

## Cooperative Employee Performance: The Role of Job Characteristics and Job Satisfaction

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### Abstract

*Cooperative employee performance: the role of job characteristics and job satisfaction aims to determine the influence of job characteristics on job satisfaction and whether they have an influence on employee performance. Cooperatives face several problems, namely the high level of employee turnover. This research uses quantitative methods using a correlation approach. For data collection, the method used is by giving questionnaires to employees and interviews with informants who then analyze the data using smart PLS. Based on the research results, it was found that job characteristics have a positive and significant influence on job satisfaction with an influence size of 77.70% and a path coefficient value of 0.771 with a t value of 11,634. Next, job characteristics have a positive but not significant influence on employee performance with The magnitude of the influence is 7.10% and the path coefficient value is 0.080 with a t value of 0.427 and finally job satisfaction has a positive and significant influence on employee performance with an influence magnitude of 69.30% and the path coefficient value is 0.681 with a t value of 3,482.*

**Keywords:** Job Characteristics, Job Satisfaction, Employee Performance, Cooperative

### Introduction

Employee performance influences how much employees contribute to the organization. Employees are the main implementers of every organizational function regarding existing facilities,

equipment and infrastructure. Employees are one of the key organizational factors that must be considered because they always experience various dynamics within the organization. Performance can be known and measured if individuals or groups of employees have benchmark success criteria or standards set by the organization. Therefore, without goals and targets set in measurement, it is impossible to know a person's performance or organizational performance if there are no benchmarks for success. There are several factors that influence performance, including: personal characteristics, job descriptions, performance appraisal objectives, and the attitudes of workers. Low job satisfaction can of course have negative impacts, such as the organization being shut down, slow completion of work and high employee turn-over. In fact, organizations with more satisfied employees tend to be more effective than organizations with dissatisfied employees. Therefore, it is important for organizations to pay attention to and maintain employee satisfaction levels to get the best employee performance. Achieving organizational goals will be achieved if its human resources show high work performance. To achieve this, the organization must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. Employees who work in an organization should be treated as well as possible, so that employees have good performance and organizational goals can be achieved (Simamora, 2004). Job satisfaction or job satisfaction is an individual's attitude towards their work which can occur at all levels of work in an organization, from manager level to staff level. Job satisfaction and job characteristics do not only occur among workers in government agencies and manufacturing organizations, but also among employees in cooperative service businesses. To manage a cooperative, it is not enough just to have large funds, but it must be supported by an intensive, planned and measurable training pattern for all cooperative employees. This is due to challenges considering the many problems that cooperatives have to face, such as the principles of cooperatives which have not yet been fully implemented, especially in the welfare of their members, the quality of human resources must continue to be improved in order to achieve cooperatives that are healthy, advanced, strong, independent and of good quality and have competitiveness. globally. Important things to pay attention to in facing challenges in improving the quality of human resources globally include job characteristics and employee job satisfaction.

Bakhshi et al. (2009) job characteristics are one of the factors that can influence employee performance. Job characteristics determine a person's suitability for a particular field of work and enable a person to be more successful in his or her field. By understanding job characteristics, it is

hoped that employees will become more oriented in their field of work. Employees will pursue their work with concentration and responsibility accompanied by feelings of joy until satisfactory results are obtained. If an employee has job characteristics, his performance will increase. Job characteristics are an effort to identify the task characteristics of a job, how these characteristics are combined to form different jobs with their relationship to job satisfaction and employee performance. According to Hackman and Oldham (1980) job characteristics have five factors, namely skill variety, task clarity, task importance, task significance, authority and responsibility (autonomy), and feedback. Job characteristics have a very close relationship to performance, so that the performance or achievement of tasks that must be completed by someone working in an organization will be closely related to job characteristic factors.

