

# Employee Performance Improvement Based on Work Orientation and Career Adaptation Ability Through Job Satisfaction (Study of Fresh Graduate Employees Working in Startup Companies in Jakarta)

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## ABSTRACT

Jakarta, as one of the largest business and economic centers in Indonesia, plays a significant role in national economic growth. There are challenges in meeting the need for competent labor, including utilizing fresh graduates who want to enter the workforce. Fresh graduates face intense competition when searching for jobs, not only among fellow fresh graduates but also with experienced workers. This study focuses on the issues of work orientation and career adaptability and their impact on employee performance through job satisfaction as an intervening variable for fresh graduate employees working at startup companies in Jakarta. The analysis results show that Work Orientation has a positive and significant influence on Employee Performance, Career Adaptability has a positive and significant influence on Employee Performance, Job Satisfaction has no influence and is not significant on Employee Performance, Work Orientation has a positive and significant influence on Employee Performance, Career Adaptability has a positive influence on Employee Performance, Work Orientation has no influence and is not significant on Employee Performance through Job Satisfaction, and Career Adaptability has no influence and is not significant on Employee Performance through Job Satisfaction.

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## 1. INTRODUCTION

Jakarta is one of the largest business and economic centers in Indonesia, with various industries that contribute significantly to national economic growth. Amidst economic development, industry in Jakarta has an important role in creating jobs and increasing company competitiveness. However, challenges in meeting the needs of industrial workers in Jakarta remain, one of which is supporting new graduates who want

to enter the workforce. Fresh graduates are also required to compete fiercely, not only with fellow fresh graduates, but also with those who are experienced in their fields [1].

Competition in the job market is getting tighter and the number of jobs is limited due to the increasing number of college graduates every year. Based on the National Labor Force Survey (Sakernas) in February 2023, the number of workers reached 146.62 million people, an increase of

2.61 million compared to February 2022, with TPAK increasing by 0.24 percentage points. This competition requires fresh graduates to demonstrate their abilities and uniqueness in order to attract the attention of recruiters [2].

Finding a job is a social imperative that must be faced by young adults, including recent graduates. However, the tight competition in finding a job in Indonesia encourages individuals to improve their quality, especially in education [3]. Even so, not all fresh graduates have sufficient competence to apply for a job, while they tend to have high expectations and are selective in choosing a place of work, such as government institutions, civil servants, or state-owned enterprises. Their favorite companies usually have difficult requirements, such as a minimum of one to two years of work experience, although some jobs with low salaries are available for fresh graduates [4].

Most fresh graduates today grow up in a technologically advanced environment,

so they are more selective in choosing a place to work and actively seek information about the desired company, often through social media. Companies also use social media for promotion and to attract prospective workers [5]. With the characteristics of a digitally literate generation, fresh graduates are considered suitable to work in startup companies that involve various technological innovations in their business processes.

A startup company is a new company that produces products and services in uncertainty and can find business models repeatedly. Most startups are still in the research and development stage to find the right market [6]. DKI Jakarta is the main destination for new graduates who want to develop their careers, because working in Jakarta is considered a big dream. Startups are an attractive choice for fresh graduates in Jakarta, with fast movement and the potential to change the economic outlook in Indonesia.



Figure 1. Countries with the Largest Number of Startups

Figure 1. explains that Indonesia has 2,482 startup companies based on Startup Ranking data as of June 14, 2023, with the sixth largest position in the world and has beaten Germany and France. Startup business

groups are divided into five groups with the largest market scope, namely: e-Commerce (Malls Direct to Consumer, Marketplace), Transportation & Food (Transport, Food Delivery), Online Media (Gaming, Video on

Demand, Music on Demand, Advertising), Online Travel (Flights, Hotels, Vacation Rentals), and Financial Services (Remittance, Lending, Investing, Payment, Insurance).

The growth of startup companies in Jakarta, Indonesia can be quite rapid, but with the increasing development of the number of startups, it is commensurate with the failure rate experienced by the startup companies themselves. In fact, the failure rate of startup companies reaches 90% worldwide [7]. Based on the legal side, there are no specific regulations governing startups, including Law No. 11 of 2020 concerning Job Creation which was made through the Omnibus Law also does not regulate startups. As a result, the process for licensing startups becomes complicated and long.

In the process of a company's success, several types of skills are needed so that a company can develop well and run smoothly. One of the internal factors within an organization that makes a company run smoothly and well is the performance of the employees themselves. Employee performance is the fruit of the work obtained by a person in carrying out the tasks given to him based on expertise, experience, and determination and time [8]. To support human resource development, every company must have a goal to be able to survive in increasingly fierce competition and improve the performance of each employee. One step to improve performance is to evaluate the performance of each employee and the development of company skills [9].

