

The Effect of Employee Involvement on Job Satisfaction

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ABSTRACT

It is known that a high level of job involvement can increase the quality and quantity of work results and eventually lead to job satisfaction. Job involvement concerns to the nature of the tasks carried out, employee's relationship with work group, and the nature of the decision-making process, which is identified as task interdependence, group support, and participation in decision-making. Thus, this study intends to determine the effect of job involvement factors consisting of work group support, participation in decision making, and task interdependence on employees' job satisfaction. This study obtained data from employees of the Operations and Maintenance of PT. Excelcomindo Pratama Tbk as many as 39 people and the method used in this study is Partial Least Square, namely path analysis.

Keywords: Job Involvement, Job Satisfaction, PLS, SEM, Quality Job

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INTRODUCTION

Good management of an organization can be accomplished if the organizational priorities have been properly implemented as planned. One of the goals is placing the right workers in the right roles. This can be achieved by observing employees' job involvement in certain tasks and putting them in a suitable position, so that they may reach full level of success. Because of this significance, work involvement and its outcomes such as job satisfaction or job performance are among the areas of organizational behavior and human resource management research that are studied most.

Job involvement is related to managing behavior at work which is a part of the life cycle of a company in achieving its goals. Employees who have been involved in work will consider that the work brings certain meaning and show better performance associated with the job (Orgambidez-Ramos & de Almeida, 2017). In addition, having an involved workforce is recognized as a significant advantage to the success of a company, because maintaining employee involvement contributes to increased productivity and lower turnover rates (Srivastava, S. 2013) as cited in (Abdallah et.al, 2017). According to Scott et al., (2003), employee job involvement concerns to the nature of the tasks performed by employees, employee relationships with work groups, and the nature of the decision-making process. These factors are identified by Scott et al., (2003) as task interdependence, group support, and participation in decision-making. These three factors will influence employees to be involved in work, improve performance and increase job satisfaction. Because according to Setiawan et al., (2020) employee job satisfaction is very important to make an employee bring out the maximum ability in his job.

Job satisfaction is one of the topics most under scrutiny. It's considered central to the psychology of work and organization since it acts as a mediator between working conditions and individual / organizational outcomes (Dormann & Zapf, 2001 as cited in Khan & Nemati, 2011). Other meanings include Locke (1976) who believed that work satisfaction is an optimistic emotional state arising from one 's job (as cited in Abdallah, et al., 2017). Job satisfaction is related to how someone likes their job. Employees who have high job satisfaction look upon their jobs positively. But on the contrary, those with low job satisfaction will have negative sentiments upon their work (Demir, 2018). According to Spector (1997, as quoted in Abdallah, et al., 2017), job satisfaction is an observable expression of an affective reaction to a particular work that is the satisfaction of a person with the employment. PT Excelcomindo Pratama (Excelcom) is the third GSM (Global System for Mobile Communication) cellular operator in Indonesia, established since November 1995, as a joint venture between national and foreign private companies. On October 8, 1996, the company officially launched its cellular telecommunication services to the public, under the brand name ProXL. Based on the long-term strategy of PT Excelcomindo Pratama, it appears that the company pays great attention to aspects of human resources, namely efforts to make the company the first choice for people who wish to work in the telecommunications sector.

The intense competition in the telecommunications sector encourages PT Excelcomindo Pratama (Excelcom) to motivate employees to work efficiently, have active work involvement and enrich employees' skills while helping them to maximize their potential. Therefore, PT Excelcomindo Pratama (Excelcom) provides learning opportunities for employees that enable them to stay ahead of their jobs and continue developing their careers.

According to Fernández-Salineró *et al.*, (2020), today organizations are more concerned about improving worker welfare and employee satisfaction. It is the organizations duty to build the highest levels of job involvement and job satisfaction among all workers.

As a fast-growing telecommunication company, PT. Excelcomindo Pratama requires high work involvement from its employees, especially employees in operations and maintenance. Because employee duties are very important in maintaining BTS networks for continuous communication between service users. Coordination between operations and maintenance departments with other departments is also very important, given their vital duties in maintaining the existing telecommunications network. Given the importance of employee work involvement in influencing employee job satisfaction, this study takes the title "The Effect of Employee Involvement on Job Satisfaction at PT. Excelcomindo Pratama Tbk."