The phenomenon currently occurring in cooperatives is that the role of the management is very dominant so that employees who are close to the management will be given the power to carry out their duties. Cooperative management is usually re-elected every few years, and there is a maximum number of times an administrator can be re-elected. So at some point there will definitely be a change of management from the old management to the new management. There are times when the new management is an outsider outside the previous cooperative management who does not know the ins and outs of cooperative management, while he as an administrator has duties and responsibilities that are not light, he needs knowledge and expertise in leading a cooperative, if the cooperative he manages is only based on personal wishes, Without skill variety, task identity, task significance, authority and responsibility (autonomy), and feedback on work, then you just have to wait for the cooperative to collapse in the future. will come. Several other phenomena relate to new cooperative management, namely that new management tends to show off, wanting to show new breakthroughs and breakthroughs that have never been made by previous management. Breakthroughs and breakthroughs are good things, if they are based on knowledge and expertise in leading cooperatives. Several other problems encountered based on interviews with Cooperative Managers were that the new management felt the need to reduce costs and when looking at the financial reports the biggest costs were labor costs, so the management needed to restructure employee compensation which resulted in reducing the income of cooperative employees, giving them double tasks. to employees, and some even take on the role of cooperative manager. This decision is made purely at the management level, without first asking for opinions or consulting managers or employees so that this affects job satisfaction.

The current condition of cooperatives shows that there are still many problems that must be faced in developing the organization and its business apart from internal and external problems. Internal problems involve low job satisfaction and the quality of human resources which have an impact on the management of cooperative organizations and businesses. Cooperative managers, in this case the management, continue to strive to improve the performance of their employees, for example by paying attention to the competencies possessed by employees and providing appropriate promotions for employees who excel. However, in reality there is still dissatisfaction which is reflected in complaints about promotions taking a long time, the regeneration process being slow and a lack of objectivity. Based on information from the Cooperative Supervisory Board, cooperative employee turnover is still very high, especially for staff level positions, this is because the salaries received by cooperative employees are still very far from the minimum wage, besides that managers feel that there is intervention from the management so that the manager's role is considered the same as staff position. The level of turnover also occurs in staff positions, it can be seen that the large number of employees who leave, this is because employees are not satisfied with the amount of income received, in cooperatives the level of income received is equalized for staff with high school, Diploma and Bachelor education levels, as a result, many staff have this level of education. Diploma and Bachelor is better off looking for work elsewhere and resigning from the cooperative.

According to Steven and Tobias (2010) employee job satisfaction is related to employee expectations of superiors, co-workers, and the work itself. If in the work environment, employees do not get what is expected, such as fair promotions, good income, pleasant colleagues and superiors and satisfaction, then employee performance will be poor. Dissatisfaction can give rise to withdrawal or aggressive behavior, intentional mistakes, strikes, and so on. This condition can of course affect the decline in employee performance and will ultimately be detrimental to the organization. Robbins and Judge (2015) states that there are five factors that influence job satisfaction, namely income, co-workers, development opportunities, the job itself, and supervisors. Amir (2019) further said that job satisfaction is an effectiveness or emotional response to various aspects of work. Job satisfaction is very necessary and important for the organization, because every employee who feels satisfied is expected to be able to work at full capacity, so that it will improve organizational performance, but on the other hand, if employees do not feel satisfied with their performance, there will be a decline in their performance.

## **Literature Review**

Job characteristics are the nature of the task which includes responsibilities, types of tasks and the level of satisfaction obtained from the job itself (Subyantoro, 2009). Based on the results of research in this field, it shows that people whose work involves a variety of skills, task identity and task significance will find their work very meaningful. In addition, a high level of autonomy will generate a greater sense of responsibility and if adequate feedback is provided, employees will develop a useful understanding of their roles and functions better (Djastuti, 2011). Job characteristic models are an approach to job enrichment. Job enrichment programs seek to design jobs in a way that helps job holders satisfy their needs for growth, recognition, and responsibility. Job enrichment adds a source of satisfaction to the job. This method increases responsibility, autonomy, and control. Defines job satisfaction as an individual's general attitude towards their work. Work requires interaction with co-workers and superiors, complying with organizational regulations and policies, meeting performance standards, living in a work atmosphere that is often less than ideal. Job satisfaction is an individual's general attitude towards their work so that it reflects attitudes rather than behavior. The belief that satisfied employees are more productive than dissatisfied employees is a basic principle for managers and leaders. McShane and Von Glinow (2008) state that job satisfaction is an individual's evaluation of their tasks and work context. Job satisfaction is related to assessments of job characteristics, work environment, and emotional experiences at work. Satisfied employees have a good assessment of their work, based on their observations and experiences. Job satisfaction is really a collection of attitudes about different aspects of a job's tasks and context. The theory that explains job satisfaction is the hygiene motivator theory developed by Herzberg (1966). The hygiene motivator theory actually leads to job satisfaction. To bring job satisfaction, in the world of work, satisfaction can refer to the compensation provided by employers, including salary or other benefits and work facilities. Performance as a function of the interaction between ability, motivation and obsession or  $\text{performance} = f(A \times M \times O)$ . If there is inadequate performance it will affect negatively, besides motivation it is also necessary to consider ability and capability to explain and assess an employee's performance. With high work motivation, you will have high performance and vice versa. So it can be concluded that the two factors, namely motivation and ability, have a positive relationship. Performance is defined as the achievement of certain job requirements which can ultimately be