[10], explains that at the beginning of an employee's career, job satisfaction is interpreted as a psychological and physiological factor regarding the employee's subjective opinion of the environment in the workplace. Employees who are dissatisfied with the company they work for will have a desire to leave their current position. High job satisfaction will reduce the desire to leave and vice versa. When employees feel dissatisfied, they will have plans to leave the company and destroy the company's performance by leaving poor service. Satisfied employees will dedicate most of their time to work and make

their work more enjoyable, so that the results achieved will be satisfactory [11].

Companies can encourage employee enthusiasm and encourage their employees to contribute actively through employee work orientation [12]. Work orientation is one element of the socialization process for new employees, namely a process of instilling attitudes, standards, values, and behavioral patterns carried out in the company for new employees [13].

An individual's ability to adapt to changes in the labor market and work situations is related to career adaptability [14]. Those with high career adaptability are also more successful in dealing with transitions, have a lower risk of long-term unemployment, and make better career choices [15]. Career adaptability is an action, competence, and behavior related to an effort to match oneself to the chosen job which is seen from attention, organization, curiosity, self-confidence and collaboration [16]. A person who has good career adaptability will feel positive impacts such as increased work ability, increased career success and satisfaction, and high life satisfaction.

## 2. LITERATURE REVIEW

### 2.1 *Employee Performance*

Employee performance is the work results achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work effectively if they have high performance, which will produce good work results. Employee performance is something that is individual, because each employee has a different level of proficiency when completing their tasks. All activities carried out to improve the progress of the company are a form of employee achievement or performance [17].

The indicators used to measure employee performance are as follows: K1: I have the ability to avoid damage or imperfection in my work results, K2: I feel successful in completing a lot of work in a certain period of time, such as a week or a month, K3: I am consistent in completing work according to the predetermined

schedule. K4: I feel that my contribution is commensurate with the costs incurred by the company, K5: I feel comfortable interacting and collaborating with coworkers in the work environment.

## 2.2 *Job Satisfaction*

Job satisfaction can be defined as an individual's attitude (including actions and thoughts), a sense of pleasure (expressing positive affection), or a difference between what has been achieved and what is expected. The expression of happiness shown by employees in their work is the result of fulfilling their duties well and feeling satisfied with the results of their work. Likewise, if someone feels dissatisfied with their work due to lack of adequate support and work equipment, an uncondusive work environment, and lack of attention from management, this can lead to job dissatisfaction [18]. According to [19], job satisfaction is a real reaction expressed by someone as a form of work achievement achieved by employees in accordance with their obligations in a company.

Measurement indicators of job satisfaction are as follows: KK1: The available facilities help me complete my work more easily, KK2: I feel that my superiors or supervisors monitor and evaluate my performance fairly, KK3: The culture of competition in the workplace encourages good performance in my opinion, KK4: In the company where I work, promotions for employees are arranged regularly and consistently, KK5: My salary is sufficient for my daily needs. [19]

## 2.3 *Work Orientation*

Work orientation is the provision of information to new employees, namely information that employees need to do their jobs adequately. Every employee associated with a company has their own work orientation and it is likely that one employee with another employee has a different work orientation as well, and if their work orientation can be achieved,

employees can feel job satisfaction and can work optimally [20].

According to [21] there are three indicators of work orientation, namely: OK1: I believe that the involvement of various management parties in company activities contributes positively to the development of employee skills in the orientation process, OK2: The company where I work pays attention to accuracy in providing a warm welcome to new employees, OK3: The company where I work listens and responds well to the needs or problems you convey.

## 2.4 *Career Adaptability*

Career adaptability is a characteristic that involves individual attitudes, skills, and actions that enable employees to adapt and achieve satisfying work [22]. [23] stated that career adaptability is the ability of an employee who has the will to adapt to changes in work conditions faced. Career adaptability is the main thing needed by an employee, especially fresh graduates who have just started working in a company. There are several significant factors in influencing career adaptability among fresh graduates, for example mentoring, listening, appreciation, and justification [24].

According to [25], the ability to adapt a career includes the following four indicators: KA1: In my opinion, future readiness in terms of time is an aspect that needs to be considered in my career, KA2: I feel responsible and have a sense of ownership of my work to advance my career, KA3: I am interested in continuing to explore the various career opportunities available, KA4: I am confident in pursuing my career hopes and facing challenges to achieve success.

## 3. RESEARCH METHODS

The research model used is the Structural Equation Model (SEM) with the Partial Least Square (PLS) approach to process data obtained from questionnaires to respondents. The objects of this study are

fresh graduate employees who work at startup companies in Jakarta. The number of samples used in the study was 85 people. This study uses a purposive sampling technique, namely the selection of samples by setting specific criteria according to the research object being observed.

