



The Moderating Role of Demographic Factors in the Relationship among Job Satisfaction, Work Environment, Work Motivation to Employee Performance

Kemal Muhammad Hanafi, Tantri Yanuar Rahmat Syah[✉]

Faculty of Economics and Business, Esa Unggul University, Jakarta, Indonesia

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Abstract

The purpose of this study was to determine the effect of job satisfaction, work environment, and work motivation on employee performance and to determine the role of gender and duration as demographic factors that moderate the relationship between job satisfaction, work environment, work motivation, and employee performance. The object of this study is employees with staff positions working in telecommunications companies to PT.XL Axiata, PT. Indosat Ooredoo, and PT. Telekomunikasi Indonesia (Telkomsel) located in Jakarta. This study uses a quantitative approach which will use a questionnaire measuring tool. The total sample of this study was 590 respondents using a simple random sampling technique. To analyze the data used univariate cell means test and multiple linear regression test. The results of this study conclude that job satisfaction, work environment, and work motivation have a significant effect on employee performance. Demographic factors that become moderating have an influence on employee performance, but the exception for male gender is not better than women in job satisfaction, work environment, and work motivation on employee performance, while for work duration more than two years it is better than less than two years in the work environment and work motivation on employee performance, and are inversely related to job satisfaction.

Peran Moderasi Faktor Demografi dalam hubungan antara Kepuasan Kerja, Lingkungan Kerja, Motivasi Kerja pada Kinerja Karyawan

Abstrak

Tujuan penelitian ini adalah untuk mengetahui pengaruh kepuasan kerja, lingkungan kerja dan motivasi kerja terhadap kinerja karyawan serta mengetahui peran jenis kelamin dan durasi sebagai faktor demografi yang memoderasi hubungan antara kepuasan kerja, lingkungan kerja, motivasi kerja terhadap kinerja karyawan. Objek pada penelitian ini adalah karyawan dengan jabatan staff yang bekerja dalam perusahaan bidang telekomunikasi pada PT. XL Axiata, PT. Indosat Ooredoo, dan PT. Telekomunikasi Indonesia (Telkomsel) berlokasi di Jakarta. Penelitian ini menggunakan pendekatan kuantitatif dimana akan menggunakan alat ukur kuisioner. Total sampel sebanyak 590 responden dengan menggunakan teknik simple random sampling. Untuk menganalisa data digunakan uji rerata-sel univariat dan uji regresi linier berganda. Hasil penelitian ini menyimpulkan bahwa kepuasan kerja, lingkungan kerja, dan motivasi kerja berpengaruh signifikan terhadap kinerja karyawan. Faktor demografi yang menjadi moderasi memiliki pengaruh terhadap kinerja karyawan, namun pengecualian untuk jenis kelamin pria tidak lebih baik dari wanita dalam kepuasan kerja, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan, sedangkan untuk durasi kerja lebih dari dua tahun lebih baik dari yang kurang dari dua tahun dalam lingkungan kerja dan motivasi kerja terhadap kinerja karyawan, dan berbanding terbalik dengan kepuasan kerja.

JEL Classification: C11; G30; G32

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[✉]Correspondence Address

Jl. Arjuna Utara No.9, Kebon Jeruk, Jakarta 11510, Indonesia
Email: tantri.yanuar@esaunggul.ac.id

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INTRODUCTION

Along with the development of technology, various kinds of telecommunication products and services began to emerge and compete with each other to improve performance to be more optimal. Technology that is increasingly developing is something that must be considered by every individual (Anindita, 2000). Given the changing changes in telecommunications technology, companies need the right strategy to be able to improve employee performance and increase effective resources, to face the demands of telecommunications developments. Telecommunication companies are one of the most advanced companies in the development of technology. Thus, the company must be able to realize reliable human resources, because the role of human resources is very crucial and is the key to the success of a company. Effect of job satisfaction, work environment, work motivation on employee performance as moderated by demographic factors.

In terms of job satisfaction, you must have a measure of work or employee experience for the enjoyment of doing work (Siengthai & Pila-Ngarm, 2016). Antoncic and Antoncic (2011) growth and development may depend considerably on entrepreneurship in existing organizations (intrapreneurship explain that employee satisfaction has a positive influence on four dimensions of work (general satisfaction with work; employee relations; benefits and organizational culture; employee loyalty). High job satisfaction levels have a positive effect on employee performance, organizational citizenship behavior, and organizational commitment, while low job satisfaction has effects such as absenteeism, intention to leave work, employee turnover (Kalkavan & Katrinli, 2014). Thus, good employee performance will increase the job satisfaction of internally oriented individuals (Siahaan, 2017).