directly reflected in the output produced. The resulting output is related to the results of carrying out work that is both physical/material and non-physical/non-material, if it is linked to an organization that produces products in quantity, for example shoe and cigarette factories, performance measurement is easy to do. This is not the case in an organization that is related to service work and prioritizes team/group work, individual employee performance is somewhat difficult to identify. Says that performance refers to the level of achievement of the tasks that make up an employee's job and reflects how well the employee fulfills the requirements of a job, but is often misinterpreted as effort which reflects the energy expended, performance is measured in terms of results. Maharjan (2012), performance is a result achieved because they are motivated by work and satisfied with the work they do. Each individual tends to be faced with things that may not have been previously anticipated in the process of achieving the desired needs so that through work and growth in experience, a person will make progress in his life. Hanggraeni (2010) factors that influence employee performance, namely employee ability for the work, the level of effort expended, and the organizational support it received. With respect to any management function, human resource management activities must be developed, evaluated, and changed where necessary so that they can contribute to the competitive performance of the organization and individuals in the workplace.

Factors that influence employees at work, namely the employee's ability to do the job, the level of effort put in, and organizational support. Scott et al. (2006) in Astuti and Dharmadiaksa (2014) performance is the level of success achieved by a person in carrying out tasks compared to work standards or criteria that have been determined and agreed upon previously in Jimoh (2009) state that employee performance is actions, behaviors and results that can be measured to which employees are committed or that employees do that are related to organizational goals and contribute to organizational goals in Fuad (2004) conducted an assessment of human resource performance based on specific behavior (judgment performance evaluation) using eleven criteria, namely employee work quantity, employee work quality, employee efficiency, quality standards employee, employee effort, employee professional standards, employee ability towards core work, employee ability to use common sense, employee accuracy, employee knowledge, and employee creativity. Kahya (2007) in her research emphasized that job characteristics have a positive influence on employee performance, but Isrorina and Setyowati (2009) in their research said that job characteristic variables have a negative influence on performance. Job satisfaction is a person's

attitude towards their work which reflects their pleasant and unpleasant experiences in their work as well as their hopes for future experiences. Employee job satisfaction is closely related to employee performance. Someone who is satisfied in their work will have motivation, commitment to the organization and high work participation, which will ultimately continue to improve their performance. Vice versa, high employee performance will influence job satisfaction. Job satisfaction will be related to employee attachment to the organization. If job satisfaction is not maintained, it is likely to result in high turnover of employees from the organization. Apart from that, employee job dissatisfaction can be identified from: low employee productivity, high absenteeism at work, and low commitment to the organization (Sinambela & Poltak, 2012).

Job satisfaction is one of the determinants of an employee's organizational citizenship behavior. More satisfied employees will say positive things about the company, help other colleagues, and exceed normal work expectations. Employees who perceive or feel that supervisors, organizational procedures, or salary policies are fair, these employees will have more trust in the company and be more willing to volunteer to do something that goes beyond normal work demands. so that organizational citizenship behavior has a positive impact on the organization (Antončić & Antončić, 2011). Employees who feel satisfied, committed and can adapt well are more willing to work to meet organizational goals and provide wholehearted service to the organization by improving performance and therefore will support organizational effectiveness compared to workers who are dissatisfied.

## **Research Method**

This research was designed with the aim of analyzing the influence between the variables of job characteristics, job satisfaction and performance as expressed in the hypothesis, each of which will be described in appropriate indicators and then reduced to question items in the question instrument. Data was collected through observation, interviews and questionnaires followed by validity and reliability tests. The participants used a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to rate the importance of research . principles presented in a Google Drive document. We used the Partial Least Squares (PLS) method to test our hypothesis. Following the data cleaning process, 55 responses from participants were judged to be eligible for analysis and discussion in light of our study's hypotheses.

