

## The Importance of Employee Trust as a Mediating Job Satisfaction, Employee Relations and Employee Performance

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### ABSTRACT

**Purpose** – The aim of the study sought to ascertain the impact of employee relations and job satisfaction. Relations with mediation of Employee Trust on employee performance at the delivery service provider company PT TAB in Indonesia.

**Methodology/approach** – These studies employ quantitative descriptive methods. Using a quota sampling type with a non-probability sampling technique, there are 203 couriers at DKI Jakarta who have been employed for over a year. SEM-PLS data analysis with the SmartPLS 3.2.9 program.

**Findings** – According to research, job happiness and employee relations have a favorable and strong direct relationship to employee performance, whereas employee trust has no bearing. Another conclusion was that there was no evidence for an indirect association between work satisfaction and employee relations on employee performance.

**Novelty/value** – It is recommended that the company maintain and maintain the current system and promotions and consider reviewing matters related to the distribution of information and policies within the company and continue to consider the recruitment and training system to improve the capabilities of couriers at PT TAB.

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### INTRODUCTION

International commerce is one way that two or more countries can collaborate to develop each nation's delivery services and economy by offering a variety of countries. This can be done by exporting, importing, and others. This international trade can also run because it gets support from the logistics and expedition sector to be able to distribute goods from producers to consumers. This expedition service is also a business that has an important role in being able to send packages from sellers to buyers safely, both domestic shipments and shipments between countries.

Since the Covid-19 outbreak spread throughout the world, including in Indonesia which caused a world trade recession, some expeditions have been hampered to move goods between regions, causing obstacles which also have an impact on the economy due to decreased revenue. In Indonesia, the expedition business is currently heavily influenced by the growth in the E-commerce sector such as

Shopee, Tokopedia, Lazada, etc. At the beginning of the covid-19 pandemic, E-commerce became a helper and even became one of the businesses that increased due to many locations implementing Lockdown, including shopping centers and some markets implementing quite strict rules. It is because of this that E-commerce plays a role because all shopping activities are diverted through online or digital. The expedition business also became flooded with orders along with the increase in transactions in E-commerce.

This condition also affects one of the expedition companies in Indonesia, namely PT TAB, this company focuses on shipping services in Indonesia. The company has a vision "To be the leading solution in the field of logistics in making life easier for all Indonesians and encouraging the economic growth of Indonesia" and a mission "To provide convenience and logistics solutions by providing a variety of delivery services".

In 2020-2021, this company experienced a large increase in orders due to the increase in transactions in E-commerce, especially Shopee. However, this is not directly proportional to the performance of the courier called "Satria", where there are still many couriers who do not reach the company's target.

Considering the outcomes of the pre-survey, employees want to move if other companies offer better career paths, provide better training programs and this company if the conditions provided become slightly worse than now.

From other pre-survey results, it shows that 42% of respondents are not satisfied with the job itself and 41% disagree with the conditions of Employee Relations in the company. Then 42% of respondents feel that they do not trust other employees, both superiors and subordinates.

Research gap in previous studies there is an opinion that discusses the influence between trust variables and employee performance. Where in research conducted by Nilasari (2020) shows that Employee Trust has no effect on employee performance. However, according to research conducted by Sakdanuwatwong (2020), said that trust has a positive and significant effect on employee performance. Another Research Gap discusses the effect of job satisfaction on employee performance. In research conducted by Pawirosumarto et al. (2017) and research conducted by (Safarpour et al., 2018), job satisfaction has no effect on employee performance. Conversely, according to research conducted by Rawashdeh et al. (2020), it is stated that job satisfaction has a significant effect on performance.