Describing the work environment in a company is very important for management to consider, even though the work environment does not carry out the production process in the

company, but the work environment has a direct effect on employees who carry out the production process, and a good work environment will experience increased employee performance (Halbesleben & Wheeler, 2008). According to Ripley et al. (2008) employees' perceptions of the work environment will influence behavior that leads to performance. The physical work environment has a correlation between fellow employees from the relationship between subordinates and superiors which has a big impact on employee performance. Thus, it can be concluded that the physical work environment also influences employee performance (Anitha, 2014).

In carrying out work motivation, it can be from employee behavior which can be seen between the needs, encouragement, goals that are carried out to the organization. Motivation is a basic process that involves needs by regulating the movement of employee performance in achieving organizational goals (Molatsana et al., 2014). Motivational factors that influence workforce turnover include job involvement, performance management, culture, and organizational management. Engagement occurs when employees are committed to their jobs, and motivated to achieve good levels of performance. The results can only be achieved when employers offer implied contracts with their employees, which elicit positive and specific behavior towards organizational goals (Güngör, 2011; Cherian & Jacob, 2013; Meyer et al., 2004)

In several previous studies, it was stated that job satisfaction influences employee performance (Siengthai & Pila-Ngarm, 2016). While the work environment and work motivation also influence employee performance (Kainkan, 2015). Several previous studies have studied moderation regarding the demographic factors of gender and duration which are the focus of research. For example, a combination of different variables of gender and duration as moderating the following relationships: work-family conflict with performance indicators such as commitment and attachment withdrawal behavior (Byron, 2005) nonwork, and demographic and individual factors on work interference

with family (WIF; stable individual differences as predictors of objective and subjective career success (Thomas et al., 2005); delay with multiple performance dimensions (Steel, 2007); sexual harassment with multiple performance dimensions (Willness et al., 2007); and the relationship between organizational commitment and job performance (Wright & Bonett, 2002).

Exploration related to the effect of job satisfaction on employee performance was carried out by previous researchers, thus based on research recommendations, it could be considered adding other variables that still influence employee performance and carried out in different industries (Siengthai & Pila-Ngarm, 2016). Currently, the development of employee performance has become more advanced, which is a demand for employees, so the novelty of this research can consider adding work environment and work motivation as the dependent variable along with gender and duration of demographic factors as moderating variables on employee performance. Besides, previous studies conducted more research on banking and hospitality, while this research was conducted on telecommunications companies.

The purpose of this study was to explore the effect of job satisfaction, work environment, work motivation on employee performance as moderated by demographic factors taken from gender and work duration. It is hoped that this research can contribute to the improvement of employee performance in telecommunications companies.

Hypothesis Development

Relationship Between Job Satisfaction and Employee Performance

An employee can be declared satisfied with his job if he already has a collection of good feelings from doing his job (Saari & Judge, 2004). According to Siahaan (2017) stated that good employee performance can increase the job satisfaction of internally oriented individuals. Platis et al. (2015) examined the relationship between job satisfaction and the job profession in the nursing profession and found that job satisfaction influen-

ced performance. They also found that the most important parameter of job satisfaction in health care employees was that of managers. From the literature mentioned above, the hypotheses that can be put forward are:

H1: Job satisfaction influence on employee performance.

Relationship between Work Environment and Employee Performance

The work environment can be formed from the number of reciprocal relationships that exist between employees and the environment in which they work (Mar Fuentes-Fuentes et al., 2004). The things that are included in the employee's work environment are Equipment and Facilities: The equipment and facilities are all occupied by the employees either in direct connection with work or in smooth work, and the work environment (Amaratunga et al., 2002). The work environment can be a relationship between employees in the workplace and the equipment they use, which has benefits on performance, good health, and security in the short and long term (Hjort et al., 2013) to empirically test whether a "one size fits all" strategy fits the fashion e-commerce business and second, to evaluate whether consumer returns are a central aspect of the creation of profitability and, if so, to discuss the role of returns management (Zhu & Sarkis, 2004), a work environment can provide security and enable employees to work optimally which can affect employee satisfaction, so this suggests that a good work environment can improve employee performance and safety. Referring to the description above, the following hypothesis is proposed:

H2: Work environment influence on employee performance.

Relationship between Work Motivation and Employee Performance

An employee can be motivated from doing work if he already has a reason to move towards the goal (Gagné et al., 2010). The understanding of work motivation lies in the

needs, encouragement, and goals it does in the organization to achieve good employee performance (Stoyanov, 2017). Seeing motivation as a process that satisfies those needs reveals that when employees are met by several motivators, employees will make high-level efforts to achieve organizational goals on employee performance (Molatsana et al., 2014). Increasing work motivation is important for the success of employee performance, while a high level of motivation leads to increased creativity, work smarter, work harder, increase win solutions, and improve relationships with the organization (Pullins, 2001; Gerhart & Fang, 2015). Based on the foregoing, the hypotheses that can be proposed are:

H3: Work motivation influence employee performance.