## Results

The description of the variables in descriptive statistics used in this variable includes the minimum value, maximum value, mean and standard deviation of three variables, namely job characteristics, job satisfaction and cooperative performance. Descriptive statistics describe the characteristics of the sample used in this research. during the observation period the job characteristics variable showed an average value of 0.77020 with a standard deviation of 0.19875 so the standard deviation was smaller than the average. This indicates that the average data distribution of respondents' answers to the variables is good. Job satisfaction has an average value of 0.06356 and a standard deviation of 0.02539, so the standard deviation is smaller than the average. This indicates that the average distribution of respondents' answers to the variables is good. Based on the table above, it can be seen that during the observation period the performance variable showed an average value of 0.683961 with a standard deviation of 0.19340 so that the standard deviation was smaller than the average. This indicates that the average data distribution of respondents' answers to the variables is good. Data processing techniques using the SEM method based on partial least squares (PLS) require 2 stages to assess the model fit of a research model (Usman, 2008). These stages are as follows: There are three criteria in using data analysis techniques with Smart PLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores estimated with PLS software. An individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured.

The results of processing with smart PLS show that all loading factors have values above 0.70, so that no constructs for all variables have been eliminated from the model. Next, the discriminant validity value is calculated. Discriminant validity is carried out to ensure that each concept of each latent variable is different from other variables. The model has good discriminant validity if each loading value for each indicator of a latent variable has the largest loading value compared to other loading values for other latent variables. The loading factor value for each indicator of each latent variable has the largest loading factor value compared to the loading value when connected to other latent variables. This means that each latent variable has good discriminant validity, where some latent variables still have measures that are highly correlated with other constructs. Validity and reliability criteria can also be seen from the reliability value of a construct



and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. In table 1 the Composite Reliability and AVE values for all variables will be presented.

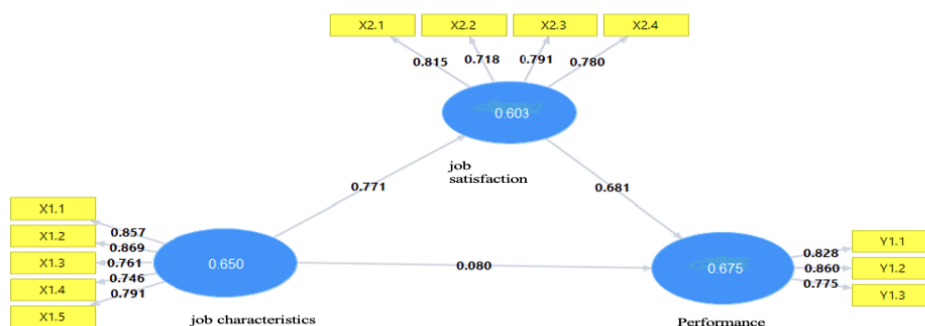
**Table 1.** Composite Reliability dan Average Variance Extracted

	Composite Reliability	Average Variance Extracted
Job Characteristics	0.903	0.650
Customer satisfaction	0.859	0.603
Employee performance	0.862	0.675

**Source:** Prepared by the author (2024)

Based on table 1, it can be concluded that all constructs meet the reliable criteria. This is indicated by composite reliability values above 0.70 and AVE above 0.50 as recommended criteria. Inner model or structural model testing is carried out to see the relationship between constructs, significance values and R-square of the research model. The structural model was evaluated using R-square for the t-test dependent construct as well as the significance of the structural path parameter coefficients. In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The R-square value for the job satisfaction variable was obtained at 0.555, for the performance variable it was obtained at 0.594. These results indicate that 55.5% of job satisfaction variables can be influenced by job characteristics variables and 59.4% of performance variables can influence job characteristics and performance.

**Figure 1:** Structural Model



The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 2 provides the estimation output for testing the structural model.