## **LITERATURE REVIEW**

This chapter explains the theories related to the research variables, namely job satisfaction, employee relations, employee confidence and employee performance. According to Nuraini (2017), performance itself is defined as the results achieved by a person as a whole by performing their tasks within a certain period of time. Fajar Nur'aini also added that an employee's performance is a combination of skills, effort and opportunity which can be assessed from the results of his work. According to Kasmir (2016), performance is the result of work, and work behaviors that result in the completion of given tasks and responsibilities within a certain period of time. According to Mathis and Jackson (2009) in the research of (Umaternate & Elmi, 2017) employee performance, namely : Quantity, Quality, Result and Benefits. (Darmawan, 2013), defines job satisfaction as an employee's cognitive and affective response to all work results or other work-related conditions, including pay, work environment, coworkers, and superiors. Employee job satisfaction is a phenomenon that needs to be examined by the leaders of organisations. Employee job satisfaction is closely linked to employee performance (Kadarisman, 2012). As revealed by Yudha et al. (2013), it states that job satisfaction and performance have a positive and significant influence, which means that the higher the job satisfaction of employees, the higher the performance of employees. The best way to bridge an employee's productivity gap is to build a good relationship with them. This promotes the personal effectiveness and productivity of employees because when managers take the time to develop these relationships and guide employees in their work, more quality work can be done. On the basis of the opinions of the experts above, the next hypothesis will be formulated as "Job satisfaction has a direct effect on employee performance at PT TAB".

According to (Rhee, 2010), trust in the workplace is an indicator of human relationships among other members in the workplace. Trust in organizations by individuals and groups is a very important factor for long-term organizational stability and organizational well-being of members. Previous research has

shown that interpersonal trust creates more positive attitudes in the workplace. These include job satisfaction and commitment. When employees have high levels of trust, they will see themselves as a valuable and important team, so employees will feel more excited and happy about their work. This is supported by research conducted by Noerchoidah et al. (2022). This study produced several findings, including that there is a significant positive effect between employee trust and job satisfaction. On the basis of the opinions of the experts above, the next hypothesis will be formulated as “Job satisfaction has a direct effect on employee trust at PT TAB”.

According to Ruslan (2007) in Abdul Muhyi (2017) Employee Relations is understood as a personal relationship, namely a group of people who work in a company, which is clearly defined professionally, organizationally and technically as well as the type of work (tasks) expected of them whose purpose is to improve relationships between employees, to instill employee and organizational commitment and cooperation between employees, especially to create effective internal communication within the company. Internal communication to build Employee Relations can be effective communication in this case if there are the following 3 things, open management system, mutual appreciation, and two ways communication. Employees who do the same work, interact and communicate with each other, tend to develop similar feelings about certain elements of the job or work circumstances (Bulińska-Stangrecka & Bagińska, 2021). On the basis of the opinion of this previous research, the following hypothesis can be formulated as “Employee Relations has an effect on Job Satisfaction at PT TAB”.

The best way to bridge an employee's productivity gap is to build a good relationship with them. This promotes the personal effectiveness and productivity of the employee because when managers take the time to build these relationships and guide employees in their work, more quality work can be done. This is evidenced by a study conducted by Essa & Wadi (2019). It was found that there is a positive influential relationship between employee relationship and employee performance. Trust is a pillar of many areas and processes of organizational functioning. In an organizational context, trust is defined as a reciprocal relationship between two or more parties. Trust is considered a "social bond" that is necessary to sustain various organizational structures. The literature emphasizes that organizational trust plays a very important role in the functioning of any organization (Bulińska-Stangrecka & Bagińska, 2021). On the basis of the opinion of this previous research, the following hypothesis can be formulated as “Employee Relations has an effect on Employee Trust at PT TAB”.

