

Job Satisfaction and Performance: The Impact of Interpersonal Communication, Placement and Self Efficacy

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ABSTRACT

Employee work happiness might be influenced by self-efficacy, interpersonal communication, and job placement, which in turn increases performance. The goal of this study was to examine how work placement, interpersonal communication, and self effectiveness affected job performance and satisfaction. Employees of the National Police Headquarters SSDM made up the study's sample. Accidental sampling was used to collect samples from the 151 employees from several division who agreed to complete a questionnaire. A structural equation model (SEM) employing smart PLS software was used in the analytical procedure. The study's findings indicated that self-efficacy and interpersonal communication have a substantial impact on job satisfaction and performance. The significance of confidence and interpersonal communication in achieving employee job satisfaction to produce maximum performance.

1. INTRODUCTION

Human resources are those that possess the desire, aptitude, wisdom, inspiration, effort, and hard work. Other factors are more crucial to consider when determining a company's performance than simply how much money it has, like its human resources. Employees are a significant asset that needs to be taken care of and properly taught, thus businesses need to pay great attention to the specifics of each human resource development program to produce competent and highly competitive workers.

Supervisory and auxiliary elements at the level of the headquarters at The State Police of Republic of Indonesia, abbreviated as POLRI who report directly to the Indonesian National Police Chief are members of the staff of the Head of the Indonesian National Police in the field of HR or SSDM of the Indonesian National Police Chief. The Assistant Human Resources (As SDM to the Chief of Police with the rank of two stars or Inspector General of Police) oversees the staff of the Chief of Police in the HR department. The National Police's SSDM is tasked with encouraging and putting into practice the management responsibilities of the HR sector, including the provision, use, maintenance, separation, and distribution of personnel, assessment, police psychology, and initiatives to enhance employee welfare within the National Police. The structures within Polri's human resources are Assessment & Strategy Bureau (Ro Jianstra), Personnel Control Bureau (Ro Dalpers), Career Development Bureau (Ro Binkar), Personnel Care Bureau (Ro Watpers), and Psychology Bureau (Ro Psi).

Based on the author's observations at the national Police Headquarters, the author found several employee problems, where the employee's performance was still low in doing the job. Many employees are less responsible in complete the work with the quality that has been set. Many employees are less responsible in completing their work. Many employees are unable to cooperate with other employees and lack the initiative to complete the work according to the time set by the leadership. The problem of self-efficacy at the National Police Headquarters is number of employees who are less able to solve difficult problems and are less able to complete additional work so that it becomes the cause of decreased employee performance. Many employees are not confident that they can complete work efficiently without any unexpected events. The problem of job satisfaction at The National Police Headquarters is that there are several employees who are dissatisfied with the result of their work because the result of work performed by employees are often not rated well by the leadership and several other fields. Some employees who lack expertise in accordance with the main duties and functions of the field. Many employees feel uncomfortable with the work environment so employees are less enthusiastic about completing work. Many employees feel dissatisfied with the existing career development so that it becomes the cause of the decline in the employee's performance.

The development of interpersonal communication is crucial for leaders, because improved staff performance and job satisfaction will result from improved interpersonal communication, then employees have a responsibility to do the duties assigned to them so that they can be done properly, they always expect their needs and wants to be met. Performance at work simply refers to conduct that differs from how a task is completed, and it has to do with productivity and achievement (Jacobs et al., 2013).

Self-efficacy has the potential to improve interpersonal communication as well as job performance and job satisfaction. Self-efficacy is a human trait that must take into account a person's drive for success, the satisfaction one feels when facing difficulties and setbacks, and the importance connected to a specific objective or outcome one desires in a given situation (Maddux, 1995).

Placements are crucial for boosting job performance and job happiness in addition to interpersonal communication and self-efficacy. An opportunity experience like placement has the potential to increase one's perception of self-efficacy and confidence (Billett, 2020). Job satisfaction demonstrates that different people may not be satisfied with the same thing. While some people cherish flexibility in their work schedules, others need to feel challenged each day. Employee satisfaction will result in improved performance (McCue & Gianakis, 1997).