**Table 2.** Result For Inner Weights

	<b>Original Sample Estimate (O)</b>	<b>Mean of Subsamples (M)</b>	<b>Standard Deviation (STEDEV)</b>	<b>T-Statistics</b>
Job Characteristics → Customer satisfaction	0.771	0.777	0.066	11.634*
Job Characteristics → Employee performance	0.080	0.071	0.188	0.427
Customer satisfaction → Employee performance	0.681	0.693	0.196	3.482*

**Source:** Prepared by the author (2024)

Based on the results of statistical calculations, it can be concluded that the construct of job characteristics has a significant positive effect on the construct of job satisfaction directly. This can be seen from the t-statistic value which is greater than 1.96, namely 11,634. Thus, hypothesis H1 in this study is accepted, this shows that the job characteristics (job mastery) possessed by employees are relatively high, in other words, job characteristics have a quite significant role in job satisfaction. Elanain (2009) stated that the higher the work score for each job characteristic, the better the work, the higher the motivation, performance and satisfaction of employees who do the work. Therefore, one of the factors that needs to be considered to increase employee job satisfaction is the core characteristics of the job. Strauss and Sayles (1980) also emphasize that the result of dissatisfying work is that employees will show less responsibility for the work they are involved in. This is due to the high awareness of employees in carrying out the work assigned to them so that the work is carried out in a structured manner. The result is that the rewards and bonuses given by the cooperative to employees are very good, apart from that, employees work with mutual

respect in carrying out their duties. There are several possibilities that cause job characteristics and job satisfaction to be positively and significantly related. Firstly, it is possible that most employees think that the job characteristics in cooperatives can provide good opportunities for each employee to carry out their duties more productively. In this way, this can make their satisfaction higher, besides that, employees feel satisfied at work because this job provides a golden opportunity to excel, receive recognition, experience growth at work, and are given the freedom to do work according to the skills they have.

The second possibility, which causes job characteristics and job satisfaction to be positively and significantly related, is that employees think that the job characteristics in the cooperative can provide meaning to them about the importance of responsibility in performance so that it can create satisfaction among them, so that it can influence three psychological conditions. employees, including the meaning of work, responsibility for work results, and knowledge about work results. The meaningfulness of work in this case indicates that the individual has the perception that his work is valuable or important, responsibility for work results means that the individual believes that he is personally responsible for the results of his work. Meanwhile, knowledge about work results means that individuals can determine a certain measure of their performance, whether it is satisfactory or not. Cooperatives should provide opportunities for employees to focus more on the characteristics of their work, so that cooperatives must be able to facilitate employees to be productive again, this can be done by holding regular sharing, increasing bonuses or employee salaries and rolling employees. Cooperatives must also be creative in determining work methods so that employees can complete work more effectively and efficiently.

This research confirms research conducted by Putra et al. (2015) which revealed that job characteristics have a positive correlation with job satisfaction, this means that the higher the job characteristics, the higher the satisfaction obtained. With the five existing job characteristics in order to increase job satisfaction, cooperatives must have action implications to maintain employee job satisfaction and even increase employee job satisfaction. By implying good job characteristics, employees will feel psychological effects, namely feelings of meaning or importance of work and responsibility for their work as stated by. This psychological effect will influence high employee satisfaction.

Based on the calculations of the first hypothesis in the results of statistical calculations, it can be concluded that the construct of job characteristics has a positive but not significant effect on the

construct of employee performance directly. This can be seen from the t-statistic value which is lower than 1.96, namely 0.427. Thus, hypothesis H2 in this study is rejected, this shows that the job characteristics variable does not have a significant direct influence on employee performance. The reason for rejecting this hypothesis is because cooperative employees feel that they have accepted the existing conditions. This is confirmed based on interviews with employees and the Manager of the Unsiri Savings and Loans Cooperative who stated that employees are used to doing various jobs, so employees do not need to develop their skills.

Respondents felt that the characteristics of the work were good, so that respondents felt they could complete the work well as a consequence of having various skills, the work skills they had were in accordance with the placement/field of work, carrying out the tasks/work given, the work units always completed the work in order to get good results, coordinate work with work units in order to get good results, complete the work as a whole which can be seen and recognized as a result of the performance of completing tasks carried out as a form of work relevance, leaders provide freedom and responsibility to complete the work , and leaders always support and believe in new ways of completing assigned tasks/work

