

# A Study on Work Satisfaction Study on Work Performance of Expatriates in Jakarta

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**Abstract** - This study aims to 1) know and analyze the direct influence of Competence, Organizational Culture and Motivation on expatriate labor work satisfaction, 2) Know and analyze the direct influence of Competence, Organizational Culture and Motivation on Expatriate labor performance, 3) Know and analyze direct influence Job satisfaction on the performance of expatriate workers, 4) to know and analyze the indirect influence of Competence, Organizational Culture and Motivation on Performance through Job Satisfaction of expatriate workers. The population in this research is all the personnel of Consultant of expatriate in Jakarta in the year 2016 is 837 people. Sampling technique using probability sampling with the number of samples 270 respondents. Data were analyzed by using Structural Equation Model (SEM) method using Analysis Program of Moment Structure (AMOS) Version 21. The result of this research indicate that Personal Competence have positive and significant influence to job satisfaction of expatriate consultant, Organizational Culture have positive and significant influence to job satisfaction of expatriate consultant staff, Individual Motivation have positive and significant influence to Job Satisfaction of expatriate consultant, Competence Persons have a positive and insignificant influence on the performance of expatriate consultants. Organizational culture has a positive and significant influence on the performance of expatriate consultants. Individual motivation has a positive and significant influence on the performance of expatriate consultants, Job satisfaction has a positive and significant influence on the performance of expatriate consultants, Personal Competence through job satisfaction has a significant effect on performance, Organizational Culture through job satisfaction has a significant effect on performance, Individual motivation through job satisfaction has a significant effect on performance. This explains that the motivation of individuals owned by expatriate consultants has a significant impact on achieving job satisfaction of expatriate consultants.

**Keywords:** *Individual Competence, Organizational Culture, Individual Motivation, Job Satisfaction and Performance*

## I. INTRODUCTION

Along with the current era of globalization, companies are increasingly expanding, merging, and forming strategic alliances across their own borders. The presence of multinational subsidiaries for the host country provides many advantages such as the imposition of a relatively large amount of taxes. Of course they need the nearest workforce, which comes from Indonesia. This has led to the fact that in multinational subsidiaries abroad or subsidiaries, there are 3 types of labor, expatriates, local workers and third nationals.

Expatriates are essentially individuals living in a country other than the country in which they have primary citizenship. With the expansion of the global economy, the level of expatriatization is also increasing (Antal, 2000; Richardson & McKenna, 2006). Furthermore, due to the increase in international mobility, more and more corporate managers and executives will experience

expatriates in their careers (Richardson & McKenna, 2006). A survey conducted by Oddou & Mendenhall (1991) found that 90% of expatriates reported an increase in global perspective after through expatriation, 80% reported progress in communication effectiveness with individuals from different cultural backgrounds, and 80% felt better To understand business trends.

Brewster et al (2008) states that there are various reasons why firms assign international assignments to expatriates, which are: (1) to improve control of headquarters overseas subsidiaries, (2) to provide skills that are not exist at subsidiary geography location (3) to provide management development opportunities; (4) to internationalize managerial cadres; and (5) to promote the importance of the country in which the subsidiary is in the eyes of their own government.

RBV in this case focuses not only on employee behavior, but also on the skills, knowledge, attitudes and competencies that, if maintained, will have more impact on long-term success than the short-term or current (Rowley & Jackson, 2012; Dessler, 2009 ; Torrington et al., 2002). Thus, business excellence is closely related to intellectual capital and business intelligence in anticipation of the future. (Barney, 1991). Regulation of the entry of foreign workers has been regulated in Law No.13 / 2003 on Manpower and Permenakertrans No. 34 / Men / IX / 2006.

The number of expatriates in Indonesia dropped quite dramatically after the global economic crisis in 2008. The Ministry of Manpower and Transmigration noted, by the end of 2009, the number of foreign workers was only 59,500 more, or dropped from 2008 to 90,000. However, Indonesia's improved economy post the global economic crisis prompted foreign investors to return to the Indonesian economy and increase their Foreign Capital Investment (PMA).

