Building a Model of Work Productivity in the Mining Industry: The Effect of Work Pressure Mediated by Job Satisfaction

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Abstract

The objective of this research aimed to analyze the influence between work culture and work pressure on employee satisfaction and measure the impact on work productivity in the mining company PT Bara Permata Mining. The method used in this study was quantitative research with the number of respondents is 202 people with a sampling method using the cluster random sampling method. Data obtained by questionnaire method and the analysis technique used is Structural Equation Modeling (SEM) analysis with the Lisrel 8.80 program. The results of this study show that work culture has a negative effect and insignificant effect on employee satisfaction and work productivity. Work pressure has a positive effect and significant effect between employee satisfaction and work productivity. Job satisfaction has a positive effect and significant effect on work productivity. It is hoped that in the future further research can be researched in the field of mining.

Keywords
Work culture, work pressure, employee satisfaction, and work productivity

1. Introduction
Employees are the company's most valuable resource. Employees who always play an active role in achieving company goals as planners, implementers, and even controllers. Employees cannot be replaced by other resources, so businesses must be able to manage them effectively (Saragih, F. H 2019). No matter how advanced the technology is or how much money is set aside if there is no team able to support it as employees are now expected to become more inventive and creative, it is imperative for companies to develop their human resources in a variety of ways, including through competitive hiring and onboarding processes, systematic training, higher levels of employee satisfaction, increased level of employee education and employee empowerment

In previous research analyzed by Magdalena, A. B. F. M. 2016; Join Rachel Luturmas 2017; Gaffar, Muhammad Affan 2017; Milla Sasuwe, dkk 2018; Dana Sefrina Sulviadi, dkk 2021; Marko Luki, dkk 2021; Efrinawati, dkk 2022; Utari *et al.* 2021 that employee satisfaction affects work productivity and dan research by Milla Sasuwe, dkk 2018 that work culture and work pressure affect employee satisfaction and work productivity, but there are some studies that are inversely proportional with research by Kurniawaty, K., Ramly, M., & Ramlawati, R. 2019; Ramlawati *et al.* 2021 and there has been no research conducted in coal mining companies related to these variables.

The achievement of work productivity did not reach the target productivity in period 2017-2021. Production achievements as shown below:

Table 1. Actual Production of PT Bara Permata Mining

| YEAR | ACTUAL PRODUCTION | |
	OVERBURDEN (OB) (BCM)	COAL (MT)
2017	2.162.730,00	1.001.422,00
2018	2.513.030,00	1.256.128,00
2019	500.599,00	104.333,00
2020	1.020.718,00	405.507,00
2021	4.634.881,00	2.015.154,00
Total	10.831.958,000	4.782.544,000

Source: PT Bara Permata Mining, 2022

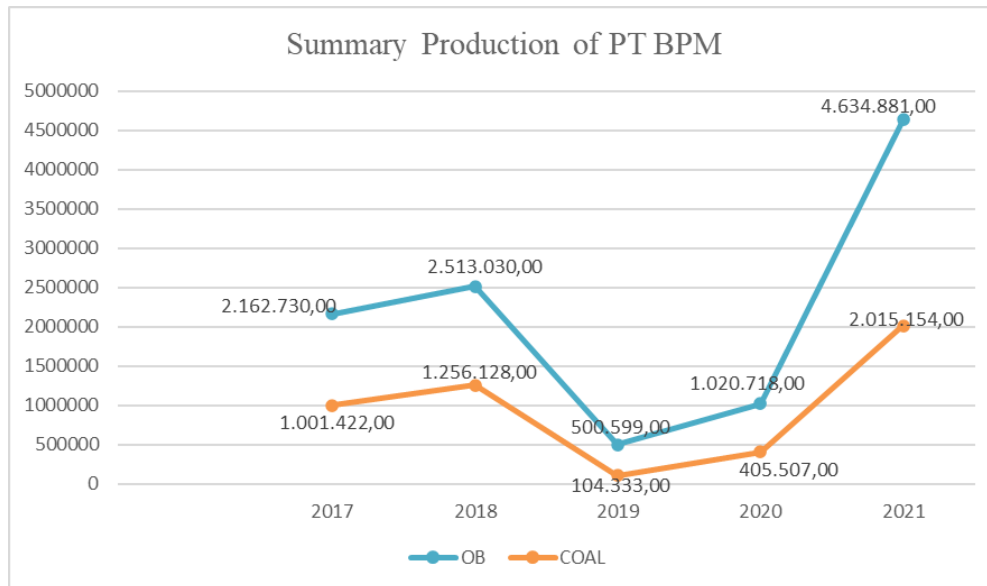Summary production of PT Bara Permata Mining as below:

