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THE EFFECT OF JOB SATISFACTION, LEARNING AGILITY AND RESILIENCE ON PERFORMANCE WITH WORK STRESS AS AN INTERVENING VARIABLE IN SALES DEPARTMENT EMPLOYEES OF PT BUNGASARI FLOUR MILLS INDONESIA DURING THE COVID-19 PANDEMIC

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Abstract: The research, which was conducted on 40 employees of the Sales Department of PT Bungasari Flour Mills Indonesia, aimed to see the effect of job satisfaction, learning agility and resilience on performance with work stress as an intervening variable. The research design and analysis of research results were processed using the structural equation model (SEM) – Smart PLS version 3.3.6. The results showed that (1) There was a direct effect of job satisfaction on performance (PValues < 0.05, which is 0.006) and resilience to work stress (PValues <0.05, which is 0.037), (2) There was no direct effect of resilience on performance (PValues > 0.05).), (3) There is no indirect effect of job satisfaction, learning agility and resilience on performance through work stress (PValues > 0.05)

Keywords: job satisfaction, learning agility, resilience, job stress, performance,

INTRODUCTION

Employee performance is the main determining factor in achieving its goals. Performance is what affects how much they contribute to the organization. As Bernardin & Russel stated (Rony, 2020) The performance of an individual can be defined as the record of outcomes produced as specified job functions or activities during a specified time. Performance improvement for both individuals and groups is the center of attention in an effort to improve organizational performance, as stated by Maltis (Rafiq, 2019). If the employee's work results are good or high, the company will also produce high performance, and vice versa.

The decline in employee performance due to the impact of the pandemic has become a common phenomenon in almost all companies. The behavior of employees who are accustomed to doing face-to-face work must change to online. The sales team as employees who have a function to sell company products, who can freely contact customers are very limited and less

than before the pandemic. This will certainly have an impact on the performance of achieving sales targets compared to before the pandemic.

How the Sales team of PT Bungasari Flour Mills Indonesia maintains its sales performance is the title of this research with the full title "The Effect of Job Satisfaction, Learning Agility and Resilience on Performance with Job Stress as an Intervening Factor for Sales Employees at PT Bungasari Flour Mills Indonesia during the Covid Pandemic Period -19"

LITERATURE REVIEW

Individual performance is influenced by several factors, namely: (a) expectations of compensation to be obtained; (b) motivation; (c) abilities, needs, and characteristics; (d) perception of the task; (e) internal and external rewards; (f) perception of the level of compensation, (g) job satisfaction. As the previous statement, performance is influenced by job satisfaction, where the notion of job satisfaction is an individual's feeling towards his job. This feeling is the result of an assessment of how far his job as a whole is able to satisfy his needs (Lukitawati, 2017).

Learning agility is the willingness and ability to learn from experience, then apply what has been learned to achieve success in new situations (Meuse et. al, 2015). Meuse (2015) reveals that people with high agility are able to take appropriate lessons from their experiences and apply these lessons to new situations, they will tend to seek new challenges continuously, actively seek feedback from others with the aim of grow and develop, likes to self-reflect, and evaluate experiences and draw conclusions. Research on 217 employees conducted by Lombardo and Eichinger in 2000 (Meuse, 2015) found that there was a relationship between all dimensions of learning agility to "performance potential" in the company. In other words, learning agility can predict the performance of workers in the company.

Resilience is a combination of physiological concepts and human psychological conditions, which refers to a person's condition which if disturbed can cause stress. Employees are expected to go through many difficult situations in their work such as difficult work, big responsibilities, lack of resources and support, emotional and physical problems, and conflicts at work. So with this quality, employees will be able to overcome the challenges they may face (Lhalloubi & Ibnchahid, 2020). Resilience is needed to be able to turn threats into opportunities to grow, develop, and increase the ability to adapt for positive change.

Meanwhile, this resilience capacity changes over time and is enhanced by protective factors on the individual and the environment (Stewart et al., 1997). Resilience can help individuals deal with stressors that are inherent in the work environment but cannot be changed (Cooper & Cartwright, 1997). Factors that strengthen independence, namely the values that a person has, then guide, shape, and provide consistency and meaning to related cognitions, emotions and actions.