Data obtained by authors from the Ministry of Manpower and Transmigration show that in 2010, most expatriates in Indonesia came from China (11,458 people), Japan (7,135), South Korea (4,437), Malaysia (3,688), Thailand (3,606), Australia (3,491), United States (3,307), United Kingdom (2,851), Philippines (2,675). While 12,520 others from other countries. Based on the field of business, most of them work in the trade sector (11,918 people), industry (15,366 people), and the remainder (32,293 people) in other sectors. In terms of expertise or position, most of the foreign workforce are professionals (21,251 people), and the rest are technicians (17,294 people), managers (9,234 people), and company owners (4,639 people).

Data obtained by the author of the Ministry of Manpower and Transmigration shows that in 2011, there were 77,300 foreign workers (TKA). Of that number foreign workers from China dominate foreign workers in Indonesia, recorded the number of foreign workers from China (16,149 people). Meanwhile, Japan (10,927), South Korea (6,520), India (4,991), Malaysia (4,957), United States (4,425), Thailand (3,868), Australia (3,828), Philippines (3,820). While the rest from various other countries. In terms of expertise or position, most of the foreign workers are professionals (34, 763 persons), advisor / consultant (12,761), managers (12,505 persons), directors (6,511), technicians (5,276 persons). While the rest consists of supervisor (4746) and commissioner (738 people).

This makes the Government of Indonesia very selective in granting licenses to hire expatriate and conduct strict supervision so that companies comply with the prevailing laws and regulations by issuing Permit on Employment of Foreign Workers (IMTA). Based on IMTA data published by the Ministry of Manpower and Transmigration in 2011, the number of IMTA issued amounted to 77,144 people, with details, the most work in the industrial sector as much as 40,423, the trade sector of 14,142 people and the construction sector of 7,177 people. The large number of expatriates mainly in the tourism sector, consultancy services, the aviation is particularly aviation, and trade also brings some developers to target expatriate workers as the target of their shoppers. This proves that their numbers are quite significant. From the data of the Ministry of Manpower, the number of foreign workers registered to 2011, IMTA has reached 77,144 permits, especially when the integration of labor in the ASEAN region has been implemented in 2015. This is what brings the importance of multinational companies wherever including in Indonesia to be able Understand how to identify the competencies that the expatriates should have to measure their job satisfaction and in order to improve the company's performance.

## II. LITERATURE REVIEW

### Definition of Competence

McClelland (1973) as an early digger of the problem of competence, has now resulted in the development of a number of models of generic competence (general), especially managerial functions. Basic competencies are important characteristics such as the knowledge and skills that a person needs to achieve minimum standards in a job.

Competence can also be differentiated based on the extent to which competence can be taught. Standards of competence is a necessity for individuals to properly perform certain jobs. It includes a combination of knowledge, skills and behaviors that are used to improve performance, more generally, are competent or qualified, have the ability to perform certain roles (Spencer, 1993), or in other words can be defined that competence is defined as the ability of a person who can be observed Includes the knowledge, skills and attitudes in completing a job or task in accordance with established performance standards and not all personal aspects of a worker's person is a competence.

Miller, Rankin and Neathey (2001) Competence is defined as skill, ability skills. Competence identifies the skills, knowledge, and characteristics needed to do the work (Lucia, at al 1999). Competence refers to (Knowledge, Skill, Attitude abbreviated as KSA) as a certain standard performance. Observed competencies, action behaviors that require a combination of KSAs to carry out the activity are demonstrated in the context of their work and are influenced by the organizational culture and work environment.

### Competency Measurement

Becker et.al, (2001) presented a study conducted by the University of Michigan School of Business that provides a more complete competence template (framework) to say there are five competencies needed: 1) (personal credibility), 2) (ability to Manage changes), 3) (ability to manage culture), 4) (delivery of human resources practice), 5) (knowledge of the business))

Barney (1991) said that the importance of competence to gain sustainable competitive advantage and divide four competency indicators owned by a company can be a source of sustainable competitive advantage: valuable, a rare competency among existing companies and competitors Potential (rare), not easily imitated (inimitability), and not easily substituted (nonsubstitutability).

### **Understanding Organizational Culture**

Linking Organizational Culture to Performance is an important and very interesting study especially in uncertain working conditions. Organizational culture needs to be carefully examined in order to explore the strengths that are owned but tend to be ignored. In order to improve the optimal performance of human resources, the items on this scale are based on organizational culture components proposed by Denison (2000) consisting of four components: Involvement, Consistency, Adaptability and Mission.