The theory of Mayer (1995) cited by Vivi Susanti & Cholichul Hadi (2013) states that trust is the readiness of a person to be sensitive to the acts of others based on the assumption that others would act in a specific way towards individuals who trust them, independent of their capacity to watch over and control them. Based on Mayer, trust indicators are taken from his dimensions, including ; Ability (Competence, Experience, Knowledge), Benevolence (attention, willingness to share, can be expected), Integrity (fulfillment of requests, straightforwardness, reliability). The factors that influence trust according to McAllister in Hui & Yao-Yao (2015) are Emotional factors and Cognitive factors. Liu & Ren (2022) found that Perceived Leader Trust, as an employee's individual cognition, has a positive impact on employees' knowledge sharing behavior and voice behavior. Previous empirical evidence has found a strong relationship between trust in managers and employee performance (Jaiswal & Dhar, 2017) they highlighted that the role of employee performance (as rated by the manager) is strongly influenced by the level of trust in the manager. Similarly, Kim & Beehr (2017) have also shown a positive relationship between Trust in Manager and employee performance. According to (Uii et al., 2019), trust in managers leads to employee quality and willingness to change, both of which have a positive influence on employee performance. This is also supported by the research conducted by (Noor & Saputra, 2022), which states that there is a positive influence between trust and employee performance. Based on the information from the above experts, a hypothesis can be formulated as follows as “Employee trust has a direct effect on employee performance at PT TAB”.

According to Uii et al. (2019), trust in managers leads to employee quality and willingness to change, both of which have a positive influence on employee performance. This is also supported by the research conducted by Noor & Saputra (2022) which states that there is a positive influence between trust and employee performance. Based on the information from the above experts, a hypothesis can be formulated as follows as “Employee trust has a direct effect on employee performance at PT TAB”.

Based on the theoretical underpinnings developed in the study conducted by Ng et al. (2022), this study predicted that trust in government would serve as a mediator between life satisfaction and voting for incumbents, particularly under the contextual premise specific to citizen dissatisfaction with incumbents. Thus, this study hypothesized that higher levels of life satisfaction would predict higher levels of trust in government, which in turn would predict higher probabilities. The empirical analysis in this study shows support for the mediating role of trust in the relationship between satisfaction and incumbent voting. The hypothesis can be stated as “Job satisfaction has an indirect effect on employee performance through employee trust at PT TAB”.

In the research conducted by Bulińska-Stangrecka & Bagińska (2021) it is stated that interpersonal trust is proven to mediate the relationship between employee relations and job satisfaction. A work environment that supports trust, a sense of community in the organization helps to build quality employee relations. Mutual trust is the basis of good relationships in the workplace and one of the factors that influence job satisfaction. Based on the opinion of this previous research, the following hypothesis can be formulated as “Employee relations have an indirect effect on employee performance through employee trust at PT TAB”.

### Hypothesis Development

- H1 : Job satisfaction directly enhances PT TAB staff members' performance.
- H2 : Employee Relations directly give great effect on employee performance at PT TAB
- H3 : Employee Trust at PT TAB is directly influenced favorably by job satisfaction.
- H4 : PT TAB, employee relations has a favorable impact on employee trust.
- H5 : Employee Trust directly positive effect on employee performance at PT TAB
- H6 : Through Employee Trust at PT TAB, job happiness has a favorable indirect impact on employee performance.
- H7 : Employee Trust at PT TAB, a component of employee relations, has a favorable indirect impact on worker performance.

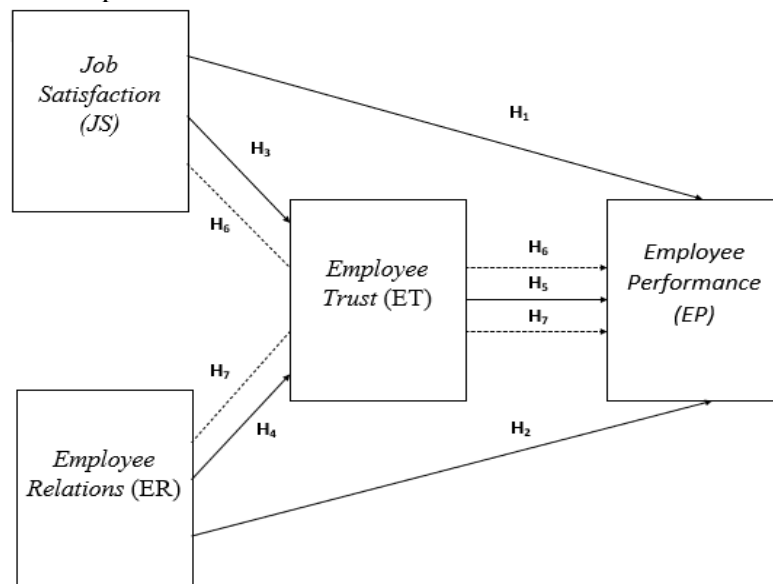


Fig.1. Research Framework

### METHOD

This study involved all DKI Jakarta there were 203 couriers who had been employed by PT TAB for more than a year. The authors utilized the Slovin approach to determine the sample size, yielding 135