LITERATURE REVIEW

Theory Basis

Job Involvement

Job involvement defines the extent of psychological interest in a given job and also indicates that an individual's psychological condition is cognitively occupied, active and concerned about the current work (Lambert *et al.*, 2016). It is also supported by a statement from Fernández-Salineró *et al.*, (2020) that job involvement can represent the work value perceived by employees. Mudrack quoted by Fernández-Salineró *et al.* (2020) claimed that job involvement in a company is correlated with individual growth. This involvement refers to the psychological fact that a person is interested in the career, profession and company. Moreover, it is understood that in recent times job participation has become increasingly relevant due to the economic downturn, globalization and increased competition. Notwithstanding this, there is no consensus on the definition or operationalisation of job involvement (Demir, 2018). Job involvement can also represent a type of attitude towards work and is usually defined as the extent to which a person identifies psychologically with their job, that is, how important someone places on their job (Ćulibrk *et al.*, 2018). It is known that work involvement can be identified through the following factors:

Task Interdependence

According to Pearce & Gregersen (2001), task interdependence is the extent of employees' observation on their interactions and dependencies with other employees to complete their tasks. Interdependent tasks are characteristic of work teams and, in many cases, one of the reasons teams are formed. Employees with a high degree of task interdependence will involve a higher sort of interaction with other group members and will experience a more complicated decision-making process than workers with low task interdependence level. In Welbourne & Sariol, (2017) task interdependence is defined as a condition for an employee who must interact, coordinate, and depend on colleagues so that the employee can complete their work.

Group Support

A support can refer to connections with other individuals who can provide assistance and support for someone (Lambert *et al.*, 2016). Bishop *et al.* (2000) stated that group support is the level where employees perceive that the work group concern about their existence and

appreciates their contribution. Additionally, a support can provide resources for people to overcome stressors more effectively, and ultimately reduce work stress. Lack of co-worker support can also be a tried-and-true experience, increasing the level of frustration encountered in the workplace (Lambert *et al.*, 2016). In addition, a support group is considered to make members feel more competent and valued (Pohl & Galletta, 2017).

Participation in Decision-Making

Participation in decision-making is characterized as a decision-making process between supervisors and their underlings. In this process, employees play a specific role in decision-making, and this management style is called participatory management. (Ding & Shen, 2017). Participation in decision-making has a positive influence on psychological ownership since this process causes employees to feel recognized and respected which eventually increases a sense of ownership in the organization. Participation in decision-making also implies that each team member has equal opportunity to participate in decision making. This participation can increase employee support for educational change and contribute to improved performance (Bouwman *et al.*, 2017).

Job Satisfaction

Setiawan *et al.*, (2020) stated that job satisfaction reflects the feelings of workers while working at the company. As'ad (2004), quoting the opinion of Wexley and Yukl (1984), defines job satisfaction as how employees feel about their work. They said that these feelings can be "favorable" and "unfavorable" depending on how employees rate aspects of job satisfaction. Job satisfaction will greatly depend on individual conditions because each individual has an aspect in assessing the level of job satisfaction with himself. Therefore, the more elements of work that follow personal desires, the higher the level of job satisfaction. In addition, Diana *et al.*, (2020) stated that job satisfaction is a product of employees' perceptions of how well their jobs provide things that are considered important and in general job satisfaction is defined as emotional responses, verbal expressions, and employee cognitive evaluations for work. They. This is related to the affective (emotional) response by an individual regarding his work resulting from a comparison of actual results with those that are expected, desired, and needed (Lambert *et al.*, 2018). Job satisfaction may also be described as an affective state arising from evaluating one's personal experience of work. It can also only be detected through human actions (Demir, 2018).