This research is inversely proportional to research conducted by Rivai (2009) on employees at a company engaged in selling motorbikes, PT Menara Agung. Based on these criteria, it is possible that employees who work in large organizations really influence and care about the distribution of various skills, job identities, significance of tasks, authority, responsibility and feedback. Characteristics of this job, a job can give rise to three psychological states in an employee, namely experiencing the meaning of work, assuming responsibility for work results, and knowledge of work results. Ultimately, these three psychological conditions will affect internal performance, quality, job satisfaction, absenteeism and employee turnover. This critical psychological state is influenced by the core dimensions of a job consisting of skill diversity, task identity, task significance, task autonomy and feedback. In designing the work structure, it must reflect efforts to fulfill the environmental, organizational and behavioral demands of the work being designed. Considering these three demands means that efforts are directed at work that is productive and provides satisfaction in behavior, although it is certain that the level of productivity and satisfaction will not be the same for everyone. The level of productivity and satisfaction of work implementers must be able to act as feedback.

Based on the results of statistical calculations, it can be concluded that the job satisfaction construct has a significant positive effect on the performance construct directly. This can be seen from the t-statistic value which is greater than 1.96, namely 3,482. Thus, hypothesis H2 in this study is accepted, this means that the higher the employee's job satisfaction, the higher the performance of the employees of the savings and loan unit cooperative at Slamet Riyadi University. Based on interviews with cooperative employees, employees feel that the leadership has succeeded in creating a harmonious atmosphere in the cooperative environment. Cooperatives must always implement career and compensation systems well, good relationships between co-workers, the attitude of superiors who always motivate, and a conducive physical work environment will ensure employees feel safe and comfortable working. The impact is, employees will work as well as possible and always try to provide the best service to customers. This shows that the employee's performance is high. So the more satisfied employees are, the more employees will show their best performance. On the other hand, if employees do not feel satisfied at work, they will feel lazy, which will result in decreased performance

This research is in line with research conducted by Chairin (2019) which resulted in a positive relationship between job satisfaction and performance. This shows that the higher the job satisfaction an employee receives, the higher the employee's performance. On the other hand, employees who feel dissatisfied with their work tend to have thoughts of not being serious and evaluating other job alternatives, as well as wanting to leave their current work location because they hope to find a more satisfying job. Performance is closely related to the level of employee satisfaction and one of these factors is satisfaction with supervision carried out by the leadership. Satisfaction with leadership will be explored if supervision is carried out in accordance with work procedures, discipline and sanctions for employees who do not have good work performance. This is also in accordance with the theory put forward by regarding the impact of job satisfaction on employee performance. Robbins states that satisfied employees are more likely to speak positively about the organization, help others, and perform beyond normal expectations. Thus, the results of this research are in accordance with the theory used as a reference and are also in accordance with relevant research results.

## **Discussion**

The research currently being conducted still has many shortcomings and limitations, including the distribution of research time due to the author's busy schedule in carrying out the research process, apart from that there are still inconsistent questionnaire answers according to the researcher's observations. Because respondents tend to be less careful about existing statements, resulting in inconsistent answers to the questionnaire. Researchers can anticipate this by accompanying and supervising respondents in choosing answers so that respondents focus on answering the existing statements.

Sample This research only took a sample of 55 respondents so it was felt that the number of samples taken was still small due to limited costs and research personnel. This research only focuses on internal company performance variables in the form of individual factors, psychological factors and cooperative organizational factors without paying attention to cooperative macro factors or other economic risk factors outside of cooperative performance.

The interesting characteristics of the respondents in this sample are that most of them are dominated by: male human resources, high school education, new business period. This character creates limitations in understanding the questionnaire distributed. It is recommended that future research consider exploring respondents as a sample with broader criteria of all characteristics or even conducting research on the salary structure of cooperative employees in a region so that they can find out job satisfaction, where salary is one of the structures of job satisfaction according.

Based on the results of this research, it can be stated that the findings in this study show that job characteristics based on task identity have not been able to contribute to improving cooperative performance. This phenomenon can reveal that there must be a knowledge management process in cooperative management. This means that there are several organizational characteristics that seem to facilitate the smoothness and obstacles of the knowledge management process. This is as stated by the International Cooperative, the fundamental reason why cooperatives in Japan have become successful is because of their skills and experience in the management/creation of knowledge (management/creation of knowledge) in the organization. This study suspects that the characteristics of cooperatives are very different from cooperatives in Japan. The application of knowledge management seems to be inseparable from technological advances and this has been done in cooperatives in England. In England, it is estimated that around 9.8 million people are members of cooperatives and agriculture and technology are sectors where the role of cooperatives is very large. Another sector is tourism. In France, the number of cooperatives was recorded at 21

thousand units which provided work for 700 thousand people, while in Italy there were 70,400 which employed almost 1 million people in 2005 and almost all of them had implemented technology in running their cooperatives.