#### 4. RESULTS AND DISCUSSION

##### 4.1 Pre Test

Based on the results of the pre-test validity test on the four research

variables (work orientation, career adaptability, job satisfaction, and employee performance), it was found that there were three indicators, namely KK2, K3, and K5, which were declared invalid because they had Outer Loadings values  $<0.70$  which did not meet the criteria, namely Outer Loadings  $>0.70$ , so the three indicators must be removed. Indicators that have met the criteria values or that are declared valid can be included in the next test.

##### 4.2 Full Test Validity and Reliability Test

Table 1. Full Test Validity and Reliability Test

Variable	Indicator	Outer Loading	Cronbach's Alpha $>0,70$	Composite Reliability $>0,70$	AVE $>0,5$
Work Orientation (OK)	OK1	0.813	0.701	0.834	0.626
	OK2	0.766			
	OK3	0.793			
Career Adaptability (KA)	KA1	0.793	0.784	0.860	0.606
	KA2	0.740			
	KA3	0.786			
	KA4	0.793			
Job Satisfaction (KK)	KK1	0.718	0.745	0.838	0.566
	KK3	0.794			
	KK4	0.806			
	KK5	0.683			
Employee Performance (K)	K1	0.819	0.759	0.861	0.674
	K2	0.861			
	K4	0.781			

Based on table 1 above, the data from this study can be considered valid and suitable for use, because it has met or approached the required average. The overall Cronbach's Alpha and Composite

Reliability values are used to assess the reliability of the construct, where the Composite Reliability value  $>0.70$  is considered adequate and acceptable.

Table 2. R-Square

Variable	R-square	R-square adjusted	Criteria
Employee Performance	0.639	0.626	Moderate
Job Satisfaction	0.645	0.637	Moderate

Based on table 2, it shows that the variables of Work Orientation and Career Adaptability are able to explain that the Employee Performance variable has an R-Square value of 0.639 or 63.9% where the remaining 36.1% is represented by other variables outside the research model. Then the variables of Work Orientation, Career Adaptability, and Employee Performance are able to explain that the

Job Satisfaction Variable has an R-Square value of 0.645 or 64.5% where the remaining 34.5% is explained by other variables outside the research model.

#### 4.3 The Influence of Work Orientation on Job Satisfaction

Table 3. The Influence of Career Adaptability on Job Satisfaction

<i>Construct</i>	<i>Original Sample (O)</i>	<i>T Statistic &gt;1,96</i>	<i>P-Values &lt;0,05</i>	<i>Conclusion</i>
Career Adaptability Job Satisfaction	0.366	3.096	0.002	Data supported

Based on table 3, the T-Statistic is above 1.96 which is 3.096 with a P-Value of 0.002 <0.5. The Path Coefficient value is 0.366, so the conclusion that Ha2 is accepted. These results indicate that Career Adaptability has a positive and

significant influence on Job Satisfaction of employees working in startup companies in Jakarta.

#### 4.4 The Influence of Job Satisfaction on Employee Performance

Table 4. The Influence of Job Satisfaction on Employee Performance

<i>Construct</i>	<i>Original Sample (O)</i>	<i>T Statistic &gt;1,96</i>	<i>P-Values &lt;0,05</i>	<i>Conclusion</i>
Job Satisfaction Employee Performance	0.065	0.562	0.574	Data supported

Based on table 4, T-Statistic is below 1.96 which is 0.562 with P-Values of 0.574 > 0.5. The Path Coefficient value is 0.065, so the conclusion that Ha3 is rejected so that there is no significant

influence between Job Satisfaction on Employee Performance working in startup companies in Jakarta.

#### 4.5 The Influence of Work Orientation on Employee Performance

Table 5. The Influence of Work Orientation on Employee Performance

<i>Construct</i>	<i>Original Sample (O)</i>	<i>T Statistic &gt;1,96</i>	<i>P-Values &lt;0,05</i>	<i>Conclusion</i>
Work Orientation Employee Performance	0.332	3.219	0.001	Data supported

Based on table 5, T-Statistic is above 1.96 which is 3.219 with P-Values of 0.001 <0.5. The Path Coefficient value is 0.332, the conclusion that Ha4 is accepted. These results indicate that Work

Orientation has a positive and significant influence on Employee Performance working in startup companies in Jakarta.