Job stress is a condition where there is tension that creates physical and psychological imbalances which then affect the emotions, thought processes, and conditions of an employee (King, 2020). Triatna (2015) states that stress is a condition of a person, where his physical and psychological conditions are affected by disturbances from within and from outside himself, resulting in tension and causing the emergence of unusual behavior (which is categorized as deviant) both physically, socially, and psychologically. Deviant behavior of employees at work is a form of work stress. Veithzal (2014) argues that work stress is a condition of tension that causes a physical and psychological imbalance, which affects the emotions, thought processes and conditions of an employee.

Work stress is caused by various things that make employees feel uncomfortable. According to Triatna (2015) factors that cause stress include work factors, non-work factors, and personal factors.

Job Satisfaction and Performance

Satisfied employees perform better and contribute to the overall success of the organization. In addition, dissatisfied employees do not perform well and become a barrier to success (Shmailan, 2016). Satisfied employees provide good performance and reduce the intention to quit (Ibrahim et al., 2020)

Learning Agility and Performance

Howard (2017) states that there is a significant correlation between learning agility on performance in pre-service teachers. Dries (2012) in his research stated that learning agility is a strong predictor in identifying high performance. Individuals who have high agility learning competencies show high performance results also in their work (Howard, 2017).

Resilience and Performance

In a highly competitive business environment full of changes as it is today, employee resilience plays an important role as the ability to improve individual and organizational performance (Liu, 2018). This happens because employee resilience is a psychological resource from individuals that can be used to cope with stress from high-pressure work situations which in turn can encourage positive involvement in completing difficult tasks (Bardoelet al., 2014). According to Liu (2018), employee resilience has a significantly positive impact on the performance of bank employees in China.

Atota et al. (2020) revealed that there is a positive and significant effect between resilience and the performance of Australian and Indian employees. This finding is also reinforced by Walpita (2020) if the level of resilience is higher, the performance of a nurse in the Sri Lankan city of Colombo tends to also be higher. This is because high levels of resilience can reduce negative impacts at work such as stress, fatigue, depression, and anxiety (Gito et al., 2013).

Job Stress as an Intervening Variable

Safrizal (2013) in his research cites Kreitner and Kinicki who revealed that there are indications of a negative relationship between stress and job satisfaction. This opinion is supported by Luthans (Safrizal, 2013) which states that one form of psychological problems that arise as a result of work-related stress is the emergence of dissatisfaction with the work being undertaken. Employees who experience high work stress will have low performance because they experience psychological disorders, are physically ill and in the end will often refuse a job on the grounds of avoiding stress.

Based on theoretical explanation related to job satisfaction, learning agility, resilience, work stress and performance, research hypothesis proposed are:

- H1. There is significance direct effect of Job Satisfaction on Performance
- H2. There is significance direct effect of Learning Agility on Performance
- H3. There is significance direct effect of Resilience on Performance
- H4. There is significance direct effect of work stress on performance?
- H5. There is significance direct effect of job satisfaction on work stress?
- H6. There is significance direct effect of Learning Agility on work stress

- H7. There is significant direct effect of Resilience on work stress?
 H8. There is significant effect of job satisfaction on performance with work stress as an intervening variable
 H9. There is significant effect of learning agility on performance with work stress as an intervening variable
 H10. Is there a significant effect of resilience on performance with work stress as an intervening variable