The Relationship between Job Satisfaction and Employee Performance as Moderated by Gender

Kidder (2002) found that gender or gender to be an important element of employee performance. Ali et al. (2011) stated that male and female employees following different socialization processes can make them more separated from each other and more homogeneous among themselves. Several studies have studied perceptions of gender on employee performance (Sharma, 2017). Acker (2006) research reveals that male and female employees perceive several key organizational cultural values differently such as organizational pride, performance, communication, development, and openness. From the above, the following hypothesis can be developed:

H4: Gender influence the relationship between job satisfaction and employee performance.

Relationship between Work Environment and Employee Performance as moderated by Gender

Gender has long been recognized as important in gender issues are more prominent in the environment through work and subjectivi-

ty performance (Nightingale, 2006). Based on research Westerberg & Armelius (2000) shows that job performance can be performed by both male and female managers in the Volvo study, whereas male managers are more involved in production and construction while female managers are involved in administration in the work environment. Agapiou (2002), argues that organizations in his research represent the kind of workplace where men and women perform the same thing. From the above discussion, the hypothesis is obtained:

H5: Gender influence the relationship between work environment and employee performance.

The Relationship between Work Motivation and Employee Performance as Moderated by Gender

Global competition forces economies and organizations to obtain higher levels of workforce productivity, as well as a better understanding of motivating female employees which can hopefully increase effectiveness and performance (Worthley et al., 2009). Several job features are thought to motivate employees towards performance based on gender (Wu et al., 2005). For example, men place more importance on performance, power, work that is responsible for employee job performance, and also promotion opportunities; while women value people who are more pleasant to work with and can arrange a time to meet people (Warr, 2008). Based on the literature above, the hypotheses that can be proposed are:

H6: Gender influence the relationship between work motivation and employee performance.

The relationship between Job Satisfaction and Employee Performance as moderated by Duration

The results of the length of work are increasingly being used as a measure of performance in job satisfaction in organizations (Krause et al., 2001) return-to-work (RTW). Based on research Veerasamy et al. (2013)

the effects of employer encouragement to the volunteers, demographic characteristics of volunteers, and self-esteem of volunteers on job performance and life satisfaction have been studied. The data were collected through a questionnaire distributed to 1000 volunteers of St. John Ambulance in Malaysia. Three hundred and sixty six volunteers responded by giving their feedback. The model was tested using Structural Equation Modeling (SEM) that the search for innovative work time arrangements and flexible work systems is not only the demands of employee performance but also the needs of each individual that have a positive effect on worker satisfaction. Flexible working hours can cause employees to be satisfied at work because they can cope with working time without worsening their health, losing their jobs, and decreasing performance (Costa, 2003). From the description referred to, the hypothesis developed is:

H7: Duration influence the relationship between job satisfaction and employee performance.

Relationship between the Work Environment and Employee Performance as Moderated by Duration

In large and complex projects, the duration of the project will generally be longer than the small ones, whereas longer durations will easily be susceptible to performance degradation from the external environment (Pheng & Chuan, 2006). Based on research Arlinghaus et al. (2012) in the workplace from examining the effect of rest time on work risk suggests that the accumulation of a longer duration of rest is allowed for a much longer time than the time before injury compared to workers with no rest or shorter duration of rest before a fall which would affect performance employees. Similarly, research conducted by O’Neal and Bishop (2010) states that the work environment on performance outcomes has been practiced for decades and has led to the development of safety parameters, duration, and work intensity levels. From the literature

mentioned above, the hypotheses that can be put forward are:

H8: Duration influence the relationship between work environment and employee performance.

The Relationship between Work Motivation and Employee Performance is Moderated by Duration

It is important from the task of leadership in motivating employees when employees gain knowledge, skills, and abilities of employees that can produce a performance for the duration of work in the organization (Marques, 2018) but is highly identifiable for people of any age group and in any stage of life. It discusses five interrelated qualities in finding our purpose: 1. The absence of duration can reflect the proactive aspects of employee absence which can reduce performance results (Trefalt, 2013). Even though motivation and goal setting has been carried out by the organization, it is very difficult to increase employee factors where each work duration will also affect employee performance results (Drews et al., 2007). Based on the literature above, the hypothesis that can be proposed are:

H9: Duration influence the relationship between work motivation and employee performance.