In numerous earlier studies, the independent variables of interpersonal communication and self-efficacy were used to examine the relationship between job satisfaction and performance. As a novel model suggestion, the authors of this study introduced one variable, namely Work Placement, which has an impact on both job performance and job satisfaction. The impact of interpersonal communication and Work Placement on job satisfaction and performance is mediated by self-efficacy. The purpose of this study is to ascertain how placement and interpersonal communication affect SSDM work performance and job satisfaction mediated by self-efficacy.

Interpersonal Communication

Hargie (2005) states that interpersonal communication is the process by which spoken and non-verbal messages are exchanged to transmit information that expresses a feeling. Meanwhile, Umar (2010) argued that empathy for the other person and open-ness when replying honestly to the other person can both be perceived as supporting the topic of dialogue. There are several indicators of interpersonal communication, including openness, empathy, a supportive attitude, a positive attitude, and similarity.

The production and processing of verbal and nonverbal communication between two or more individuals are known as interpersonal communication (Braithwaite & Schrodt, 2015). Interpersonal communication is characterized by honesty, empathetic support, pleasant feelings, and equality (Devito, 2016). The purpose of interpersonal communication is to increase enjoyment, self-awareness, and stimulation.

The harmony between the outcomes he receives at work and the expectation that generates is what defines job satisfaction. Employees will gain a variety of advantages, such as the ability to differentiate which option is better for the environment, mutual communication, harmonious relationships between employees, support from other employees, and support from other employees. Self-efficacy is crucial for human behavior since it links practically all aspects of a person's life and serves as the basis for motivation, accomplishment, well-being, or persona (Schunk & Pajares, 2002). Direct interpersonal communication will result in question-and-answer sessions between staff members. According to the preceding description, the authors suggest the following hypothesis:

H1: There is an effect of interpersonal communication on self-efficacy.

Work Placement

Billett (2020) states the opportunity experience of placement has the potential to increase one's perception of efficacy and confidence. Meanwhile, Ridwan (2015) demonstrated that whether or not an applicant is accepted after passing the recruiting process, placement and selection is a crucial function in terms of quality and quantity according to the needs of the firm. The definition of work placement in this research is the act of placing people in roles that are compatible with their aptitudes, competencies, and areas of competence is known as placing employees. Employee job satisfaction will rise if employers assign workers roles that align with their interests, specialties, and abilities. Employees who are interested in and like their jobs will be willing to advance their skills. The knowledge, abilities, skills, personality traits, attitudes, or physical and mental qualities required to perform his employment as Work Placement criterion (Mtahis & Jackson, 2011). An employee's position must be offered following the number of skills he or she possesses. A person's level of ability to work will rise with increasing experience, and as a result, so will that person's capacity to perform at work. Self-efficacy is a human quality that should consider an individual's desire for achievement (Maddux, 1995). From the description above the authors propose the following hypothesis.

H2: There is an effect of Work Placement on self-efficacy.

Self-Efficacy

Maddux (1995) Self-efficacy is a human trait that must take into account a person's drive for success, the satisfaction one feels when facing difficulties and setbacks, and the importance connected to a specific objective or outcome one desires in a given situation. Self-efficacy refers to a person's understanding of and confidence in their ability to be effective in doing anything from having the willingness to do it to the result (Hechavarría et al., 2012). According to Khoa, Self-efficacy or an individual's belief in their ability to complete a task or achieve a goal, is positively related to perceived behavior, which refers to believe in their self ability to control their behavior and the outcome of the situation (Khoa, 2023). Gibson explained that self-efficacy has a positive relationship with achievement and mental effort (Schunk, 2011).

Self-efficacy is essential to human conduct because it connects almost every element of a person's life, providing the foundation for human motivation, success, well-being, or personal (Schunk & Pajares, 2002). Virginia Koutroubas & Michael Galanakis (2022) stated in their research that aspects of self-efficacy in the workplace include levels connected to task challenges faced, especially generality, which is the idea that capacity is mirrored by people in disparate settings of task through their cognitive, behavioral, affective, and strength abilities.

Job satisfaction is a collection of employees' perceptions of how much fun their work (Newstrom, 2007). Performance at work is the only behavior that is different from the outcomes of a particular task, and it has to do with productivity and success (Jacobs et al., 2013). An employee will perform and enjoy his job more if he has a high level of self-efficacy. According to the preceding description, the authors suggest the following hypotheses: An affective or emotional reaction to many facets of one's employment is called job satisfaction (Kreitner & Kinicki, 2010).