Table 1. Operationalization of Research Variables

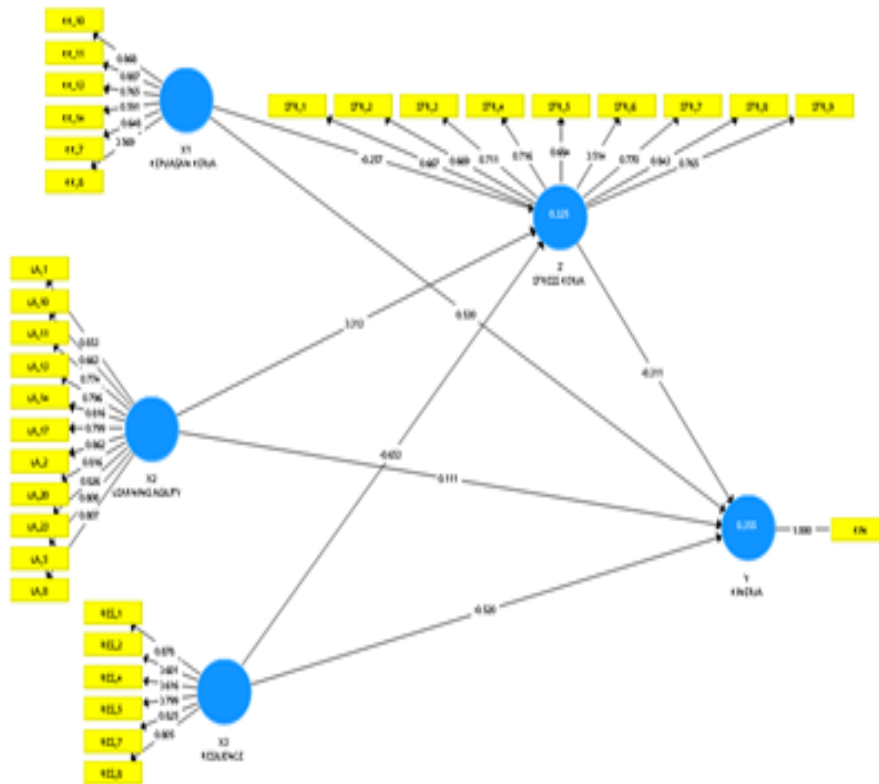
| Variabel | Aspects / Dimentions / Indicators | Measurement Scale |
|-----------------------|--|---|
| Job Satisfaction (KK) | Employees' Perceptions of Psychological, Social, Physical and Financial Factors | Likert scale |
| Learning Agility (LA) | <i>Flexibility, Speed, experimenting, Performance Risk Taking, Interpersonal Risk Taking, Collaborating, Information Gathering, Feedback Seeking, Reflecting</i> | Likert scale |
| Resilience (RES) | <i>Control, Commitment, Challenge</i> | Likert scale |
| Performance (KIN) | Target Achievement | Documentation of Sales Achievements of sales employees of PT. Bungasari Flour Mills Indonesia |
| Work Stress (STR) | Workload, Difficult and excessive workload, Pressure and attitude of the leader, time and work equipment, Work conflict, Retribution, Family problems such as children | Likert scale |

RESEARCH METHOD

The research data were analyzed using the SEM (Semantic Equation Model) method using the SmartPLS (Partial Least Square) software 3.3.6. Analysis of the validity and reliability of measuring instruments, Valid and reliable measuring tools are needed to ensure that the data obtained from these measuring instruments are accurate and consistent so that reliable analytical results can be obtained.

Test the Validity of Measuring Instruments.

Test the validity of the measuring instrument is done by measuring the convergent validity of each indicator. Convergent validity is seen from the outer loading value of each variable indicator. An indicator is said to have good reliability if the outer loading value for each indicator is > 0.70 , but a value > 0.5 can still be tolerated. By eliminating items from each indicator in the above model whose outer loading value is < 0.5 , the revised partial least square output and the outer loading table are obtained as follows:



Picture 1. Output Partial Least Square with revised measurement

The results of the validity test can also be seen from the construct validity. After the measuring instrument was revised, the results of the construct validity test were obtained as follows:

Tabel 2. Average Variance Extracted (AVE)

| | Average Variance Extracted (AVE) |
|------------------|----------------------------------|
| Job satisfaction | 0.536 |
| Learning Agility | 0.645 |
| Resilience | 0.580 |
| Work Stress | 0.503 |
| Performance | 1.000 |

The construct validity was met because the Average Variance Extracted (AVE) value for each measuring instrument met the requirements, which is > 0.5.