Based on the above hypothesis framework, the research model can be described in Figure 1 below:

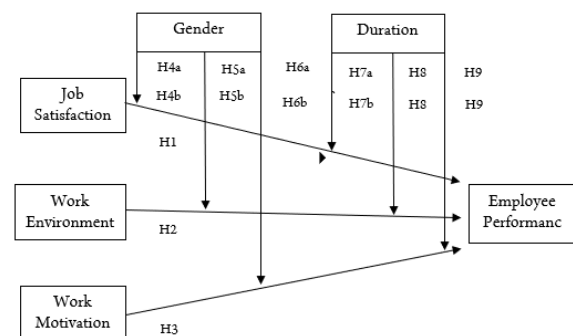


Figure 1. The Relationship of Model Framework

METHOD

Based on this research, we chose a research location for companies engaged in telecommunications in Jakarta from the companies PT. XL Axiata, PT. Indosat Ooredoo, and PT. Telekomunikasi Indonesia (Telkomsel). Telecommunication companies were chosen as objects of research because they are one of the most developed companies in technology and have good opportunities for career advancement for employees. The sampling technique used in this study was simple random sampling because the sampling of members of the population was carried out randomly without looking at the strata in the population (Levy & Lemeshow, 2008). The population of this study is employees who work with staff positions in companies in the telecommunications sector of the company PT. XL Axiata, PT. Indosat Ooredoo, and PT. Telekomunikasi Indonesia (Telkomsel) located in Jakarta.

This study using a quantitative approach with secondary data collected from the questionnaire survey method. When the research was conducted in November 2019 for 30 days by distributing questionnaires to respondents to fill out the questionnaire via a google form. Measurements were made using a likert scale, with 4 alternative answers: strongly disagree; disagree; agree, strongly agree (Hair et al., 2014).

The instrument used in measuring job satisfaction based on instruments from Lee et al. (2017) includes 34 questions consisting of 6 dimensions, namely; Salary and Welfare with its operational definition is a result of the achievements obtained from doing work in the organization; Work Itself by its operational definition is every individual in a work team who can develop and fulfill a work team; Leader Behavior, with its operational definition, is a leader behavior that prioritizes workgroup and employee satisfaction; Personal Growth with its operational definition is employees who can improve work skills and can learn new things; Interpersonal Relationship with its operational definition is a relationship between oneself and others in an organizational environment, and

Job Competence with its operational definition is a combination of knowledge and personality that can improve employee performance.

The instrument used in measuring the work environment based on instruments from Bell (2008) includes 25 questions consisting of 5 dimensions, namely; Communication and Participation, with its operational definition, is that employees feel a relationship with the company and are supervised at work; Organization and Design of the work with its operational definition is that employees can understand their own work which is carried out in an organized manner; Characteristic of the work setting with its operational definition is that employees understand the policies and characteristics related to the overall work arrangement in the organization; The personal fit of the Employee, the Work, and Work Setting, with its operational definition, is that individual employees feel comfortable with their work and work arrangements within the organization; Personal fit of the Work Group, the Work, and Work Setting with its operational definition is employees' perceptions of workgroups, jobs, and work arrangements that exist in the organization.

The instrument used in measuring work motivation based on instruments from Nientied and Toska (2019) includes 18 questions consisting of 6 dimensions, namely; Intrinsic Motivation by its operational definition is someone who is motivated by satisfaction in mastering new things; Identified Regulation by its operational definition is someone who receives a value to achieve the desired goal; External Regulation with its operational definition is individual behavior which is influenced by the external environment; Integrated Regulation with its operational definition is a person who performs work by considering the results to be obtained; Introjected Regulation with its operational definition is individual behavior that is determined to achieve the desired goals; A-Motivation by its operational definition is someone who is not motivated to do their job.

The instrument used to measure employee performance based on the instrument developed by Pradhan and Jena (2017) includes 23

questions consisting of 3 dimensions, namely; Task Performance by its operational definition is an employee who maintains high work standards; Adaptive Performance with its operational definition is updating skills and knowledge that can adapt to job changes; Contextual Performance by its operational definition is helping new colleagues to do outside work.

Before being used for actual research, the research questionnaire instrument will be tested first. The trial was carried out to determine whether the instrument compiled was a good result because good or bad an instrument would affect whether the data was correct or not. The value of validity and reliability will show good or bad on the instrument (Hair et al., 2014). So that it can be seen whether or not the instrument is suitable for research on employees who work at telecommunications companies in Jakarta. This instrument was tested on 30 respondents outside the population from the actual research sample. The results of the validity and reliability test on 100 questions, which were declared valid and reliable were 87 questions with Kaiser-Meyer-Olkin (KMO) > 0.500 and Cronbach's Alpha value > 0.600.