Figure 1. Summary Production of PT BPM Period year 2017 - 2021
Source: PT Bara Permata Mining, 2022

Because of the difference achievement work productivity in Figure 1, the author to want to research related to these variables, especially in the company PT Bara Permata Mining:

1.1 Objectives
From the description above, the purpose of this study is to analyzed the relationship between work culture and work pressure on employee satisfaction and the impact on work productivity in mining company PT Bara Permata Mining.

2. Literature Review
Work Culture. Work culture is a philosophy based on the perspective of life as values that characterize habits, habits, and also installed in a group and represented in attitudes into behaviors, ideals, ideas, views, and actions that are realized as work and work, as affirmed by Sudiyanto (2019).

Work Pressure. Work pressure is a condition of stress that has an impact on a person's feelings, way of thinking, and psychological personality. (Hasibuan 2007). Evidence shows that modern innovation thrives in many aspects of life. Workplace pressures can be caused by the high cost of living, fierce competition, and the increasing demands of daily life.

Employee Satisfaction. According to Kreitner and Kinicki (2008), job satisfaction can be seen as an effective or emotional reaction to many elements of work. Employees' opinions about how effectively their jobs produce items that are important to them have an impact on how satisfied they are with their jobs.

Work Productivity. According to Atmosoeprapto (2010), work productivity is a measure of how effectively humans, technology, and natural resources are used to produce certain desired results. Employee labor productivity refers to observable results in terms of the quality and quantity of goods or services produced, measured against predetermined time frames and performance criteria set by an organization.

Research Model
Based on the results of previous studies and the theory described above, the variables of this research were shown in Figure 2.
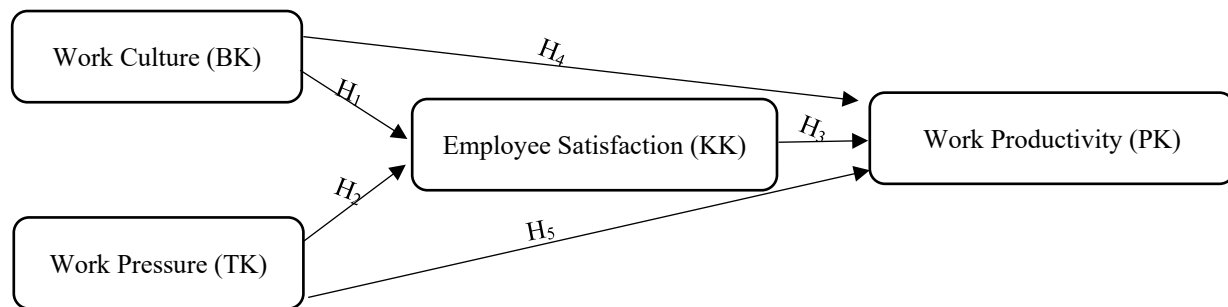

Figure 2. Proposed Research Model

Based on Figure 2, the hypotheses in this study are:

H_1 : There was an effect of work culture to employee satisfaction
H_2 : There was an effect of work pressure to employee satisfaction
H_3 : There was an effect of employee satisfaction to work productivity
H_4 : There was an effect of work culture to work productivity
H_5 : There was an effect of work pressure to work productivity.

3. Methods
This research used quantitative methods where there are four variables including independent variables consisting of Work Culture and Work Pressure, intervening variable (mediator) is Employee Satisfaction and dependent variable is Work Productivity.