Cooperative leaders/managers need to examine things related to job characteristics: seeking knowledge, making knowledge easily accessible, sharing knowledge, stimulating various knowledge, storing knowledge, enabling other people to work together, as well as distributing tasks and responsibilities well. Cooperative actors, including employees, need to "seek knowledge" to increase their knowledge, knowledge related to the cooperative field. This reluctance to seek knowledge is what causes job satisfaction and performance to not be optimal. This can be seen in terms of making knowledge easily accessible, creating knowledge sharing, stimulating knowledge sharing which has not been implemented optimally, and the division of tasks and responsibilities is not optimal. Cooperative leaders/management need to study further to minimize the things mentioned above, including by increasing the "knowledge sharing culture" through: Building a culture that supports knowledge sharing; - Build awareness among employees of the value of creating, sharing, and using knowledge; develop and maintain a network of people who currently share knowledge and create new knowledge. By strengthening the culture of sharing knowledge, it is hoped that it will increase the desire to seek knowledge, make knowledge easily accessible, create knowledge sharing, stimulate knowledge sharing. It is hoped that through a culture of sharing tacit and explicit knowledge, various kinds of knowledge will be obtained that can enrich insight into cooperatives. Such conditions need to be taken into consideration by cooperative administrators in evaluating employee and management habits related to developing knowledge insight and developing a culture of sharing knowledge. The habit of employees being reluctant to share knowledge with fellow employees is one of the obstacles in cooperatives. This reluctance may be caused by employees not easily telling/conveying experiences (tacit knowledge) to other employees. This will lead to a low employee desire to seek knowledge, share knowledge, and capture shared knowledge. The cooperative management must carry out a no small task to reconstruct knowledge management from the conventional model into systematic and programmed knowledge management. Programmed in how to acquire knowledge (involving employees in training periodically), programmed in disseminating knowledge (periodically fellow employees are invited to discussions, or socialization from leadership regarding new knowledge), programmed in

storing knowledge (if explicit knowledge requires orderly and neat documentation), to being programmed in using knowledge to advance cooperative performance.

## **Conclusion**

Job characteristics have a significant positive effect on the construct of job satisfaction directly. This shows that the job characteristics (job mastery) possessed by employees are relatively high. This is due to the high awareness of employees in carrying out the work assigned to them so that the work is carried out in a structured manner. The result is that the rewards and bonuses given by the cooperative to employees are very good, apart from that, employees work with mutual respect in carrying out their duties. Job characteristic variables do not have a significant direct influence on employee performance. The reason for rejecting this hypothesis is because cooperative employees feel that they have accepted the existing conditions. This is confirmed based on interviews with employees and the Manager of the Unsiri Savings and Loans Cooperative who stated that employees are used to doing various jobs, so employees do not need to develop their skills. Job satisfaction has a significant positive effect on the performance construct directly. This means that the higher the employee's job satisfaction, the higher the performance of the Slamet Riyadi University savings and loan unit cooperative employees. Based on interviews with cooperative employees, employees feel that the leadership has succeeded in creating a harmonious atmosphere in the cooperative environment.

Cooperatives are expected to focus on improving performance, especially in terms of work systems through improving human resource management. Management is obliged to ensure the continuity of employees so that the level of employee turnover in cooperatives can be smaller. It is necessary to prepare a cooperative strategic plan by following a good management system in order to involve employees in developing the cooperative's strategic plan. Cooperatives must continue to improve the quality of their human resources, such as providing training, increasing employee salaries according to regional drinking wages and giving employees confidence to develop cooperatives. Create a collaboration program with the Ministry of Cooperatives and UMKM. Carry out a regeneration process for cooperative management, so that there is a need for an agent of change in cooperative management.

## **Conflict Of Interest**



The Author declares that there is no conflict of interest.

## Fundings

None.

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