Table 1. Median Split Amount

Variable	Code	Table Value	N
Job Satisfaction	0	Low	295
	1	High	295
Work Environment	0	Low	295
	1	High	295
Work Motivation	0	Low	295
	1	High	295

Based on the results of Table 1, it can be seen according to Agung (2006) that the sample size used is the total number of cells on average multiplied by 30 (minimum). Where the number of cells is five so that $10 \times 30 = 300$ respondents, with 5 variables, namely variables divided into high and low job satisfaction. Work motivation variables are divided into high work motivation and low work motivation. Work environ-

ment variables are divided into the high work environment and low work environment. Gender variables are divided into women and men. The variable duration of work is divided into less than two years and more than two years. In this study, a classification was carried out by factoring and the median split for each variable, the split median score above the factoring was high and the split median score below that of the factoring was low. Researchers will use a sample of 590 respondents, most of the respondents said they are comfortable doing work in telecommunications companies. The testing phase carried out from this study is divided into two methods, namely; the Univariate mean-cell test against the moderating variable group (Agung, 2006); and multiple linear regression tests involving more than one variable are assisted by the SPSS program (Grégoire, 2015).

RESULT AND DISCUSSION

The results of the research of 590 employee respondents who work in telecommunications companies from PT. XL Axiata, PT. Indosat Ooredoo, PT. Telekomunikasi Indonesia (Telkomsel) in Jakarta show that the majority of respondents are male at 51.69 %, aged between 21-25 years of 39.66 %, latest education Bachelor degree (S1) is 54.24 %, Customer service position is 34.24 %, length of work from less than two years is 41.69 %, Company PT. XL Axiata at 36.44 %. This shows that employees who work in telecommunications companies are from a young age with a fairly high education degree (S1) with a customer service position who started their job less than one year at PT. XL Axiata.

The first analysis uses multiple linear regression tests, the results of hypothesis testing can meet the requirements with a significant value of less than 0.05 (Grégoire, 2015). In this study, all influencing variables consisting of job satisfaction, work motivation, and work environment had a significant value less than 0.05. Thus, the results of the analysis can be concluded that job satisfaction, work environment, and work motivation influence employee performance.

The value of the multiple correlation coefficient of the multiple regression equation is 57.7 %, which means that there is a strong influence of the variables of job satisfaction, work environment, work motivation on employee performance variables; The R Square value of the multiple regression equation is 33.3%, meaning that the performance equation is influenced by motivation, job satisfaction, and work environment as much as 33.3%, while the remaining 66.7% is influenced by other variables not examined in this study.

The second analysis uses the cell mean test, hypothesis testing can meet the requirements with a significant value is less than 0.05 (Agung, 2006). In this study, from hypothesis 4, to see the difference in the average performance of employees formed includes high job satisfaction (JS = 1) and low job satisfaction (JS = 0), the gender of women (Gender = 0) and men (Gender = 1). The analysis results support hypothesis 4a, specifically for the male respondent group and the respondent group with high job satisfaction will produce better employee performance than the respondent group with low job satisfaction. with a significant value (β_2) 0.000 (< 0.05). Likewise, the results of the analysis do not support hypothesis 4b, especially for the group of respondents who have high job satisfaction, then the female respondent group will have better employee performance than the male gender respondent group with a significant value (β_3) 0,154 (> 0.05) because female employees working at telecommunications companies will be more able to improve employee performance than male employees and this research will be a new thing to research.

Hypothesis 5 is to see the difference in average employee performance which is formed from a high work environment (WE = 1) and a low work environment (WE = 0), the gender of women (JK = 0), and men (JK = 1). The results of the analysis support hypothesis 5a, specifically for the male gender respondent group, and the group of respondents who have a high work environment will produce better employee performance than the respondent group with a low work environment with a significant value (β_2)

0.001 (< 0.05). While the results of the analysis do not support hypothesis 5b (H5b) specifically for groups of respondents who have a high work environment, so the female gender respondent group has more employee performance than the male gender respondent group with a significant value (β_3) 0.300 (> 0.05).

Thus, hypothesis 6 of the values to be tested is also to see differences in the average employee performance formed from high work motivation (WM = 1) and low work motivation (WM = 0), female gender (JK = 0) and male gender (JK = 1). The results of the analysis support hypothesis 6a, specifically for male gender respondents, and groups of respondents who have high work motivation will produce better employee performance than the group of respondents with low work motivation with a significant value (β_2) 0.018 (< 0.05). While the results of the analysis do not support hypothesis 6b, especially for the group of respondents who have high work motivation, the female gender respondent group has better employee performance than the male gender respondent group with a significant value (β_3) 0.145 (> 0.05).

In this study, from hypothesis 7 the value to be tested is to see the difference in the average employee performance which is formed from high job satisfaction (JS = 1) and low job satisfaction (JS = 0), duration of work less than two years (Duration = 0) and duration of work more than two years (Duration = 1). The results of the analysis support hypothesis 7a, especially for the respondent group with the duration of work more than two years and the group of respondents who have high job satisfaction will produce better employee performance than the respondent group with low job satisfaction of a significant value (β_2) 0.000 (< 0.05). The results of the analysis do not support hypothesis 7b, especially for the group of respondents who have high job satisfaction, then the group of respondents who work with a duration of work less than two years had better performance than respondents who worked with a duration of work more than two years with a significant value (β_3) 0.880 (> 0.05).