samples. While the secondary data in this study came from a variety of books, journals, theses, articles, and firm documents linked to the research, the primary data sources in this research were gathered directly through the distribution of questionnaires. In this work, instrument testing was conducted utilizing the Partial Least Squares (PLS) method and structural equation modeling (SEM) analytical technique. Latan & Ghazali (2015) explains the stages of analysis using PLS, namely. external model and internal model evaluation.

## RESULT AND DISCUSSION

### A. Descriptive Analysis of Respondents

Respondents who are employees of PT TAB totaled 135 people with the gender of the respondents being more male, namely 128 respondents (94.8%). And who are married as many as 93 respondents (68.9%)

Table 1. : RESPONDENT'S CHARACTERISTICS

Respondent's Characteristics	Frequency	Percentage
<b>Gender</b>		
Male	128	94,8%
Female	7	5,2%
<b>Age</b>		
15-20 years old	3	2,2%
>20 - 25 years old	40	29,6%
>25 - 30 years old	45	33,3%
>30 - 35 years old	29	21,5%
>35 years old	17	13,3%
<b>Marital status</b>		
Single	42	31,1%
Married	93	68,9%
<b>TOTAL</b>	<b>135</b>	<b>100%</b>

### B. Validating the Measuring Model (Outer Model)

Validating the measurement model's outer model Tests for convergent and discriminant validity were used to assess the study's validity.

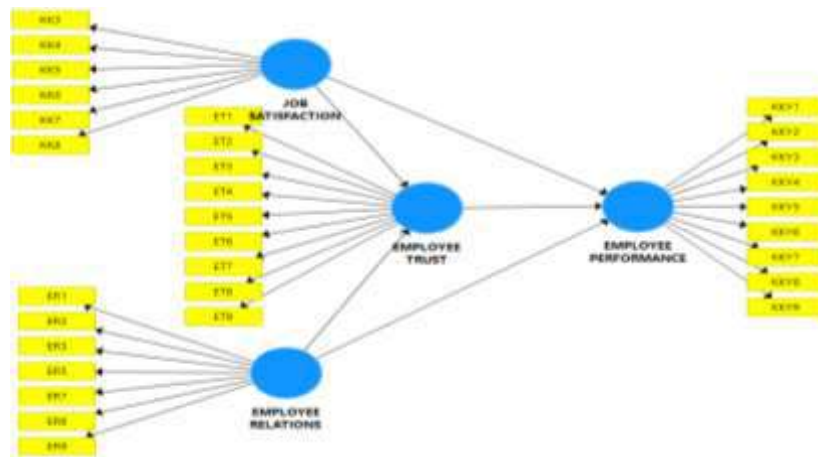


Fig.2. Path Model

According to Latan & Ghazali (2015) The AVE (Average Variance Extracted) score with excellent value requirements over 0.5 can also show convergence validity. The AVE value for this study is as follows.

Table 2. : (AVE), COMPOSITE RELIABILITY DAN CRONBACH'S ALPHA

Variable	AVE (Total Employees)	Cronbach's Alpha	Composite Reliability
<i>Job Satisfaction</i>	0,670	0,901	0,921
<i>Employee Relations</i>	0,608	0,892	0,915
<i>Employee Trust</i>	0,764	0,961	0,967
<i>Employee Performance</i>	0,699	0,946	0,954

Source: Data Processing Results SmartPLS 3.2.9 (2023)

From The value of each variable is displayed in the table above as follows: 0.5. This indicates that this research is valid and of good value.