Kottler and James L. Heskett (1998) stated that there are three kinds of corporate culture that can improve performance, namely: strong culture, suitable strategic culture and adaptive culture.

### **Organizational Culture Indicators**

Organizational culture is a tool in interpreting the life and behavior of the organization. Organizational Culture according to Hofstede (1993) formed by indicators, namely:

- 1) Ability
- 2) Distance from Management
- 3) Extrovert.
- 4) Employee order
- 5) Employee confidence

Eugene Mckenna (2005) states that organizational culture has the following indicators:

- 1) The relationship between man and man
- 2) Cooperation
- 3) Appearance of employees

### **Understanding of Motivation**

Motivation is often termed encouragement. Encouragement or energy is the movement of the soul and body to do. Factors that affect the motivation of members of the organization differ from one another, including in terms of needs and desires ..

Motivation according to French states that motivation as a desire or desire someone to increase efforts to achieve targets or results, motivation can also mean stimulation or encouragement to raise the morale to a person or group. Empirical research in this field focuses more on motivational sources of work (Leonard, et.al., 1999). Motivation of work according to Gibson (2003) is the power that encourages an employee who raises and directs behavior.

### **Measurement of Motivation**

Motivational instruments are derived from several motivational theories expressed by experts, and they can be grouped into 2 (two) groups, namely, content theory and process theory.

In general, the theory of motivation into two types:

- 1) Motivation Theory of Need Satisfaction (Content Theory).

This theory focuses on what is motivated to be oriented to individual needs and satisfaction, which is the basis of this theoretical approach. Included in this type of theory are as follows:

- a. The classical theory of motivation by Winslow Taylor. Winslow Taylor states that humans are willing to work hard to be able to meet their physical and biological needs, this can be in the form of money or goods from the work.
- b. The hierarchy theory of Abraham H Maslow's Robbins (2003) states that Maslow's hierarchy of needs theory is as follows: Physiological Needs, Security Needs, Social Needs, Needs Appreciation, Self-Actualization.
- c. Herzberg Motivation Theory Herzberg divides the factors that influence motivation into two parts: using motivator and hygiene factors, factors that motivate employees are called motivators consisting of: Successful implementation, achievement recognition, work itself, responsibility and development.

Stoner (2002) argues that ERG theory is a motivational theory that states that people strive to meet the hierarchy of needs about existence, relationships and growth, if the effort for one level of needs is frustrated then the person will degenerate to a lower level. Alderfer divides human needs into three groups, among others:

- a) The need for existence
- b) The need for relatedness (relatedness)

- c) Need for growth (growth) Needs

### **Understanding Job Satisfaction**

Job satisfaction refers to the general attitude of an individual to his work. A person with a high level of job satisfaction shows a positive attitude towards work. Job satisfaction turns out to be a very popular topic among psychologists and management. Robbins and Judge (2015) give job satisfaction, namely: "A positive feeling about a person's work which is the result of his characteristic evaluation".

While the context factor, where the job provides an opportunity for a person in the fulfillment of low-level needs. When context factors are not met, none, or not appropriate it can make workers feel dissatisfied (dissatisfied). Some ways that can be done to improve employee satisfaction based on Greenberg and Baron (2003: 159):

- 1) Make Fun Jobs
- 2) Match People To Jobs That Fit Their Interests
- 3) Avoid Boring Repetitive Jobs

There are consequences when employees love their work and there are consequences when employees do not like their work. These responses are defined as follows Robbins (2008):

- 1) Exit (exit)
- 2) Aspiration (voice)
- 3) Neglect

### **Measurement of Job Satisfaction**

Many factors affect employee job satisfaction. The factors themselves in the role of giving satisfaction to employees depend on each employee. Azeem (2010) states there are five aspects that affect job satisfaction, namely:

- a. The work itself
- b. Salary
- c. Controlling
- d. Promotional opportunities
- e. Relationship with fellow workers

(Armstrong & Taylor, 2014), the level of job satisfaction or dissatisfaction is influenced by:

1. Intrinsic motivation factor. It relates to the content of the work, especially the five dimensions of work identified by (Hackman and Oldham (Armstrong & Taylor, 2014)): skills, task identity, task significance, autonomy and feedback (job characteristics).
2. Quality supervision. Hawthorne's studies (Roethlisberger and Dixon, (Armstrong & Taylor, 2014)) produce surveillance claims as the most important determinant of workers' attitudes.