Reliability Test

The reliability of each measuring instrument can be seen from the following reliability test table:

Tabel 3. Cronbach's Alpha and Composite Reliability

| | Cronbach's Alpha | Composite Reliability |
|------------------|------------------|-----------------------|
| Job satisfaction | 0.825 | 0.871 |
| Learning Agility | 0.945 | 0.952 |
| Resilience | 0.855 | 0.890 |
| Work Stress | 0.874 | 0.900 |
| Performance | 1.000 | 1.000 |

Based on the table above, the reliability for each measuring instrument is very reliable because the value of Cronbach's Alpha and Composite Reliability > 0.7

Multicollinearity Test

The assumption or condition that must be met in the analysis of the outer model is that there is no multicollinearity problem. Multicollinearity shows the existence of intercorrelation or strong correlation between indicators. If the results of the Variance Inflation Factor (VIF) < 5 , it can be said that there is no multicollinearity problem so that hypothesis testing can be carried out.

Tabel 4. Inner VIF Values

| | Work Stress | Performance |
|------------------|-------------|-------------|
| Job Satisfaction | 1.327 | 1.425 |
| Learning Agility | 3.668 | 3.814 |
| Resilience | 3.637 | 4.270 |
| Work Stress | | 1.482 |
| Performance | | |

From the table above, it can be seen that all Variance Inflation Factor (VIF) values < 5 , thus it can be said that there is no multicollinearity problem.

R Square and Adjusted R Square Determinant Coefficient Analysis

The coefficient of determination (R Square) is a way to find out how much the endogenous constructs (work stress and performance) can be explained by exogenous constructs (job satisfaction, learning agility and resilience). Chin gave criteria for R Square values of 0.67, 0.33 and 0.19 as strong, moderate, and weak (Ghozali and Latan, 2015).

Tabel 7. R Square and Adjusted R Square

| | R Square | Adjusted R Square |
|-------------|----------|-------------------|
| Work Stress | 0.325 | 0.269 |
| Performance | 0.355 | 0.282 |

The explanation of the table above is as follows:

- Level of accuracy of job stress prediction as a construct of job satisfaction, learning agility and resilience as predictors has a value of 0.325 (less than 0.7). So it can be said that the variables of job satisfaction, learning agility and resilience have an effect of 32.5% on performance (not strong) and the rest is influenced by other variables not tested in this study.
- Likewise for the prediction of performance accuracy as a construct of job satisfaction, learning agility and resilience have values below 0.7. so it can be said that job satisfaction, learning agility and resilience have an effect of 35.5% on performance (not strong) and the rest is influenced by other variables not tested in this study.5. F Square analysis

F Square (effect size) is used to show the magnitude of the influence between variables.

Tabel 8. F Square

| | Work Stress | Performance |
|------------------|-------------|-------------|
| Job Satisfaction | 0.073 | 0.306 |
| Learning Agility | 0.040 | 0.005 |
| Resilience | 0.174 | 0.098 |
| Work Stress | | 0.101 |

Based on the table above, it is known that: (a) The effect of job satisfaction (0.073) and learning agility (0.040) on work stress has a small impact, while resilience has a moderate impact (0.174). (b) The effect of job satisfaction (0.306) and stress (0.101) on performance has a moderate impact. Meanwhile, the effect of learning agility (0.005) and resilience (0.098) on performance has a small impact

Significancy effect (Bootstrapping Analysis)

Tabel 9. Direct Effect Bootstrapping Analysis

Path Coefficients

| | Original Sampl... | Sample Mean (...) | Standard Devia... | T Statistics (O/... | P Values |
|------------|-------------------|-------------------|-------------------|----------------------|----------|
| KK -> KIN | 0.530 | 0.544 | 0.192 | 2.764 | 0.006 |
| KK -> STR | -0.257 | -0.227 | 0.253 | 1.014 | 0.311 |
| LA -> KIN | 0.111 | 0.079 | 0.359 | 0.309 | 0.758 |
| LA -> STR | 0.313 | 0.209 | 0.305 | 1.026 | 0.305 |
| RES -> KIN | -0.520 | -0.469 | 0.374 | 1.389 | 0.165 |
| RES -> STR | -0.653 | -0.634 | 0.313 | 2.089 | 0.037 |
| STR -> KIN | -0.311 | -0.289 | 0.209 | 1.534 | 0.126 |

To determine the significance of the relationship between the two variables, look at the PValues, where the allowed PValues are <0.05.