Hypothesis Development

Job Engagement (Group Support, Participation in Decision-Making, Task Interdependence) and Job Satisfaction

According to Orgambidez-Ramos & de Almeida, (2017) employees who have been involved will consider the work being done to have a certain meaning and meaning that can show better performance related to the job. Then after this is assessed positively, they can experience a greater level of satisfaction. Job involvement can be defined as a condition in the fulfillment of pervasive and positive affective motivation (Pohl & Galletta, 2017). In addition, Pohl & Galletta, (2017) stated that employees reach their best level when they can be involved in their work. When they have reached this position, employees can improve their performance and increase their job satisfaction. According to Scott *et al.*, (2003), employee job involvement

is related to the nature of the work performed by employees, employee relationships with work groups, and the nature of the decision-making process. These factors are identified by [Scott et al., \(2003\)](#) as task interdependence, group support, and participation in decision-making.

It is known that employees who work in conditions of high task interdependence are required to be able to interact, coordinate and depend on their colleagues in order to complete their work successfully and appropriately ([Welbourne & Sariol, 2017](#)). According to the role theory from Griffin cited by [Bouwman et al., \(2017\)](#), it is stated that increasing task interdependence will be related to individual circumstances when they feel part of a team, and they will act in a way that supports their team. by carrying out activities that can increase the performance of the team. So it is expected that employees with high task interdependence can simultaneously increase employee job satisfaction because it can affect one's behavior in working properly. Group support refers to the perception of support from colleagues and that support can help deal with stressors and can facilitate management of small problems quickly before they get out of hand ([Lambert et al., 2016](#)). In addition, [Lambert et al., \(2016\)](#) stated that social support should help employees deal with tensions which would otherwise increase work stress which can affect a decrease in job involvement, job satisfaction, and organizational commitment. When team members or employees are working in a supportive environment, they will feel more competent and valued ([Pohl & Galletta, 2017](#)). [Pohl & Galletta, \(2017\)](#) also stated that group support can positively influence the relationship between job satisfaction and job involvement above and beyond individual perceptions of emotional supervisor support (at the individual level). Participation in decision-making in [Shahzad et al., \(2018\)](#) has proven that participation is positively related to employee performance, satisfaction and productivity. Participation in decision-making has a

significant positive impact on job satisfaction ([Shahzad et al., 2018](#)). In [Ding & Shen's research, \(2017\)](#) shows that participation in decision-making is generally positively related to job satisfaction. Cognitive models and motivational models are commonly used to explain participatory effects that focus on task-relevant information and knowledge and focus on commitment (in particular, goal commitment). So that when an organization allows employees to be involved in participation in decision-making, it indicates the importance of itself for the company, which shows that the employee feels that he is recognized and can increase a sense of ownership in the organization.

Research by [Fernández-Salinero et al., \(2020\)](#) states that job involvement positively affects job satisfaction. With this statement, it will be necessary to be able to explore the interaction between job involvement and its effect on job satisfaction. In addition, it is known that task interdependence, group support, and participation in decision-making. Job involvement will influence employees to be involved which in turn can affect the increase in employee job satisfaction. Research by [Shahzad et al., \(2018\)](#) shows a strong positive relationship between employee participation in decision-making and employee job satisfaction, since employees with the opportunity to participate in decision making seem to be more satisfied with their work compared to employees who are not given the opportunity to participate in decision making. In the research of [Bouwman et al., \(2017\)](#), participation in decision-making can be associated with an increase in the level of task interdependence of team members. Meanwhile, [Ding & Shen, \(2017\)](#) show that a support and job involvement are two organizational variables that greatly affect job satisfaction. Because job satisfaction is an important issue for administrators and can affect employee job performance and, furthermore, affect service quality.