### **Understanding Performance**

Performance is the result of work in quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him. The success of the company is strongly influenced by the performance of its employees, the main issue for organizational effectiveness that many get the attention of organization management is related to the performance of employees. Performance is an aspect or component of action of employment (Albanese, 1978). Performance of employees one of them can be seen from the level of employee discipline. Performance is a function of motivation, competence and role perception (Stoner, 2006). In addition, Bernardin and Russell (2003) state that performance is the recording of results obtained from the function of certain occupations or activities over a period of time.

While according to Vroom (1964) is the result of multiplication between the motivation or formulated as follows: Performance:  $f(\text{motivation} \times \text{ability})$  From the formula, Vroom shows that the two things are mutually determine each other, meaning that no matter how high the ability of an employee will not produce Optimal performance when done with low motivation. Similarly vice versa whatever the level of motivation of an employee in performing their duties will not be effective without offset by the ability.

### **Performance assessment**

Performance appraisal is the process of assessing the work of personnel in an organization through performance appraisal instruments. Performance appraisals are often regarded as one of the most important practices in human resource management (Bosswell and Boudreau, 2002). Performance appraisals are identical to performance reports, performance evaluations, and combinations of both (Including, 2011). According to Cascio (1995) performance appraisal is an important aspect of performance management. The performance appraisal system will link employee activities to the organization's strategic objectives, generating valid and useful information for administrative personnel decisions such as promotions, training, transfers including reward and punishment systems.

The purpose and importance of performance appraisal based on a recent study identified twenty different objectives of performance information, grouped into four categories: (1) Evaluations that emphasize comparisons between people, (2)

Developments that emphasize change Changes in a person over time, (3) Maintenance of the system, and (4) Documentation of human resource decisions.

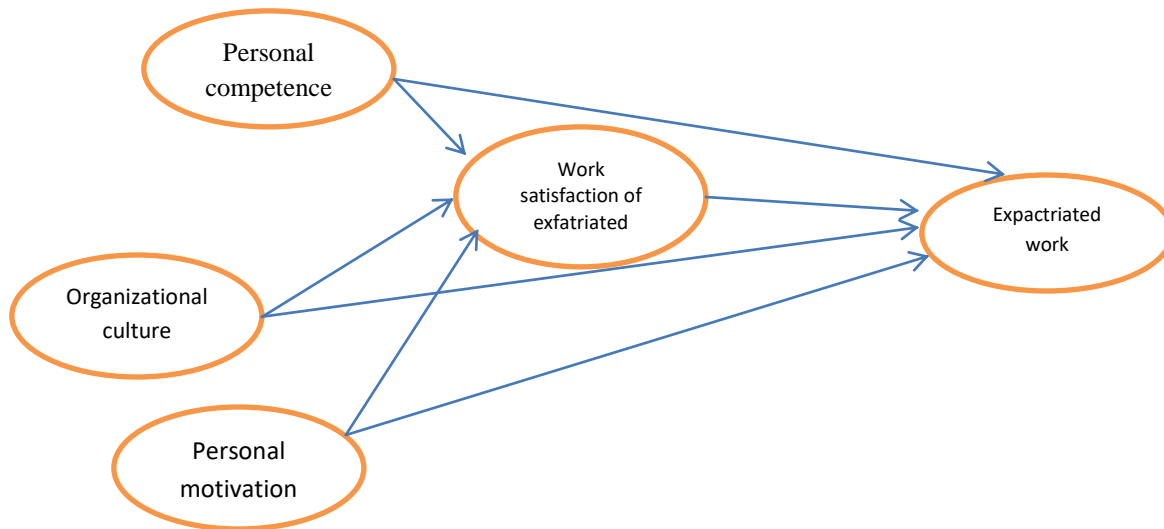
### III. RESEARCH METHODS

The design of this study follows the form of scientific research format which according to Cooper and Schindler (2006) begins with the formulation of the problem, research hypotheses and data source specifications aimed at testing the hypothesis or answer the formulation of research problems. This study follows the survey research design, which is obtaining information based on questions asked on the respondent (Malhotra, 2004). The main purpose of this study is to explain the influence between variables through hypothesis testing and simultaneously explaining the relationship of these variables, then the nature of this study is explanation (explanation research).