Hypothesis 8 of the value to be tested is to see the difference in the average performance of employees formed from a high work environment (WE = 1) and a low work environment (WE = 0), duration of work less than two years (Duration = 0) and duration of work more than two years (Duration = 1). The results of the analysis support hypothesis 8a, specifically for the respondent group with a duration of work more than two years and the group of respondents who have a high work environment will produce better employee performance than the group of respondents with a low work environment of a significant value (β_2) 0.002 (< 0.05). The results of the analysis do not support hypothesis 8b, especially for the high work environment respondent group and the respondent group with a duration of work more than two years, it will produce better employee performance than the respondent group with a duration of work less than two years with a significant value (β_3) 0.279 (> 0.05).

However, from hypothesis 9 the value will be tested to see the difference in the ave-

rage employee performance which is formed from high work motivation (WM = 1) and low work motivation (WM = 0), duration of work less than two years (Duration = 0) and duration of work more than two years (Duration = 1). The results of the analysis support hypothesis 9a, especially for the group of respondents with a duration of work more than two years and the group of respondents who have high work motivation will produce better employee performance than the group of respondents with low work motivation of a significant value (β_2) 0.05 (< 0.05). The results of the analysis do not support hypothesis 9b, specifically for the group of respondents with high work motivation and for groups of respondents with a duration of work more than two years, it will result in better employee performance compared to the respondent group with a duration of work less than two years from a significant value (β_3) 0.232 (> 0.05).

Based on the results of the overall hypothesis previously described, hypothesis testing can be presented Table 2:

Table 2. Research Hypothesis Test

Hypothesis	Statement	Sig. Value	Explanation
H1	Job satisfaction affects employee performance.	.000	The data support the hypothesis
H2	Work environment affects employee performance.	.000	The data support the hypothesis
H3	Work motivation affects employee performance.	.001	The data support the hypothesis
H4a	Especially for the male respondents and the respondents who have high job satisfaction will produce better employee performance than the respondents with low job satisfaction.	.000	The data support the hypothesis
H4b	Especially for the group of respondents who have high job satisfaction, the female respondent group will have better employee performance than the male respondent group.	.154	The data do not support the hypothesis
H5a	Particularly for male respondents and groups of respondents who have a high work environment will produce better employee performance than those with a low work environment.	.001	The data support the hypothesis
H5b	Especially for the respondent group who has a high work environment, the female respondent group has more employee performance than the male respondent group	.3	The data do not support the hypothesis

H6a	Particularly for male respondents and groups of respondents who have a high work environment will produce better employee performance than those with a low work environment.	.018	The data support the hypothesis
H6b	Especially for the group of respondents who have high work motivation, the female respondent group has better employee performance than the male respondent group.	.145	The data do not support the hypothesis
H7a	Especially for the group of respondents with a duration of work > 2 years and the group of respondents who have high job satisfaction will produce better employee performance than the group of respondents with low job satisfaction.	.000	The data support the hypothesis
H7b	Especially for the group of respondents who have high job satisfaction, the group of respondents who work with a duration of work < 2 years have a better performance than respondents who work with a duration of work > 2 years.	.88	The data do not support the hypothesis
H8a	Especially for the group of respondents with a working duration of work > 2 years and the group of respondents who have a high work environment will produce better employee performance than the group of respondents with a low work environment.	.02	The data support the hypothesis
H8b	Especially for the high work environment respondent group and the respondent group with a duration of work > 2 years, it will result in better employee performance than the respondent group with a duration of work < 2 years.	.279	The data do not support the hypothesis
H9a	Particularly for the respondent group duration of work > 2 years and the respondent group who has high work motivation will produce better employee performance than the respondent group with low work motivation.	.05	The data support the hypothesis
H9b	Especially for the high work motivation respondent group and the respondent group with a duration of work > 2 years, it will result in better employee performance than the respondent group with a duration of work < 2 years.	.232	The data do not support the hypothesis

This study intends to exploit the influence of job satisfaction, work environment, and work motivation on employee performance which is moderated by demographic factors including gender and work duration. In this test, it has been stated that job satisfaction has a positive effect on employee performance. This states that employees will be more satisfied with the work they are doing, it will improve employee performance results in telecommunications companies. The results of this study are in line with Siengthai and Pila-Ngarm (2016) which

states that job redesign was found to harm employee performance, while job satisfaction was found to always have a positive influence on employee performance.