Based on the table above, it can be seen that job satisfaction (X1) has a significant effect on performance (Y) with a PValues value of 0.006 and the resilience variable (X3) has a significant effect on work stress (Z) because it has a PValues smaller than 0.05, namely 0.037. while learning agility (X2) and resilience (X3) variables have no significant effect on performance with PValues values of 0.758 and 0.165, respectively. PValues are <0.05.

Tabel 10. Indirect Effect – Bootstrapping Analysis

Specific Indirect Effects

| | Original Sampl... | Sample Mean (...) | Standard Devia... | T Statistics (O/... | P Values |
|-------------------|-------------------|-------------------|-------------------|----------------------|----------|
| LA -> STR -> KIN | -0.097 | -0.063 | 0.112 | 0.873 | 0.383 |
| RES -> STR -> KIN | 0.203 | 0.188 | 0.174 | 1.170 | 0.243 |
| KK -> STR -> KIN | 0.080 | 0.059 | 0.091 | 0.881 | 0.379 |

From the table above, it is found that work stress (Z) does not mediate job satisfaction (X1), learning agility (X2) and resilience (X3) because it does not have a significant effect on performance because it has PV values greater than 0.05

CONCLUSION AND RECOMMENDATIONS

From the research that has been conducted regarding the Effect of Job Satisfaction, Learning Agility and Resilience on Performance with Job Stress as an Intervening Variable for Employees of the Sales Department of PT Bungasari Flour Mills Indonesia During the Covid-19 Pandemic, it was found that job satisfaction has a significant influence on performance and

resilience has an effect significantly to work stress. Specifically, the conclusions from this study are as follows:

- 1) There is a significant direct effect of job satisfaction on performance (PValues value < 0.05 , i.e. 0.006) with a positive relationship direction, so that hypothesis 1 is accepted. The more satisfied employees will result in increased performance, and vice versa.
- 2) There is no significant direct effect of job satisfaction on job stress (PValues value > 0.05 , which is 0.311) so that hypothesis 2 is rejected.
- 3) There is no significant direct effect of learning agility on performance (PValues value > 0.05 , which is 0.758) so that hypothesis 3 is rejected
- 4) There is no significant direct effect of learning agility on work stress (PValues value > 0.05 , which is 0.305) so that hypothesis 4 is rejected.
- 5) There is no significant direct effect of resilience on performance (PValues value > 0.05 , which is 0.165) so that hypothesis 5 is rejected
- 6) There is a significant direct effect of resilience on work stress (PValues value < 0.05 , i.e. 0.037) with a positive direction so that hypothesis 6 is accepted. Employee resilience affects work stress levels
- 7) There is no significant direct effect of job stress on performance. (PValues value > 0.05 , which is 0.156) so that hypothesis 7 is rejected
- 8) There is no significant effect of job satisfaction on performance through work stress (PValues value > 0.05 , which is 0.383) so that hypothesis 8 is rejected
- 9) There is no significant effect of learning agility on performance through work stress (PValues value > 0.05 , which is 0.243) so that hypothesis 9 is rejected
- 10) There is no significant effect of resilience on performance through work stress (PValues Value > 0.05 , which is 0.379) so that hypothesis 10 is rejected.

The managerial implications based on the results of this study reveal that there is a significant direct effect between job satisfaction and performance and the effect of resilience on work stress, then: (1) Company management is expected to maintain and improve the factors that affect employee job satisfaction, so as to improve employee performance. Employees who have job satisfaction will produce the expected performance of the company. These factors include providing the necessary training for the sales team to improve sales achievement, guidance from superiors to improve performance, maintaining and improving facilities and benefits for employees and developing employee competencies. (2) Company management needs to develop employee capabilities, especially regarding resilience so that they have the ability to return to work and show performance after facing difficult times, both planned and unplanned. Suggestions for future research on performance, especially during the current or future pandemic, are expected to be carried out with a larger number of respondents with a focus on things that can improve performance related to employee competencies (knowledge, skills and attitudes).) that are used / shown directly in doing their work, for example communication skills, building positive interpersonal relationships and fighting power (persistence).

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