4. Data Collection
The respondents used in this study were employees who actively worked at PT Bara Permata Mining in Kab. Musi Banyuasin. This research used the cluster random sampling method. The total population of 410 people with the slovin method and an error rate of 5% obtained by the sample was 202 people. The data collection technique is carried out using an open questionnaire, where the questionnaire is directly given to employees then the questionnaire is filled out by employees and collected again for processing. The collected data was processed with validation tests, reliability tests, goodness of fit (GOF), and hypothesis testing using the Lisrel 8.80 program (Gunarto 2018).

5. Result and Discussion
5.1 Confirmatory Factor Analysis (CFA)
CFA is used to test construct dimensions. Before to testing, researchers should analyze initial measurement models for validation and reliability testing of all latent construct indicators using CFA. (Gunarto 2018). Testing of the CFA

model in this study was carried out on the first order. Factor loading is used to determine how much the indicator explains the latent variable. A higher loading factor value indicates a higher level of validity, which indicates that the indicator can better measure the construct in question. Hair et al. (2014) argue that an indicator is considered valid when the value of the loading factor exceeds 0.5. In this case, the loading factor value is determined at 0.7.

CFA models on Work Culture (BK)
The original work culture (BK) variable model in the CFA analysis included a total of 23 indicators. The estimated value of loading factors obtained from data processing with the LISREL 8.8 program is as follows:

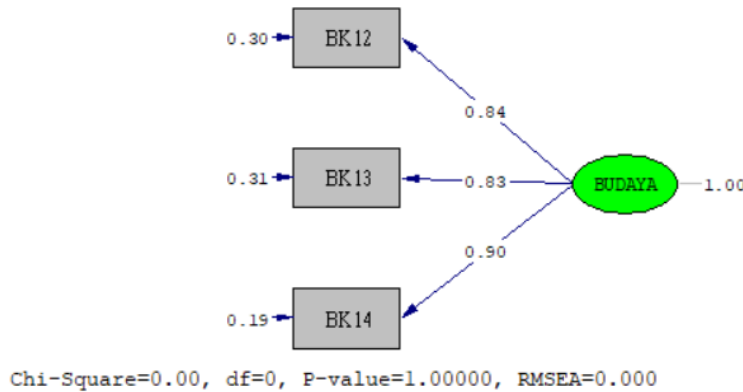Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

Figure 3. Results of CFA Model Estimation Work Culture Loading Factor 0.7

Based on the CFA results for the Work Culture (BK) in Figure 3, variable the factor loading value for all indicators is greater than 0.7. This shows that all indicators forming the work culture variable as many as 13 variables are valid. Explanation of the reliability value of work culture variables can be seen in the table below:

Table 2. Loading Factor Value 0.7 and Work Culture Model Reliability Value

Indicators	Factor loading (λ)	Kuadrat Factor loading (λ^2)	Error (e)	Remarks
BK12	0,84	0,706	0,294	Valid
BK13	0,83	0,689	0,311	Valid
BK14	0,90	0,810	0,190	Valid
Jumlah	**2,57**	**2,205**	**0,795**	
Construct Reliability (CR)		0,892		**Reliable**
Average Variance Extract (AVE)		0,735		

The CFA model of work culture with 3 indicators can be declared valid, because all indicators have a loading factor value (λ) of more than 0.7. The reliability value indicates that the work culture variable with 3 indicators are reliable, because the CR value is greater than 0.7 (CR = 0.892) and the AVE value is greater than 0.5 (AVE = 0.735). This means that the indicators formulated in the initial model of measuring work culture variables are valid and reliable.

CFA models on Work Pressure (TK)
The initial CFA model for variable Work Pressure (TK) consisted of 18 indicators. The estimated value of loading factors obtained from data processing with the LISREL 8.8 program is as follows:
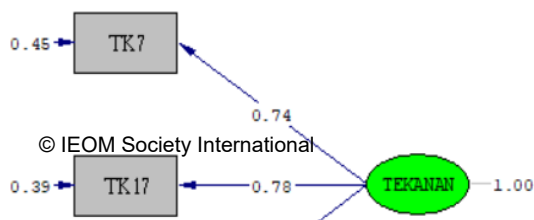
Figure 4. CFA Model Estimation Results Work Pressure Loading Factor 0.7