H3: There is an effect of self-efficacy on job satisfaction

H4: There is an effect of self-efficacy on job performance

Job Satisfaction

Job satisfaction is defined as affective or emotional responses to a variety of characteristics of one's work (Kreitner & Kinicki, 2010). Employees' emotional response to their work is typically reflected in their level of job satisfaction. Another definition of job satisfaction describes job satisfaction as a collection of employees' perceptions of how much fun their employment (Newstrom, 2007). In this study, "job satisfaction" is defined as a good attitude toward the task completed in light of the results attained. Five aspects, including meeting needs, being unique, achieving goals, being fair, and having hereditary characteristics, all contribute to job satisfaction (Kreitner & Kinicki, 2010).

Performance and high job satisfaction are associated. Employees who are content in their jobs will work hard and enthusiastically to complete the tasks at hand (McCue & Gianakis, 1997). According to the preceding description, the authors suggest the following hypotheses:

H5: there is an effect of job satisfaction on job performance.

Job Performance

The act of performing a job is related to job performance. Job performance is a method of achieving a goal or set of goals inside a position, role, or organization, although it does not necessarily result in the outcomes intended by the actions taken therein. Performance at work is solely a behavior distinct from the results of a specific task, which has to do with success and productivity (Jacobs et al., 2013).

Work performance is the success of a worker in completing the duties allocated to accomplish organizational goals in the business. An employee's ability to accomplish the required work-related duties is typically evaluated in an evaluation report. Job performance is characterized as the sum of the projected benefits to the company from each discrete behavioral episode that a person exhibits over a predetermined period (Motowidlo & Kell, 2012). Job-specific task competence, non-job-specific task proficiency, writing, and oral communication proficiency, supervision in cases of leadership positions, and partial management/administration are the five major components of job performance (Hellwig, 2016).

The research hypothesis model is described as follows:

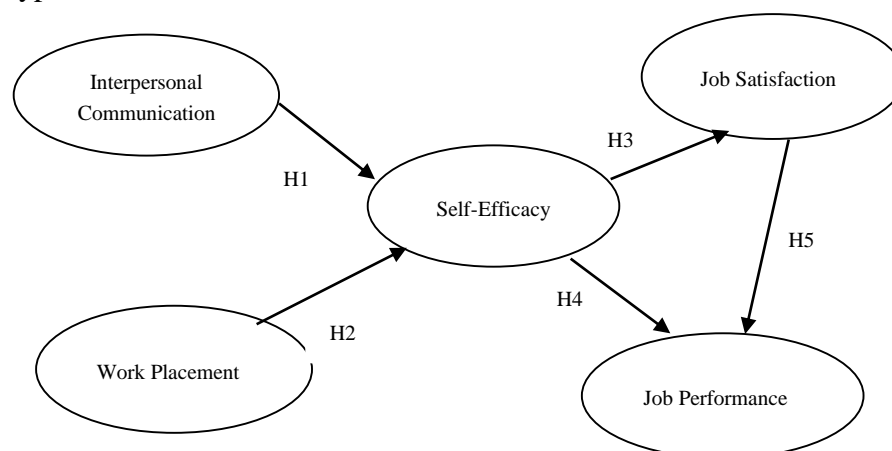


Figure 1 : Hypothesis model

Source: Researcher, 2022

2. RESEARCH METHODS

Types of data and data collection in this study uses primary data, or information obtained directly from respondents through questionnaires. This research was conducted at the National Police Headquarters in December 2022. The population in this study were 25 employees of SSDM Polri, Dalpres department, 35 binkar department, 60 Jianstra department, 35 Watpers department, 25 Ro Psi department, and the Bag Renmin department as many as 33 people so that the total population is 213 people. Based on Krejcie & Morgan (1996) the minimum number of samples in this study was 140 people, so by using the accidental sampling technique, namely the National Police Headquarters staff who were willing to fill out questionnaires when the researchers distributed the questionnaires (Sugiyono, 2018), a sample of 151 people was obtained.

Measurement in this study for Interpersonal communication and employment placement are the independent factors in this research. Between the independent variable and the dependent variable, self-efficacy is employed as a mediating variable. where performance and job satisfaction are the dependent variables. In this study, each characteristic is measured using a Likert scale (1–5).