The next analysis is the reliability test. By calculating the composite reliability value and Cronbach's alpha, the reliability test results are calculated. According to Eisingerich & Rubera (2010) that this A construct is deemed trustworthy when its value is 0.7 for composite reliability and 0.6 for Cronbach's alpha, which are two metrics used to quantify reliability tests. The calculation's findings are listed below.

According to the table's results for evaluating for composite reliability and Cronbach's alpha, the values of all variables are larger than 0.7 and 0.6, respectively. These results so show that the study's reliability is excellent and meets standards.

### C. Structural Model Evaluation (Inner Model)

By examining the calculated parameter coefficients and their significance, By examining the calculated parameter coefficients and their significance, To ascertain whether there is a connection between constructs or latent variables, utilize the structural model test (interior model).To evaluate R<sup>2</sup> based on the calculation results using the SmartPLS count algorithm version 3.2.9.

to assess R<sup>2</sup> based on calculations performed with SmartPLS count algorithm 3.2.9. R<sup>2</sup> is used to measure the extent to which the observed variables can explain variations in intention to quit.

The R-Squares results show that the R-Squares value for the Employee Trust variable is 0.450. The value illustrates that the variables of Job Satisfaction and Employee Relations have enough influence on the Employee Trust is a 45% influencing factor, while other factors not included in this study are responsible for the remaining 75%. In more addition, the R-Squares value for The factor affecting

employee performance is 0.343 which illustrates that the Job Satisfaction and Employee Relations variables have an influence on the Employee Performance. The remaining variables can be impacted by factors other than those found in this study by 34.3%.

Table 4. : HYPOTHESIS TESTING RESULTS)

Hypothesis	Path	t-value	t-table	Keputusan
Hypothesis 1	X1 -> Y1	2,315	1,96	Accepted
Hypothesis 2	X2 -> Y1	3,369	1,96	Accepted
Hypothesis 3	X1 -> Y2	2,409	1,96	Accepted
Hypothesis 4	X2 -> Y2	2,590	1,96	Accepted
Hypothesis 5	Y1 -> Y2	0,150	1,96	Rejected
Hypothesis 6	X1 -> Y1 -> Y2	0,140	1,96	Rejected
Hypothesis 7	X2 -> Y1 -> Y2	0,141	1,96	Rejected

Source: Data Processing Results SmartPLS 3.2.9 (2023)

The table above has the following explanation:

Hypothesis 1: An analysis of the hypotheses revealed that Employee Performance is positively impacted by Job Satisfaction. A t-statistic value (t-value) of 2.315, which is higher than 1.96 and indicates that this Hypothesis is accepted, was obtained from the findings of this connection's inner model examination. The test's findings indicate that employees' levels of job happiness at PT TAB have an impact on their level of employee performance, so that as their level of job satisfaction rises, so will their level of performance. This is also mentioned in the research conducted by Eliyana et al. (2019) who found that job satisfaction has a significant impact on employee performance.

Hypothesis 2: Hypothesis testing found that Employee Employee Performance is positively impacted by relations. The inner model analysis of this association produced a t-statistic value (t-value) of 3.369, which is larger than 1.96 and indicates that the hypothesis is accepted. The results of this test state that Employee Relations at PT TAB has an influence in regard to Employee Performance at PT TAB, where the better the quality of Employee Relations at PT TAB, the more it will improve employee performance. The results of this implementation are Samwel (2018). In the study, the results obtained that there is a positive relationship between the management component of employee relations and employee performance.

Hypothesis 3: Hypothesis testing found that Employee Trust is positively influenced by Job Satisfaction. The findings of the inner model evaluation of this link yielded a t-statistic value (t-value) of 2.409, which is higher than 1.96 and signifies that this Hypothesis is accepted. According to the test's findings, employee trust levels at PT TAB are influenced by their level of job happiness. Accordingly, a worker's degree of employee trust increases as their level of job satisfaction does. This is also mentioned in a study conducted by S. Liu et al. (2021). The results of this study indicate that Patient Satisfaction has an influence on Patient Trust, in other words, the more satisfied the patient is with the services of his medical staff or the more trust the patient has in his medical staff.