Based on the CFA results for the Work Pressure (TK) in Figure 4, variable the factor loading value for all indicators is greater than 0.7. This shows that the work pressure indicator consists of 3 valid variables. The variable reliability coefficient of work pressure is shown in the table below:

Table 3. Loading Factor Value 0.7 and Work Pressure Model Reliability Value

Indicators	Factor loading (λ)	Kuadrat Factor loading (λ^2)	Error (e)	Remarks
TK7	0,74	0,548	0,452	Valid
TK17	0,78	0,608	0,392	Valid
TK18	0,80	0,640	0,360	Valid
Jumlah	**2,32**	**1,796**	**1,204**	
Construct Reliability (CR)		0,817		
Average Variance Extract (AVE)		0,598		**Reliable**

The work pressure CFA model with 3 indicators can be declared valid, because all indicators have a loading factor value (λ) of more than 0.7. The reliability value indicates that the work pressure variable with 3 indicators are reliable, because the CR value is greater than 0.7 (CR = 0.817) and the AVE value is greater than 0.5 (AVE = 0.598). This means that the indicators formulated in the initial model of measuring work pressure variables are valid and reliable.

CFA models on Employee Satisfaction (KK)
The CFA's initial model for variable Employee Satisfaction (KK) consisted of 18 indicators. The estimated value of loading factors obtained from data processing with the LISREL 8.8 program is as follows:

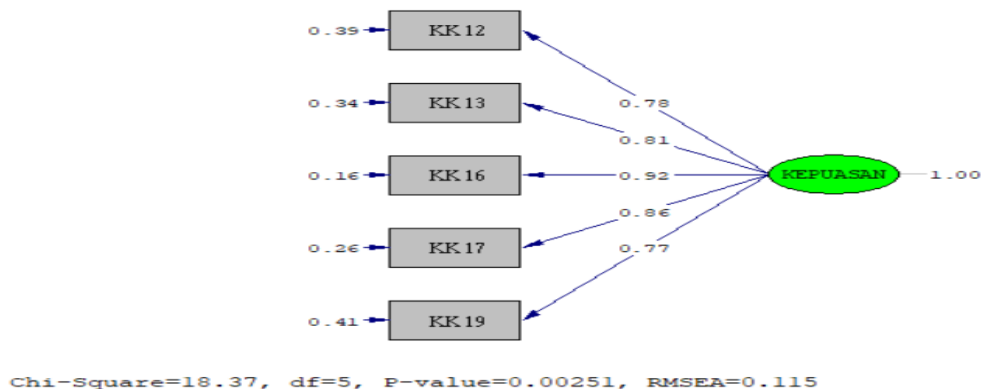Chi-Square=18.37, df=5, P-value=0.00251, RMSEA=0.115

Figure 5. CFA Model Estimation Results Employee Satisfaction Loading Factor 0.7

Based on the CFA results for the Employee Satisfaction (KK) in Figure 5, variable the factor loading value for all indicators is greater than 0.7. This shows that all 5 variables of the employee satisfaction variable are valid indicators. The reliability coefficient of employee satisfaction variables is shown in the table below:

Table 4. Loading Factor Value 0.7 and Reliability Value of Employee Satisfaction Model

Indicators	Factor loading (λ)	Kuadrat Factor loading (λ^2)	Error (e)	Remarks
KK12	0,78	0,608	0,392	Valid
KK13	0,81	0,656	0,344	Valid
KK16	0,92	0,846	0,154	Valid
KK17	0,86	0,740	0,260	Valid
KK19	0,77	0,593	0,407	Valid
Jumlah	**4,14**	**3,443**	**1,557**	
Construct Reliability (CR)		0,916		**Reliable**
Average Variance Extract (AVE)		0,687		

The CFA model of employee satisfaction with 5 indicators can be declared valid, because all indicators have a factor loading value (λ) of more than 0.7. The reliability value indicates that the employee satisfaction variable with 5 indicators are reliable, because the CR value is greater than 0.7 (CR = 0.916) and the AVE value is greater than 0.5 (AVE = 0.687). This means that the indicators formulated in the initial model of measuring employee satisfaction variables are valid and reliable.