This study has proven that there is a positive effect of the work environment on employee performance. An employee who works at a telecommunications company can improve employee performance results from a good and comfortable work environment. Patil and Kulkarni (2017) also found that the work environment has a positive influence on employee

performance with parameters from physical and non-physical environments. The physical environment includes several work facilities available in the company, while the non-physical environment is in the form of colleagues and leaders in the company.

Thus work motivation will also influence employee performance in doing work at the company. The third thing that has been proven from this research is that work motivation has a positive effect on employee performance. If an employee has high motivation for the work he is doing, it will improve employee performance results at telecommunications companies. In line with the previous statement of researcher Van Knippenberg (2000) also found that having a positive influence on work motivation, task performance, and contextual performance of salient social identity and high performance is considered crucial for the organization.

Gender as a demographic factor has been shown to have a moderating role in the relationship of job satisfaction, work environment, work motivation to employee performance. Gender will strengthen the relationship between job satisfaction and employee performance. Especially for employees with male gender and employees who have high job satisfaction will produce better employee performance than employees with low job satisfaction in telecommunications companies. Male and female employees view different from several main organizational cultural values such as organizational pride, performance, communication, development, and openness (Ali et al., 2011).

The exclusion of male gender employees is no better for women than job satisfaction with employee performance. Especially for employees who have high job satisfaction, the female gender employee group will have better employee performance than the male gender respondents group in telecommunications companies H4b. Male and female employees who follow different socialization processes can make them more separate from each individual and more homogeneous among themselves with the work they are going to do (Sharma, 2017). Lack of

work skills for women is widely considered that they cannot complete the job, therefore women can increase a better sense of independence and self-satisfaction to improve performance results, but can be done in their healthy health condition and exploit their labor (Kabeer, 2005).

Gender can strengthen the relationship between work environment and employee performance. Especially for groups of employees with male gender and groups of employees who have a high work environment will produce better employee performance than groups of employees with a low work environment in a telecommunications company. The results of this study can strengthen with previous research by Westerberg and Armelius (2000) which states that the job performance of male managers is more involved in production and construction, while female managers are involved in administration in their work environment.

In the work environment of employees male gender is not better than women in employee performance. Especially for groups of respondents who have a high work environment, female employees will have better employee performance in a telecommunications company. This research is inversely proportional to that of researchers Agapiou (2002) suggesting being able to use the more profitable potential of role variables such as tenure with the organization, gender, education level, ethnicity, wealth, social skills, performance competence, family membership, and marriage.

Thus gender will also strengthen the relationship between work motivation and employee performance. Especially for groups of employees with male gender and groups of employees who have high work motivation will produce better employee performance than groups of employees with low work motivation in telecommunications companies. Basically from several types of work are considered to be able to motivate employees for employee performance which can be determined based on the gender of the company (Wu et al., 2005).

The work motivation of male employees is not better than female employees in improving

employee performance. Especially for groups of employees who have high work motivation, the female employee group has better employee performance than male employees. in a telecommunications company. Global competition forces economies and organizations to acquire high levels of workforce productivity, better understanding will motivate female employees which can increase effectiveness and performance (Worthley et al., 2009). If a woman realizes that the work tasks she completes can improve her performance and the value of empathy for the company is important for her to be able to complete it well (Ickes et al., 2000). Therefore a woman will be more successful than a man who accomplishes the same thing in the objective measurement of empathy, thus increasing motivation for her work (Klein & Hodges, 2001).

Work duration as a demographic factor has also been shown to have a moderating effect in the relationship between job satisfaction, work environment, and work motivation on employee performance. The duration of work will strengthen the relationship between job satisfaction and employee performance. Especially for groups of employees who work with a duration of work more than two years and groups of employees who have high job satisfaction will produce better employee performance than groups of employees with low job satisfaction in telecommunications companies. Innovative working time arrangements and flexible work systems are not only the demands of employee performance, but also the needs of each individual which can affect worker satisfaction (Veerasingam et al., 2013) the effects of employer encouragement to the volunteers, demographic characteristics of volunteers, and self-esteem of volunteers on job performance and life satisfaction have been studied. The data were collected through a questionnaire distributed to 1000 volunteers of St. John Ambulance in Malaysia. Three hundred and sixty six volunteers responded by giving their feedback. The model was tested using Structural Equation Modeling (SEM).