#### 4.6 The Influence of Career Adaptability on Employee Performance

Table 6. The Influence of Career Adaptability on Employee Performance

<i>Construct</i>	<i>Original Sample (O)</i>	<i>T Statistic &gt;1,96</i>	<i>P-Values &lt;0,05</i>	<i>Conclusion</i>
Career Adaptability Employee Performance	0.468	4.640	0.000	Data supported

Based on table 6, T-Statistic is above 1.96 which is 4.640 with P-Values of 0.000 <0.5. The Path Coefficient value is 0.468, so the conclusion that Ha5 is accepted. These results indicate that Career Adaptability has a positive and significant influence on Employee

Performance working in startup companies in Jakarta.

#### 4.7 The Influence of Work Orientation on Employee Performance through Job Satisfaction

Table 7. The Influence of Work Orientation on Employee Performance through Job Satisfaction

Construct	Original Sample (O)	T Statistic >1,96	P-Values <0,05	Conclusion
Job Orientation-> Job Satisfaction-> Employee Performance	0.032	0.572	0.565	Data supported

Based on table 7, the T-statistic is below 1.96 which is 0.572 with a P-value of 0.05 > 0.5. The path coefficient value is 0.032 so that the conclusion that Ha6 is rejected. These results indicate that there is no influence between Work Orientation

on Employee Performance through Job Satisfaction of employees working in startup companies in Jakarta.

#### 4.8 The Influence of Career Adaptability on Employee Performance through Job Satisfaction

Table 8. The Influence of Career Adaptability on Employee Performance through Job Satisfaction

Construct	Original Sample (O)	T Statistic >1,96	P-Values <0,05	Conclusion
Career Adaptability -> Job Satisfaction-> Employee Performance	0.024	0.509	0.611	No data supported

Based on table 8, the T-statistic is below 1.96 which is 0.509 with a P-value of 0.611 > 0.5. The path coefficient value is 0.024 so it can be concluded that Ha7 is rejected. These results indicate that there

is no influence between Career Adaptability and Employee Performance through Job Satisfaction of employees working in startup companies in Jakarta.

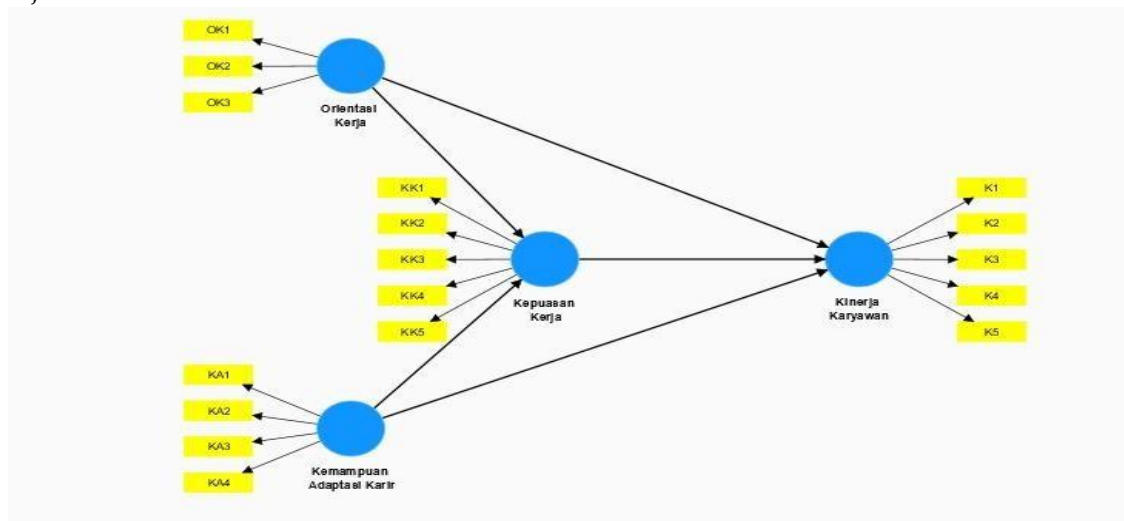


Figure 2. Research Result Model

## 5. CONCLUSION

Work Orientation has a positive influence on Employee Performance, Career Adaptability has a positive influence on Employee Performance, Job Satisfaction has no influence on Employee Performance, Work

Orientation has a positive influence on Employee Performance, Career Adaptability has a positive influence on Employee Performance, Work Orientation has no influence on Employee Performance through Job Satisfaction. Research result suggestions are Companies should develop more

intensive orientation programs to help employees understand the purpose of their jobs, Companies can provide flexible work policies to help employees adjust to changes in the work environment, such as remote work options or flexible work hours, Companies can focus career development

programs on improving employee performance rather than just job satisfaction, Even if job satisfaction is not significantly related, creating a supportive work environment is still important. A positive work environment can improve employee well-being overall.

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