Data analysis is validity and reliability tests have been performed on the prior questionnaire. With the aid of the Smart PLS program, a structural equation model (SEM) is used in the data analysis technique. Convergent validity and reliability are initially determined by examining the loading factor, CR, and AVE values. Afterward, a multicollinearity analysis, an F test, an R test, and a test of prediction accuracy were carried out. The hypothesis is then tested by comparing the t value with a critical value of 1.96 as the last step.

3. RESULTS & DISCUSSION

Respondents based on gender, the majority were man as much as 52%. Based on the division, Ro Jianstra is the most with a percentage of 29%.

Table 1. Descriptive Respondent

	Frequency	Percentage (5)
Gender		
Man	79	52%
Woman	72	48%
Division		
Ro Jianstra	44	29%
Ro Dalpers	16	11%
Ro Binkar	23	15%
Ro Watpers	26	17%
Ro Psi	19	13%
Bag Renmin	23	15%
Total	151	100%

Source: Research Data (2022)

Structural Model

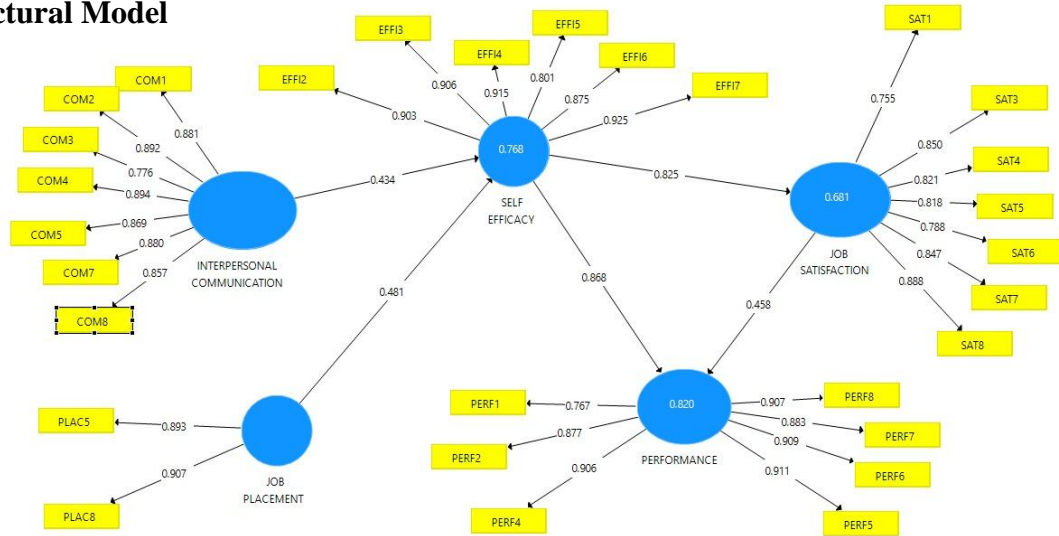


Figure 2. Structural Model

Source : Research Model, 2022

Measure Model Evaluation

Tabel 2. Measure Model Evaluation

Variable	Item	Loading factor	Cronbach's Alpha	CR	AVE
Interpersonal Communication	Com1	0.883	0.944	0.954	0.748
	Com2	0.893			
	Com3	0.778			
	Com4	0.895			
	Com5	0.866			
	Com7	0.878			
	Com8	0.857			
Self Efficacy	Effi1	0.916	0.946	0.957	0.789
	Effi3	0.907			
	Effi4	0.913			
	Effi5	0.805			
	Effi6	0.873			
	Effi7	0.926			
Placement	Plac5	0.893	0.765	0.895	0.81
	Plac8	0.907			
Job Satisfaction	Sat1	0.755	0.921	0.937	0.68
	Sat3	0.85			
	Sat4	0.821			
	Sat5	0.818			
	Sat6	0.788			
	Sat7	0.847			
Job Performance	Perf1	0.766	0.951	0.960	0.777
	Perf2	0.877			
	Perf4	0.906			
	Perf5	0.910			
	Perf6	0.910			
	Perf7	0.883			
	Perf8	0.907			

Source: Authors (2022)