CFA models on Work Productivity (PK)
The CFA's initial model for variable Work Productivity (PK) consisted of 32 indicators. The estimated value of loading factors obtained from data processing with the LISREL 8.8 program is as follows:

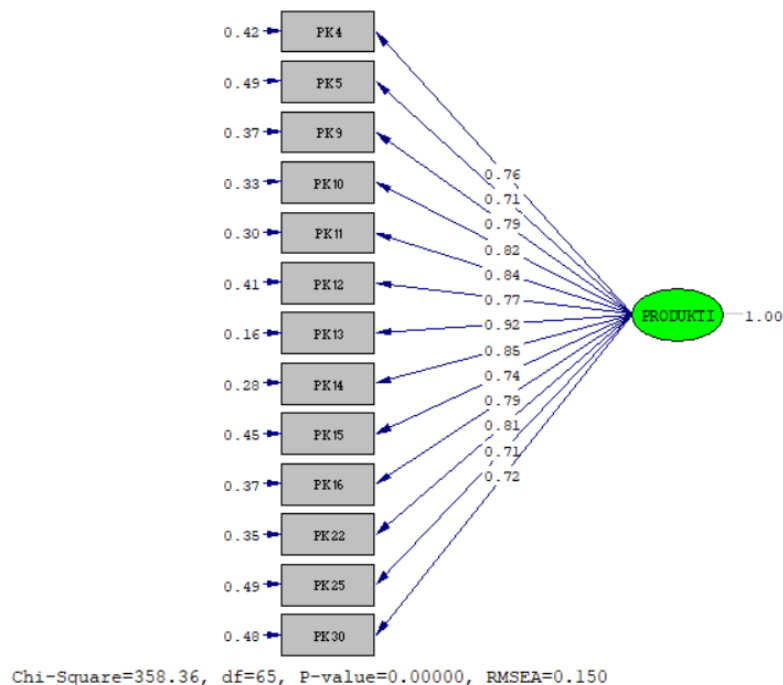Chi-Square=358.36, df=65, P-value=0.00000, RMSEA=0.150

Figure 6. CFA Model Estimation Results Work Productivity Loading Factor 0.7

Based on the CFA results for the Work Productivity (PK) in Figure 6, variable the factor loading value for all indicators is greater than 0.7. This shows that all indicators forming 13 variables of work productivity are valid. The reliability value of work productivity variables is explained in the table below:

Table 5. Loading Factor Value 0.7 and Work Productivity Model Reliability Value

Indicators	Factor loading (λ)	Kuadrat Factor loading ($\lambda 2$)	Error (e)	Remarks
PK4	0,76	0,578	0,422	Valid
PK5	0,71	0,504	0,496	Valid
PK9	0,79	0,624	0,376	Valid
PK10	0,82	0,672	0,328	Valid
PK11	0,84	0,706	0,294	Valid
PK12	0,77	0,593	0,407	Valid
PK13	0,92	0,846	0,154	Valid
PK14	0,85	0,723	0,277	Valid
PK15	0,74	0,848	0,152	Valid
PK16	0,79	0,624	0,376	Valid
PK22	0,81	0,656	0,344	Valid
PK25	0,71	0,504	0,496	Valid
PK30	0,72	0,518	0,482	Valid
Jumlah	**10,23**	**8,396**	**4,604**	
Construct Reliability (CR)		0,958		**Reliable**
Average Variance Extract (AVE)		0,646		

The CFA model of work productivity with 13 indicators can be declared valid, because all indicators have a loading factor value (λ) of more than 0.7. The reliability value shows that the work productivity variable with 13 indicators are reliable, because the CR value is greater than 0.7 (CR = 0.958) and the AVE value is greater than 0.5 (AVE = 0.646). This means that the indicators formulated in the initial model of measuring labor productivity variables are valid and reliable.