Hypothesis 4: Hypothesis testing found that Employee Trust is positively impacted by employee relations. A t-statistic value (t-value) of 2.590, which is superior to 1.96 as a result of the outcomes of the inner model evaluation of this connection, indicates that this theory is supported. The results of this test state that Employee Relations in PT TAB has an influence on the level of Employee Trust of employees in PT TAB which shows that the better the quality of Employee Relations in the company, the better the level of trust among employees. Bulińska-Stangrecka & Bagieńska (2021) said that The study analyses whether employee relations and interpersonal trust are related to the level of perceived job satisfaction.

Hypothesis 5: Employee Trust has been shown through hypothesis testing to have no beneficial impact on worker performance. This theory is disproven since The t-statistic value (t-value) for this association's inner model evaluation was 0.150. which is less than 1.96. According to the test's findings,



employee confidence in the PT TAB has no bearing on that institution's level of employee performance. This demonstrates that employee trust levels are unrelated to that institution's level of performance levels. In a study conducted by Saleem et al. (2022) found results that confirmed that incivility is detrimental to employee performance and trust helps employees to work well. However, in this case at PT TAB, it was found that trust in coworkers alone could not affect the level of employee performance, in this case the courier. Hypothesis 6 and 7: Hypothesis testing found that Employee Trust has no positive effect in intervening the employee performance, employee relations, and job satisfaction are all related. This hypothesis is rejected as a consequence of the inner model assessment findings, which produced t-statistic values (t-values) of 0.140 and 0.141, respectively, where the value is less than 1.96. The results of this test state that the level of Employee Trust that exists in PT TAB employees cannot support the impact of PT TAB's employee relations and job satisfaction employees on Employee Performance at PT TAB, which means that the level of trust between employees cannot mediate the impact of employee relations and work satisfaction on productivity. This is also mentioned in a study conducted by S. Liu et al. (2021) The results of this study indicate that patient satisfaction can cause patient loyalty with patient trust as a mediating variable. And in this study it is also stated that Patient Satisfaction has an influence on Patient Trust, in other words, the more satisfied the patient is with the services of his medical staff or the more trust the patient has in his medical staff. In a study conducted by Saleem et al. (2022) found results that confirmed that incivility is detrimental to employee performance and trust helps employees to work well. However, in this case at PT TAB, it was found that trust in coworkers alone could not affect job satisfaction and employee relations to increase the level of employee performance, in this case the courier.

## **DISCUSSION**

The impact of employee job satisfaction on performance, considering the outcomes of the Hypothesis 1, this indicates that Job Satisfaction has a favorable and important impact on employee performance. this is reinforced by the rotation of several couriers who will be positioned as assistant leaders or what is called Senior Satria or Senior Courier, so that couriers can develop more and performance will also improve. Meanwhile, Job Satisfaction felt by PT TAB employees has a good implementation in terms of opportunities for self-development so that it plays a good role in boosting the level of Employee Performance at PT TAB

Its not just that, the impact of employee relations on performance, based on the findings of the hypothesis 2, which demonstrate that positive and significant effects on employee performance are caused by employee relations. This can be seen from the existence of awards for couriers who excel in terms of performance with the "Aku Terbang" project, namely by giving bonuses and symbolic awards to couriers whose performance exceeds the target. Employee Relations built by PT TAB has a good implementation in terms of Benevolence or benevolence so that it plays a good role in boosting the level of Staff Performance at PT TAB.

The Impact of Job Satisfaction on Employee Trust, according to the findings of the hypothesis H3, proving that employee trust is positively and significantly influenced by job satisfaction., this is reinforced by the rotation of several couriers who will be positioned as assistant leaders or what is called Senior Satria or Senior Courier, so that couriers can develop more and build mutual trust between couriers and their superiors. Meanwhile Job Satisfaction felt by PT TAB employees has a good implementation in terms of opportunities for self-development so that it plays a good role in boosting the level of Employee Performance at PT TAB.