The initial stage of this verification consists of evaluating the data's correctness and dependability. This is put to the test to check if the outcomes of each change's display are what is anticipated. PLS-SEM uses composite loading and reliability as two techniques to assess the accuracy and dependability of data. In Table 2 above, the correlation for each component is displayed. All of the components in the aforementioned data have values larger than 0.700. This holds true for particular data points that also exhibit a coefficient of larger than 0.700, demonstrating that all the variables utilized in this study satisfy the criteria for validity and reliability (Ghozali, 2011)

Additionally, PLS makes use of Composite Reliability (CR), which use Cronbach's Alpha values to gauge consistency across components. This condition is met if the data value (CR) is larger than 0.7. Table 2's value (CR), which is larger than 0.7, indicates that there is a good match between the constructs in the data. In the table, values are represented as numbers ranging from 0.680 to 0.810. The model is strong since all variables' AVE values fall within the range of 0.598 to 0.732.

Discriminat Validity

Table 3. Discriminant Validity- Fornell Lacker

	Interpersonal Communication	Job Placement	Job Satisfaction	Performance	Self Efficacy
Interpersonal Communication	0.865				
Job Placement	0.833	0.900			
Job Satisfaction	0.774	0.799	0.825		
Performance	0.816	0.879	0.862	0.881	
Self Efficacy	0.835	0.843	0.825	0.868	0.888

Source: Research Data (2022)

Each indicator statement has the maximum loading value for each latent component, according to the results. To be deemed justified, these requirements must be satisfied. The square root of each component's AVE is more significant than any association, hence discriminant validity was also proven. Therefore, it may be claimed by Fornell & Lacker that the discriminant validity is valid (Mahmood et al., 2022)

Table 4. Multikolinearity Test

	Job Satisfaction	Performance	Self-Efficacy
Interpersonal Communication			3,269
Job Placement			3,269
Job Satisfaction		3,134	
Performance			
Self-efficacy	1,000	3,134	

Source: Research Data (2022)

To test for multicollinearity, the VIF value result is utilized as a parameter. Based on the 1,000–3,269 VIF values used in this investigation, the VIF values were not more than 5.0. These findings show that multicollinearity is not a concern, allowing for the possibility of additional study.

Tabel 5. Determination Coefficient Test (R square)

	R Square	R Square Adjusted
Job Satisfaction	0.681	0.679
Performance	0.820	0.817
Self Efficacy	0.768	0.765

Source: Research Data (2022)

The structural model will next be assessed by measuring the R square. Table 5 displays the corrected R square values for self-efficacy (0.817), performance (0.679), and job satisfaction (0.765). This indicates that interpersonal communication can predict self-efficacy 76.5% ; self-efficacy can predict satisfaction 67.9% ; and self-efficacy and satisfaction can predict performance 82%.

Prediction Accuracy Test (Q2)

Tabel 6. Prediction Accuracy Test (Q2)

	SSO	SSE	Q² (=1-SSE/SSO)
Interpersonal Communication	1057.000	362.495	0.657
Job Placement	302.000	188.208	0.377
Job Satisfaction	1057.000	454.221	0.570
Performance	1057.000	321.037	0.696
Self Efficacy	906.000	274.437	0.697

Source: Research Data (2022)

Tests for the accuracy of predictions may be created using the Q2 value. A model is said to have a high predictive accuracy if Q2 is more than 0, whereas a model is said to have a weak category prediction accuracy if Q2 is less than 0. Table 6 demonstrates that for variables having a value of $Q2 > 0$, the model provides a high level of prediction accuracy (between 0.377 and 0.697).

Hyphotesis Test

Tabel 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Result
Interpersonal Communication -> Self Efficacy	0.434	0.429	0.093	4.680	0.000	Accepted
Job Placement -> Self Efficacy	0.481	0.488	0.100	4.808	0.000	Accepted
Job Satisfaction -> Performance	0.458	0.455	0.087	5.244	0.000	Accepted
Self Efficacy -> Job Satisfaction	0.825	0.828	0.029	28.322	0.000	Accepted
Self Efficacy -> Performance	0.490	0.493	0.086	5.729	0.000	Accepted

Source: Research Data (2022)

Hyphotesis Test

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Source: Research Data (2022)

Smart-PLS was used to assess the study's hypotheses and determine which ones were accepted or rejected. If the path coefficient t value is more than 1.96 and the p value is less than 0.05, the hypothesis can be accepted. The fact that the t value is > 1.96 and the p value is 0.05 in Table 7 indicates that the hypothesis is accepted. Interpersonal communication and self-efficacy are the hypotheses ($t = 4.680$ and $p = 0.000$), as are job placement and self-efficacy ($t = 4.808$ and $p = 0.000$), job satisfaction and performance ($t = 5.244$ and $p = 0.000$), self-efficacy and job satisfaction ($t = 28,322$ and $p = 0.000$), and self-efficacy and performance ($t = 5,729$ and $p = 0.000$).