5.2 Overall Analysis of the Structural Model
In CFA measurement, all variables have been valid and reliable. This means that all variables are well measured. The next step is to build a structural model. The results of the full model analysis estimation from the structural model analysis are shown in the figure below:

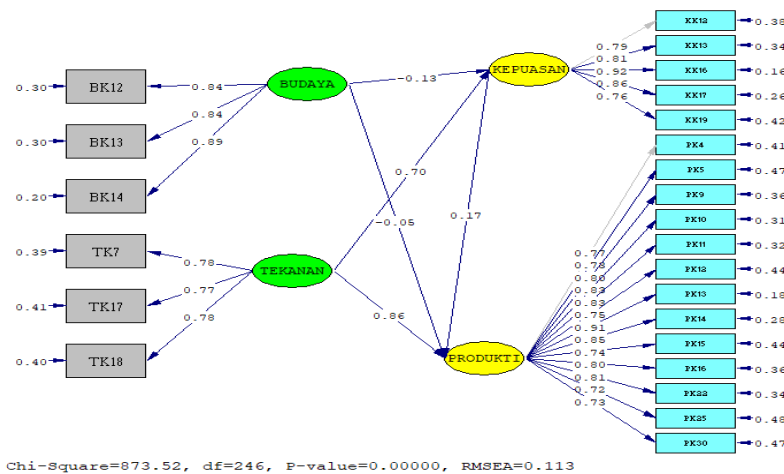Chi-Square=873.52, df=246, P-value=0.00000, RMSEA=0.113

Figure 7. Standardized Full Model Result

Analysis of the Figure 7 shows that exogenous variables have an observable influence, both positive and negative on endogenous variables. Negative influences can be seen in the relationship between work culture with employee satisfaction and work productivity. However, statistical analysis showed that this relationship was not significant. On the other hand, the analysis shows a positive and significant relationship between other variables, indicating that an increase in this variable leads to a corresponding increase in other variables and opposite.

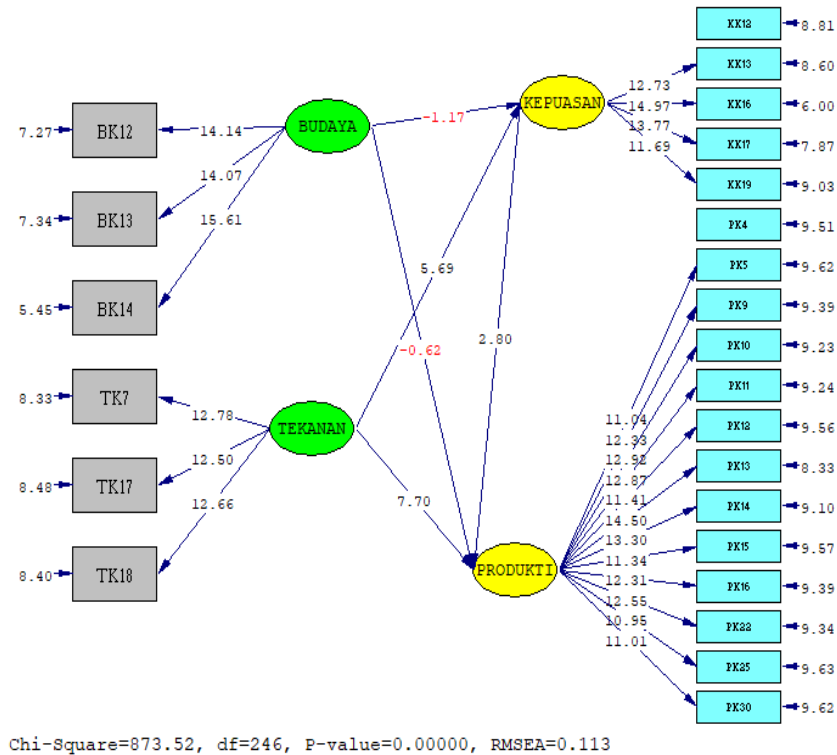Chi-Square=873.52, df=246, P-value=0.00000, RMSEA=0.113

Figure 8. Full Model Test Results

The Figure 8 shows that some indicators that make up the latent variable have no statistical significance as evidenced by a t-value that exceeds 1.96 or falls below -1.96. On the other hand, the test results of structural models show that certain relationships between latent variables are statistically significant while others are not.