An employee who feels satisfaction and has a longer work duration does not guarantee

an increase in employee performance. Especially for groups of employees who have high job satisfaction, the group of employees who work with a duration of work less than two years will have a better performance than employees who work with a duration of work more than two years in a telecommunications company. Based on research Arranz et al. (2019) make changes with a large composition when comparisons are made between recessions, so that the proportion of short-term and highly educated workers in non-manual jobs and the service sector may increase. As an example, Kanawattanachai and Yoo (2013) it is crucial that companies identify and leverage team members' knowledge. Yet, little is known of how virtual team members come to recognize one another's knowledge, trust one another's expertise, and coordinate their knowledge effectively. In this study, we develop a model of how three behavioral dimensions associated with transactive memory systems (TMS) in their conceptual framework for group studies, begin developing their group typology with two basic dimensions of team duration and scope of tasks. Bradley et al. (2003) Also reviewing the literature on specific tasks and teams working on short-term (1-6 hours) and long-term (3-6 months) tasks, they concluded that the task time scale influenced the effectiveness of strategic team intervention and team satisfaction. Because the company had to inform the worker representatives about the reasons for the action, their expected range and duration, and the number of workers involved (Calavrezo & Lodin, 2012).

A comfortable work environment is a priority for an employee to be able to work more loyally and increase work duration which can improve performance. Especially for groups of employees with a duration of work more than two years and groups of employees who have a high work environment will produce better employee performance than groups of employees with a low work environment in a telecommunications company. Employees who have performed well in the work environment for several periods will be able to increase the de-

velopment of safety parameters, duration, and work intensity levels (O'Neal & Bishop, 2010).

The longer employees who work in the work environment will be able to improve employee performance results in the company. Especially for the high work environment respondent group and the respondent group with a duration of work more than two years, it will produce better employee performance than the respondent group with a work duration of fewer than two years in a telecommunications company. Based on research Warltier et al. (2002), the results obtained to complement the available evidence from the health care workers, performance on the job requires vigilance or attention to detail or with a long duration of work. Each individual can maintain performance during the discomfort of a short time, but after a certain period, their ability to compensate for the added stress decreases, as a result of which it causes a decrease in performance (Matsangas et al., 2014).

However, an employee who has a motivation and a longer working duration can also improve employee performance. Especially for the group of respondents with a working duration of more than two years and the group of respondents who have high work motivation will produce better employee performance than the group of respondents with low work motivation in telecommunications companies. The important thing that a manager must have in motivating employees when employees can gain knowledge, skills, and abilities of employees in the effort and performance to increase the duration of work in the organization (Marques, 2018) but is highly identifiable for people of any age group and in any stage of life.

Employees who have high work motivation with a longer work duration do not guarantee that they can improve performance in the organization. Especially for groups of respondents with high work motivation and groups of respondents with a duration of work more than two years, this will result in better employee performance than the respondent group with a duration of work less than two years in a telecommunications company. Due to the lack of

long working duration for employees, it can reflect the proactive aspects of employee absence which will reduce performance results (Trefalt, 2013). Although motivation and goal setting have been set by the organization, it is very difficult to improve employee factors where each work duration will also affect employee performance results (Drews et al., 2007). Therefore, organizations and general management should consider implementing policies and practices that positively affect employee motivation towards a performance for the long term, along with the goals and objectives of the organization for the short term (Singhvi et al., 2018).

CONCLUSION AND RECOMMENDATION

Based on the results of this study it is concluded that job satisfaction, work motivation, and work environment have an influence on employee performance which means they have a very crucial role in improving employee performance in the company. Demographic factors which in moderation consist of gender and duration of work, are things that can affect employee performance. However, the exceptions for the male gender are not better than women in job satisfaction, work environment, and work motivation on employee performance. In this case, it states that women can be better than men at increasing company performance in the company.

Meanwhile, employees who work with a duration of work more than two years are better than employees who work with less than two years in the work environment and work motivation on employee performance, and inversely proportional to job satisfaction which states that employees who work with a duration of work less than two years are better than employees who work with more than two years. The duration of work is crucial for an employee to increase his loyalty to a company.

The implication of this research is expected to be useful for telecommunication companies in Jakarta, which can be used as an illustration of the human resources that are owned by

each employee who works with job satisfaction, work motivation, and work environment that will affect employee performance. Employees with male and female gender and their working duration of work more than two years and less than two years can be a reference for increasing work effectiveness in telecommunications companies. The implication of this research for researchers is that it can add training variables by being given training, seminars, and workshops, or other activities to find out the work process from the start of the work that he will do next.

The limitations of this study can be considered for further research. This study uses a questionnaire as a measuring tool to save time and effort. However, this questionnaire has limitations in filling out questions. There is a possibility that the respondent did not answer the questionnaire in real terms or just answered filling out the questionnaire answers based on the ideal conditions expected and not the actual conditions that occurred. Also, the limitations in distributing questionnaires were only conducted in the city of Jakarta. Further research can be carried out for all lines that exist in one country at a certain time by involving employee employees in companies to improve the accuracy of data analysis and can add research variables such as training, organizational commitment, psychological well-being to obtain more varied data and variable results for research

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