Description of this study aims to know, find and analyze the results of questions from respondents on how multinational companies build strategic competitiveness. Characteristic because it aims to test and describe the relationship between variables. Based on the data analysis, this research is an analytical research, because it analyzed sample data from the multinational company population using Structural Equation Model (SEM) technique which will then be generalized.

The research was conducted in DKI Jakarta Province by selecting three clusters from regencies / cities that are considered representative of Central Jakarta, West Jakarta, South Jakarta, and East Jakarta. The population of this research is the expatriate employees of the Company in Jakarta. The sample selection for the respondents is done by purposive sampling (sample choice). The selected respondents were those who were considered to understand the problems. Sampling method in this research is survey which take sample from population and use questioner as data collecting tool. The sample is part of the number and character possessed by the population (Sugiyono, 2008). The population in this study is all the expatriate consultant in Jakarta in 2016 amounted to 837 people. Sources of data in this study were obtained from answers to the questionnaires distributed and interviews to expatriate labor migrants in Jakarta. The data analysis technique using Structural Equation Modeling (SEM) is an integrated model between analysis factor, structural model and SEM path analysis. It is also possible to perform three activities simultaneously, namely validity check and reliability instrument (equivalent to factor confirmatory). Testing the relationship model between latent variables (equivalent to path analysis).

The author makes a conceptual framework of research as follows:



### IV. RESULT AND DISCUSSION

This study examines job satisfaction and its impact on the performance of expatriate consultant workers spread in Jakarta with a total of 270 respondents. What is meant by expatriate consultant workers is foreign workers or foreign citizens of visa holders with the intention of working in the capital region of DKI Jakarta.

In the framework of supervision of Foreign Workers of Disnakertrans has coordinated with Kesbangpol, Immigration, Police, Tourism and Culture Office by establishing a Team of Overseas Supervision (POA) with the object of supervision is the user of Foreign Workers.

A) Foreign Workers within the framework of the MEA shall only apply to the Foreign Workers who are educated and have specialized and professional skills. Based on the MRA (Mutual Recognition Arrangement) that has been done ASEAN profession



which has been agreed only 8 professional profession, namely: new IMTA and extension of work location more than one province published by the Ministry of Manpower.

B) IMTA renewal issued by One Stop Service Center (BPTSP) of DKI Jakarta Province.

Based on the results of research conducted to 270 respondents who are expatriate consultants obtained characteristic of respondents based on age level. Most of the respondents have a level of age between 51-60 years. This shows that respondents who work as expatriate consultant workers are mostly old age, so generally it can be said that expatriate consultant workforce have maturity level in thinking. This is in accordance with opinion (Hurlock, 2002) the more age, the maturity and strength of a person will be more mature in thinking and working. Characteristics of respondents by education can be seen that the respondents of research with a Magister (S2) have a higher number of 83.30%. This means that expatriate consultants are professionals with unquestionable skill levels.

Statement of respondents to Personal Competence variable taken from 270 respondents. The first indicator that I want to be respected, the majority of respondents (49.3%) say agree; 44.8% stated strongly agree; 5.9% stated less agree; 0% states disagree and strongly disagree. This indicates that the majority of respondents agree to be respected. Based on the data in Table 5.9, the mean value of 4.31 means that the Personal Competence of expatriate consultant staff wants to be highly valued.

Furthermore, the second indicator that is able to control themselves in various situations. The majority of respondents (60.7%) say agree; 33.0% stated strongly agree; 6.3% stated less agree; 0% states disagree and strongly disagree. This suggests that the majority of respondents agree that they are able to control themselves in various situations. Based on the data in Table 5.9, the mean value of 4.14 means that the ability to control oneself in various situations including high category.

In the third indicator is to be an example in behaving. The majority of respondents (54.1%) say agree; 33.3% stated strongly agree; 11.5% stated less agree; 0.7% stated disagree and 0.4% stated strongly disagree. This shows that the majority of respondents agree that they want to be an example in behaving. Based on the data in Table 5.9, the mean value of 4.15 means that the desire to be an example in behavior belongs to the high category.