The Goodness of Fit on The Initial Full Model. This evaluation determines the suitability of the resulting model as a suitable model. The overall fit analysis of the model can be monitored using statistics obtained from measurements in the output of the Lisrel program:

1. The Chi-square value is 873.52 and $p = 0.00 \leq 0.05$. These results show that the match is not good because the requirements of a good model are if the chi-square value is small and $p \geq 0.05$ is not on point. Small or insignificant chi-square values are difficult to complete especially in large samples (Hair et al., 2014; Hoyle, 2012), but that does not mean the model is not suitable, for that it is recommended to use other compatibility criteria (Hair et al., 2014). As previously stated, a significant p-value does not mean that the model is always bad, because the p-value is influenced by the large number of samples (Gunarto, 2013).
2. The GFI (Goodness of Fit Index) value is 0.73 so that the model fit is not good because it does not complete the > limit value of 0.90 and the AGFI (Adjusted Goodness of Fit Index) value is 0.68 which means the same as GFI, which is a poor model match. A good model fit value for AGFI and GFI parameters is ≥ 0.90.
3. CFI (Comparative Fit Index) value is $0.95 \geq 0.90$, so the overall fit of the model is good (good fit)
4. The TLI (Tucker Lewis Index) value is $0.94 \geq 0.90$ so the overall fit of the model is good (good fit)
5. Standardized RMR (Root Means Square Residual) value = $0.027 \leq 0.05$ indicates that the overall fit of the model is good (good fit).
6. The RMSEA (Root Mean Square Error of Approximation) value is 0.113 where the RMSEA value ≤ 0.08 indicates that the overall fit of the model is not good.

Based on the data above, it can be concluded that there are three GoF sizes that show a favorable match and three other sizes that show a satisfactory fit. From this it follows that the overall suitability of the model is judged to be good.

5.3 Hypothesis Analysis

The full model test results are shown in Figure 8. All parameters are tested with statistical t-tests. A variable is declared significant if the t-value > 1.96 and if the t-value < 1.96, it means that the variable is not statistically significant. Details can be seen in the table below:

Table 6. Structural Parameter Model

Endogenous Variable		Exogenous / Endogenous Variable	Estimate	S.E.	t-Value	Remarks	R²
Employee Satisfaction	<---	Work Culture	-0,13	0,11	-1,17	Not Significant	0,37
Employee Satisfaction	<---	Work Pressure	0,70	0,12	5,69	Significant	
Work Productivity	<---	Work Culture	-0,05	0,075	-0,62	Not Significant	
Work Productivity	<---	Work Pressure	0,86	0,11	7,70	Significant	0,89
Work Productivity	<---	Employee Satisfaction	0,17	0,062	2,80	Significant	

Based on the results presented in the Table 5, of the five hypotheses presented, three are accepted as statistically significant, while the other two hypotheses show no statistical significance. A comprehensive explanation of each hypothesis is as follows:

1. There was a very weak negative influence between work culture on employee satisfaction of -0.13 and a t-value of -1.17 and was not statistically significant because the t-value was smaller than the t-table (1.96). This means that there is no significant influence between work culture and employee satisfaction.
2. There was a positive influence between work pressure on employee satisfaction of 0.70 and a t-value of 5.69. Statistically it can be stated that there is a significant effect between work pressure and employee satisfaction because the t-value is greater than the t-table (1.96). This means that the higher the work pressure, the more employee satisfaction increases.
3. There is a positive influence between employee satisfaction on work productivity of 0.17 and a t-value of 2.80 and can be statistically significant because the t-value is greater than the t-table (1.96). This means that the higher employee satisfaction, the work productivity will also increase.
4. There is a negative influence between work culture on work productivity of -0.05 with a t-value of -0.62. and it is statistically insignificant because the t-value is smaller than the t-table (1.96). This means that there is no significant influence between work culture and work productivity.
5. There is a positive influence between work pressure on work productivity of 0.86 and a t-value of 7.70. Statistically it can be stated that there is a significant influence between work pressure on work productivity because the t-value is greater than the t-table (1.96). This means that the higher the work pressure, the work productivity also increases.

