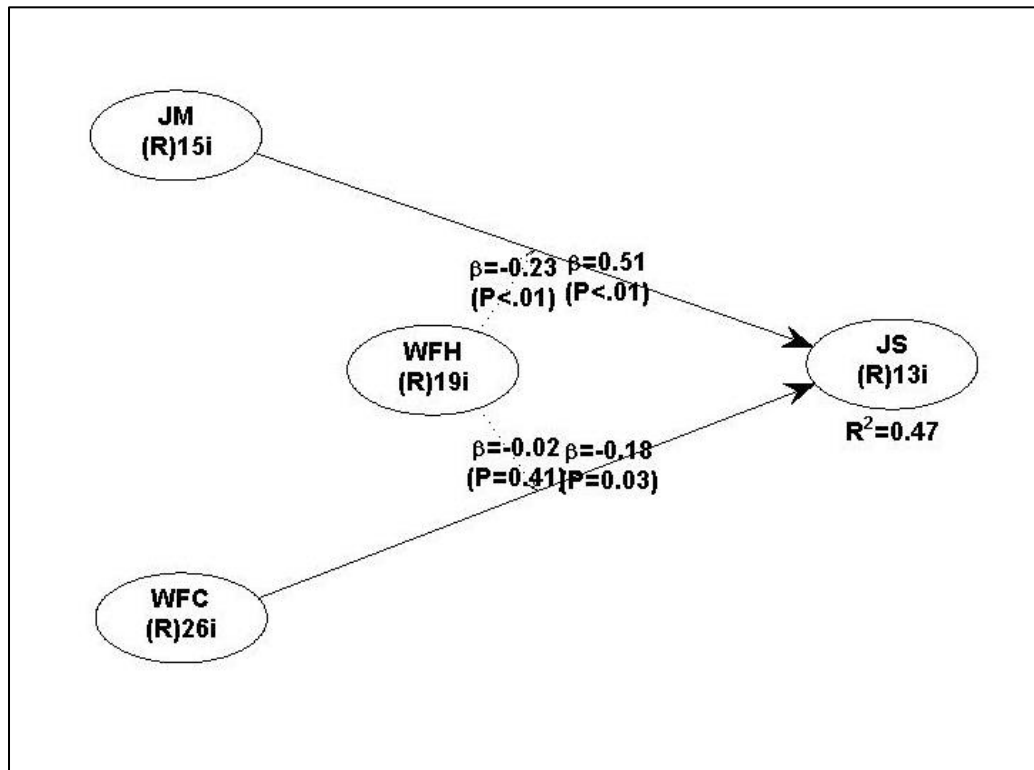
	JM	JS	WFC	WFH	WFH*WFC	WFH*JM
JM	0.833	0.615	-0.048	0.299	0.266	-0.434
JS	0.615	0.839	-0.243	0.332	0.283	-0.348
WFC	-0.048	-0.243	0.833	0.193	-0.107	0.239
WFH	0.299	0.332	0.193	0.811	-0.110	-0.184
WFH*WFC	0.266	0.283	-0.107	-0.110	1.000	0.418
WFH*JM	-0.434	-0.348	0.239	-0.184	-0.418	1.000

After validity done, then reability test is carrying out. Composite reliability based on the coefficient of composite reliability and Cronbach's alpha for each variable. When Composite reliability coefficient and Cronbach's alpha is more than 0.7, then the variable has passed reliability. Cronbach's alpha coefficient values shown in the table below. Based on the table, the coefficient of each variable has met the criteria of composite reliability.

Table 4. Composite Reability and Cronbach Alpha Value

Variabel	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
JM	0,971	0,813
WFC	0,983	0,982
JS	0,969	0,965
WFH	0,973	0,809
WFH*WFC	1,000	1,000
WFH*JM	1,000	1,000

Table 5. Research Model



5. Discussion

The significance value of the effect indicated by the value t-statistic and p-statistic is the evaluation result of the independent latent variable influence on dependent latent variable. Based on research, the acceptance of the hypothesis is:

The effect of job mutation on job satisfaction is significant and positive ($P < 0.05$) with an influence coefficient of 0.514, which mean every job mutation score increase by 1 point, satisfaction value will increase by 0.514 points and also mean that H1 hypothesis is accepted. Work-family conflict on Job satisfaction has a significant effect in a negative direction ($p < 0.05$), with an coefficient of -0.177, which mean work-family conflict score increased by 1 point, satisfaction value decrease by 0.177. H2 hypothesis is accepted.

Now about the moderating effect. The interaction of work from home and work family conflict on job satisfaction is not significant ($p > 0.05$), meaning that there is no moderating effect on work from home variable. H4 hypothesis is rejected. Interaction of work from home and job mutation on job satisfaction is significant ($p < 0.05$), mean there is moderating effect on WFH variable (H3 hypothesis accepted).

Coefficient of determination of work family conflict and job mutation on job satisfaction is 0.474, which mean that work family conflict and job mutation is able to measure simultaneously of job satisfaction 47.4%. Coefficient of determination of JM variable is 0.327, which means that JM variable is able to measure the variation of the JS variable by 32.7 %. The rest, job satisfaction variable is influenced by another factor not examined in this study. The WFC variable coefficient determination is 0.053, meaning that the variable work-family conflict able to measure job

satisfaction variable variation by 5.3 %. The rest, variable job satisfaction is influenced by other factor not examined in this study

The result showed that job mutation has an influence on job satisfaction, not only increase morale, but also provide opportunities for employee to increase performance. In making decision on granting policy for job mutation must consider various consideration, because wrong decision in carrying job mutation will cause side effect that are not good for employee and the company itself. This study support Sudiantoro's research (2014) which show that job mutation have positive and significant effect on employee performance. As well as Evanita research (2014) which found that job mutation have a significant effect on employee job satisfaction at PT. PLN (Persero) region of West Sumatra Solok area.

Meanwhile the effect of work family conflict on job satisfaction has significant negative effect. Which is support Ratnaningrum's research (2016), found that work-family conflict has a negative effect on job satisfaction of female nurse at Wonosari Hospital, Yogyakarta. Other study, Nadiliani et al (2020) also found that there is significant negative effect between work-family conflict and job satisfaction of married female employee on production department. Many demand of company and also work that lead to flurry, can result in employee having less time to gather with family at home, which in turn create negative thought with their work so that productivity in the office will be low and lower job satisfaction level.

On moderating effect, job mutation significant positive effect on job satisfaction on State Asset and Auction Service Office employee, through work from home as a moderation. This support Purwanto's research (2020) found that work from home create new atmosphere and job satisfaction will certainly further increase the productivity and loyalty of teachers.

6. Conclusion

From this study finding that Job mutation provide a significant and positive effect on job satisfaction and also work from home has a moderating effect. While work-family conflict provide negative effect on job satisfaction, while the effect of moderation is not valid. It mean that organization needs to optimize it. Job mutation uses to improve job satisfaction of employee is recommended, of course by considering many factor (to often don't, to rarely don't), like wise with work-family conflict how can we minimize it.

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