While the fourth indicator controls the occupied field. The majority of respondents (51.5%) said they agree; 41.5% stated strongly agree; 6.3% stated less agree, 0.7% stated disagree and 0% stated strongly disagree. This shows that the majority of respondents agree that they master the field they occupy. In addition, based on data in Table 5.9, the mean value of 4.07 means that competence by mastering the occupied field is in the high category.

In the fifth indicator is capable of doing daily tasks. The majority of respondents (48.5%) said they agree; 41.9% stated strongly agree; 9.3% stated less agree; 0.4% stated disagree and 0% stated strongly disagree. This suggests that the majority of respondents agree that they are capable of doing everyday tasks. Based on the data in Table 5.9, the mean value of 4.18 means that competence with indicators capable of performing daily tasks is in the high category.

Based on the way of determining values in the model, the first model testing variables are grouped into exogenous variables (endogenous variables) and endogenous variables (endogenous variables). The exogenous variable is a variable whose value is determined outside the model. While the endogenous variable is a variable whose value is determined through the equation or from the established relationship model. Included in the group of exogenous variables are Personal Competence, Organizational Culture and Individual Motivation while endogenous variable is Job Satisfaction and Performance.

## V. CONCLUDING REMARKS

### CONCLUSIONS

Based on the results of research and discussion about the influence of Personal Competence, Organizational Culture and Individual Motivation in improving performance through job satisfaction of expatriate consultant workers, then drawn some conclusions as follows:

1. Personal Competence has a positive and significant influence on the job satisfaction of expatriate consultants. This indicates that the Personal Competence owned by expatriate consultants will affect the satisfaction of expatriate consultant workers in Indonesia.
2. Organizational culture has a positive and significant influence on job satisfaction of expatriate consultant staff. This indicates that the Organizational Culture of expatriate consultants has a significant impact on the satisfaction of expatriate consultant workers in Indonesia.
3. Motivation Individuals have a positive and significant impact on Job Satisfaction of expatriate consultant staff. This shows that maximizing Individual Motivation among expatriate consultant personnel will be able to improve the Job Satisfaction of expatriate consultant workers in Indonesia.
4. Personal Competence has a positive and insignificant influence on the performance of expatriate consultant personnel. This means that the Personal Competency that has been given to expatriate consultants has no impact in improving the existing expatriate consultants in Indonesia.
5. Organizational culture has a positive and significant influence on the performance of expatriate consultants. It shows that the Organizational Culture of expatriate consultants will have a significant impact on improving the performance of expatriate consultants in Indonesia.

6. Individual motivation has a positive and significant influence on the performance of expatriate consultant personnel. This indicates that the motivation of individuals owned by expatriate consultants will have a significant impact on improving the performance of expatriate consultant personnel in Indonesia.
7. Job satisfaction has a positive and significant influence on the performance of expatriate consultants. This shows that job satisfaction of expatriate consultant workers will have a significant impact on improving the performance of expatriate consultant personnel in Indonesia.
8. Personal Competence through job satisfaction has a significant effect on performance. This explains that the personal competence of expatriate consultants has a significant impact on achieving the satisfaction of expatriate consultants, so the results are also capable of improving performance.
9. Organizational culture through job satisfaction has a significant effect on performance. This explains that the organizational culture of expatriate consultants has a significant impact on the satisfaction of expatriate consultants, so that the results can also improve performance.
10. Individual Motivation through job satisfaction has a significant effect on performance. This explains that the motivation of individual owned by expatriate consultant workers has a significant impact in achieving job satisfaction of expatriate consultant workers, so the result is also able to improve performance.

## SUGGESTION

1. The competence variable of the consultant is good, but still needs to be improved again. Especially in terms of competence bertilku. Behavioral competence is an indicator of competence that has the smallest average score among all other competency indicators.
2. Organizational culture needs to be continuously improved. Especially the creativity that difficult work can be completed in accordance with company standards. This can be done by continuing to improve their knowledge and abilities by attending trainings
3. Work motivation must be continuously improved among other things by giving adequate praise and rewards (rewards) and appreciation for the dedication that has been done. The existence of such benefits is expected to provide high dedication in carrying out its duties and responsibilities in work

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