The Effect of Employee Relations on Employee Trust, According to the findings of the hypothesis H4, Consequently, it may be concluded that Employee Relations have a favorable and considerable impact on Employee Performance. For example, Management will hold a Town Hall every year to share and receive input from courier leaders from each area to build trust from employees

The impact of employee trust on productivity, according to the findings of the hypothesis, H5 is rejected, proving that employee trust has no impact on employee performance. Employee Trust built by PT TAB has a poor implementation in terms of Ability so that it has not been able to boost the level of Employee Performance at PT TAB. In a study conducted by Farida Saleem,



The impact of job satisfaction on the interaction between employee performance and job satisfaction, according to the results of the Hypothesis test, H6 is rejected, this indicates that Employee Trust has no effect and is unable to intervene in the relationship between Effects of employee relations and job satisfaction on performance. This means that Employee Trust owned by employees has not been able to support the Job Satisfaction built and Employee Relations felt by PT TAB so that it has a poor implementation on Employee Performance at PT TAB. In the case that occurred in PT TAB, the trust factor itself did not affect the level of employee performance, and this trust also could not operate as a mediator in the linkage between productivity and work happiness. This happens because trust cannot affect job satisfaction, especially in its relationship to employee performance itself. As long as the employee is satisfied with his job, then the trust will not change the effect of employee performance on work happiness.

## CONCLUSION

The following conclusions were reached when the research findings were analyzed:

At PT TAB, Employee Performance is positively and significantly impacted by job satisfaction, meaning that increases in job satisfaction, the better the level of Employee Performance. Employee Relations has an impact that is both good and substantial Employee performance at PT TAB. This implies that employee performance will be higher the better the employee relations. Employee Trust at PT TAB is significantly and positively correlated with Job Satisfaction, therefore the more satisfied employees are with their jobs, the more trusted they are of one another. Employee Relations has a strong and beneficial impact influence on Employee Trust at PT TAB, which hence, the more favorable Employee Relations, the better the trust between employees. Employee Trust has no influence on Employee Performance at PT TAB, which hence, the size or size of Employee Trust between employees does not affect the level of employee performance at PT TAB, the link between worker performance and job happiness is unaffected and unaffected by employee trust. Employee Trust has no effect and is unable to intervene or mediate the connection between the Employee and Relations variable and the Employee Performance variable at PT TAB.

## Suggestions

The following recommendations can be made based on the findings of this study:

For companies and employees. First, it can be a consideration for companies to be able to update this promotion policy system so that it can make couriers more enthusiastic about working so that they can get benefits that can only be obtained when they move up. For example, by organizing a special health allowance or guarantee for the position of leader, then making a competency test whose results will be opened to all couriers at the branch so that there is a desire for couriers to fight for this. Second, maintain and improve the award system for couriers at PT TAB. Maybe you can also add other bonuses such as per three months or per six months. So that couriers are not only excited when the bonus is about to drop but every month will be able to encourage couriers to work better. Other Suggestion is the transparency of this policy must really reach the couriers and the purpose of these policies and decisions must also be clear so that couriers understand the purpose of the policy and also encourage them to be able to influence their performance. Maybe it can be done by making all information and policies from management enter through the email of each courier, so that there is no misunderstanding from the couriers.

Employee Trust built by PT TAB has inadequate ability implementation, What can be improved from this is to hold basic courier training to equalize the perceptions and abilities of couriers, both those who have courier experience and those who do not, so that couriers can trust the abilities of their coworkers. So that this can improve mutual trust and good cooperation between couriers and can also create a sense of rivalry between couriers.

For Further Research, The construct relationships that were found in this study and the routes created by the research can be expanded further for future studies focusing on their interactions with the employee performance variable. Researchers looked into the connection between Job Satisfaction and,

Employee Relations, Employee Trust, and Employee Performance. The existence of the intervening variable Employee Trust which also has no effect on Employee Performance as variable Y and also cannot intervene in the relationship between variable X and Y, suggests the possibility of other variables that can become intervening variables to intervene in the connection between the variables Job Satisfaction and Employee Relations to Employee Performance.

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