5.4. Discussion

Based on the test results above, it can be seen that the influence of the dependent variable on the independent variable will be explained as follows:

The Effect of Work Culture to Employee Satisfaction. The results showed that there was a very weak negative influence between work culture on employee satisfaction and was statistically insignificant. This means that there is no significant relationship between work culture and employee job satisfaction. The concept of work culture helps answer internal and external challenges in organizations with the aim of increasing worker efficiency and productivity. The work culture will force each individual employee to be able to adapt to the habits, rules, values and norms that

apply in the organization so that good or bad culture that develops will lead to employee satisfaction or dissatisfaction at work but if the work culture is not good then automatically it indirectly has an impact on employee satisfaction.

The Effect of Work Pressure to Employee Satisfaction. The results showed that there was a positive influence between work pressure on employee satisfaction and statistically it can be stated that there is a significant influence between work pressure on employee satisfaction. This means that the higher the work pressure, the more employee satisfaction increases.

The Effect of Employee Satisfaction to Work Productivity. The results showed that there was a positive influence between employee satisfaction on work productivity and statistically significant. This means that the higher employee satisfaction, the work productivity will also increase. Job satisfaction refers to a person's affective response to a task, including overall attitude toward work, formed through an assessment of various work-related factors. A person's work attitude includes both positive and negative encounters and is also related to their future prospects. When a person is satisfied with their work, they tend to feel joy regardless of feeling depressed. This, in turn, encourages a sense of security and comfort, thus creating a pleasant work environment.

The Effect of Work Culture to Work Productivity. The results showed that there was a negative influence between work culture on work productivity and was statistically insignificant. This means that there is no significant influence between work culture and work productivity. Organizational culture is a part of organizational life that affects the behavior, attitudes and performance of all employees. The relationship with the implementation of organizational culture is still weak, which is reflected in the decline in work ethic and employee work discipline. The role of leadership is very important in creating or improving work culture in a company to be able to increase the company's work productivity. If employees who work in an institution are able to implement a quality work culture, of course, it can also increase work productivity.

The Effect of Work Pressure to Work Productivity. The results showed that there is a positive influence between work pressure on work productivity and statistically it can be stated that there is a significant influence between work pressure on work productivity. This means that there is a positive relationship between work pressure and work productivity, indicating that work pressure increases, so does work productivity. Pressure is more often associated with demands and resources. The concept of pressure is often described negatively, but it is important to know that pressure can also give positive results. There are several factors that affect individual work productivity, including but not limited to organizational work pressure. In particular, when employees experience increased work pressure, this tends to have a negative impact on their overall performance.

6. Conclusion

Based on the results of the study, the conclusions obtained from this study were from 202 respondents studied, it was found that:

1. Work culture has a negative and insignificant effect on employee satisfaction and work productivity, meaning that work culture has no effect on PT Bara Permata Mining employee satisfaction. This means that the indication of the implementation of work culture is still felt to be less strong so that it shows a decrease in morale and work discipline of its employees and work culture is not needed in research in this company because the system has been running using Standard Operating Procedures (SOP) that have been applied in each department so that the work culture itself runs in accordance with the existing system.
2. Work pressure has a positive and significant effect on employee satisfaction. This means that the higher the work pressure given will have an impact on employee satisfaction. The pressure referred to here is a work target that has been determined by management so that when the target has been achieved, the level of employee satisfaction with their work will increase.
3. Job satisfaction has a positive and significant effect on work productivity. This means that the higher the level of job satisfaction, the more employee work productivity increases.
4. Work pressure has a positive and significant effect on work productivity. This means that the higher the work pressure given, the more employee work productivity increases.
5. The results showed that job satisfaction can mediate between work culture, work pressure and employee productivity so that job satisfaction is a good intervening variable.

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Biography

Indah Puspita Sari is a Master of Management Student from Bina Darma University, Palembang, Indonesia. My bachelor's degree is a Bachelor of Economics majoring in Accounting from Mulawarman University, Samarinda, Indonesia.

Muji Gunarto is Assoc. Prof. at the Faculty of Economics and Business, Bina Darma University, Pelembang, Indonesia. His current position is Management Department of the Faculty of Economics and Business, Bina Darma University Palembang, Indonesia. A bachelor's degree was obtained from the Faculty of Statistics, Padjajaran University, Bandung, Indonesia. The master's degree in science was obtained from Sriwijaya University, Pelembang,

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