Discussion

Based on the findings, job satisfaction and performance can be predicted by increasing a person understanding of interpersonal communication, placement and self-efficacy. It is clear from this study that interpersonal communication and job satisfaction are important factors in determining performance and job satisfaction. A conceptual framework based on the literature on work assessment was established by this study. The study's findings suggest that job satisfaction and performance are not the same. Researchers discover a strong correlation between the five hypotheses and job satisfaction and performance.

Interpersonal communication, which is the act of passing along knowledge and understanding between people, is crucial to the success of any company. Consequently, it needs to be handled well to ensure the accomplishment of organizational goals (Singh & Lalropuii, 2014). Consequently, a process of communication between two individuals or groups using simple language to get at a shared understanding. Umar (2010) argued that empathy for the other person and openness when replying honestly to the other person can both be perceived as supporting the topic of dialogue. Job satisfaction and communication focuses on how important it is for employees to communicate with their superiors, coworkers, and senior management. Employee work satisfaction is a result of adequate and pertinent communication. Job performance and employee comprehension are both factors in job happiness. It is a crucial element that affects employee satisfaction, job turnover, and performance, and it enhances total organizational effectiveness. Given the importance of job satisfaction to organizational success, the research presented herein may well identify a new supervisory characteristic that should be considered when studying employee and firm performance (Roberts & David, 2020).

This technique for job placement is dynamic and tries to move the emphasis away from methods that solely consider particular aspects of an employee's job placement experience, such as looking for placement in a division that fits their area of competence. A person's level of ability to work will rise with increasing experience, and as a result, so will that person's capacity to perform at work. Self-efficacy is a human quality that should consider an individual's desire for achievement (Maddux, 1995). The findings of the job satisfaction hypothesis, namely that substantial outcomes may be observed and that the perceived positive influence does not terminate with a reduced degree of employee confidence, indicate that job satisfaction affects job performance. The research offered here can discover new managerial traits that should be taken into consideration when researching work and organizational work, given the significance of performance for organizational success (Roberts & David, 2020).

According to this case study, self-efficacy directly affects work satisfaction. According to Kreitner & Kinicki (2010), their meta-analysis revealed that work satisfaction can have a favorable impact on motivation. Another incentive that is positively predicted is self-efficacy. According to this study, self-efficacy predicts employee motivation via work satisfaction. Therefore, it is possible to accept this idea. According to the Self-Efficacy Hypothesis on Performance, their research and new methods assist users in coming up with fresh concepts for the creation of new goods and services, in enhancing organizational structure, boosting productivity, and enabling workers to better organize their work, all of which lead to an increase in work efficiency (Kanapathipillai et al., 2021).

4. CONCLUSION & SUGGESTION

The results of this study confirm that the Interpersonal Communication, Placement and Self-Efficacy variables affect Job Satisfaction and Performance. These results were obtained based on a questionnaire to the target respondents, then the data was processed to obtain an R square and a p-value to test the hypothesis. This study explains that Interpersonal Communication on Self Efficacy, Job Placement on Self Efficacy, Job Satisfaction on Job Performance, Self Efficacy on Job Satisfaction, and Self Efficacy on Performance have a positive and significant influence.

According to the findings of the research, the SSDM at the National Police Headquarters has to take interpersonal communication factors into account and develop it in order to maximize staff performance. Additionally, people that are good at interpersonal communication might find sufficient job satisfaction in their work. In the meantime, self-efficacy factors must also be taken into account to boost employee confidence in meeting objectives. This may be accomplished through attending training sessions, work meetings, and seminars relating to these 2 topics.

Expected by this agency can further increase employee job satisfaction in their work employees can be more motivated to be active at work. This is because job satisfaction has a positive relationship with performance. So as the higher level of employee job satisfaction, the higher level of performance.

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