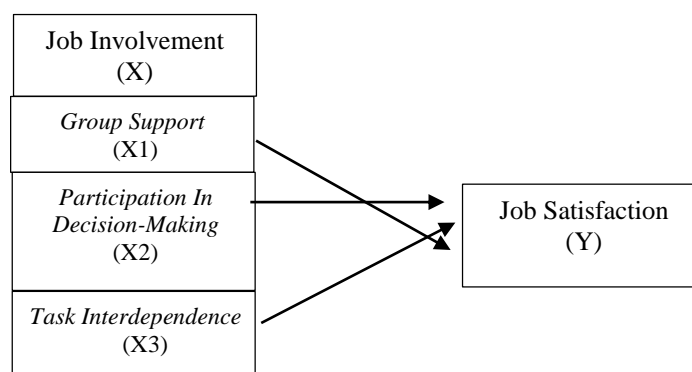


Figure 1. Research Model

RESEARCH METHODS

Research Approach

This study uses a quantitative approach, because it focuses on testing hypotheses and the use of measured data and statistical analysis tools. The independent variable (X) in this study is employee job involvement, which consists of variable x1: work group support, variable x2: participation in decision making, variable x3: task interdependence and the dependent variable (Y) is the job satisfaction. The measurement scale used to operationalize the independent (X) and dependent (Y) variables is Likert

scale with 5 (five) scale levels as follows: Strongly agree (Score 5), Agree (Score 4), Quite agree (Score 3), No agree (Score 2), and Strongly disagree (Score 1).

Measurement

Job Involvement (X)

Employee job involvement is the degree to which employees are recognized from their work, actively participate in it, and consider their performance important to their self-esteem. Employee job involvement variable consists of: group support, which is measured by referring to the instrument from [Bishop and Scott \(2000\)](#),

participation in decision-making which is measured by referring to the instrument from Spector (1997) and task interdependence which measured by referring to the instrument from Pearce & Gregersen (2001).

Job Satisfaction (Y)

Employee job satisfaction is how employees feel about their jobs or individual reactions to work conditions and experiences while working. It is measured by referring to the instrument from As'ad (2004).

Data and Sample Collection Techniques

The data was collected through field surveys, interviews or distributing questionnaires and literature study as a complementary method for collecting secondary data. This research was conducted on employees of the Operations and Maintenance of PT. Excelcomindo Pratama

Tbk as many as 39 people. Given that the population is not large, all members of the population totalling 39 people were selected as respondents. Thus, the sampling technique used is the census technique or complete enumeration, which means collecting data by taking elements or members of the population as a whole.

Data Analysis Techniques

The analysis technique used in this research is path analysis which is processed using the Partial Least Square (PLS) application as part of Structural Equation Modeling (SEM).

Data Analysis

To find the results regarding the hypothetical relationship between variables, the outer model evaluation and inner model evaluation must be done.

Table 1

N=56		Frequency	Percentage	Total%
Gender	Male	39	100	100
	Female	0	0	100
Age	<25 years old	9	23	23
	25-30 years old	16	41	64
	31-35 years old	9	23	87
	36-40 years old	4	10	97
	>40 years old	1	3	100
Education	Diploma	16	41	41
	S1	21	54	95
	S2	2	5	100
Working period	< 2 years	5	13	13
	2-3 years	17	44	57
	3-4 years	11	28	85
	>4 years	6	15	100

Note: Four (4) demographic variables were coded in the data as Gender, Age, Education and Working period.

Table 2

Variables	Code	Factor Loading	α	γ_s	CR	(AVE)
Group Support	X1	0.642	0.861	0.890	0.896	0.592
	X2	0.695				
	X3	0.844				
	X4	0.811				
	X5	0.716				
	X6	0.881				
Participation In Decision-Making	X7	0.820	0.831	0.847	0.876	0.542
	X8	0.630				
	X9	0.680				
	X10	0.734				
	X11	0.785				
	X12	0.752				
Task Interdependence	X13	0.751	0.748	0.754	0.839	0.566
	X14	0.809				
	X15	0.716				
	X16	0.730				
Job satisfaction	Y1	0.748	0.918	0.925	0.930	0.510
	Y2	0.813				
	Y3	0.780				
	Y4	0.610				
	Y5	0.738				
	Y6	0.629				
	Y7	0.766				

	Y8	0.750			
	Y9	0.767			
	Y10	0.671			
	Y11	0.545			
	Y12	0.657			
	Y13	0.755			

Note: X1-X6 (Group Support), X7-X12 (Participation in Decision-Making), X13-X16 (Task Interdependence) and Y (Job Satisfaction).

Results on Table 2 will produce a Validity Test which shows that all indicators have met the research requirements. So, all indicators are regarded to have an

effect on the latent variables. Because these results have met the validity and reliability requirements for research.

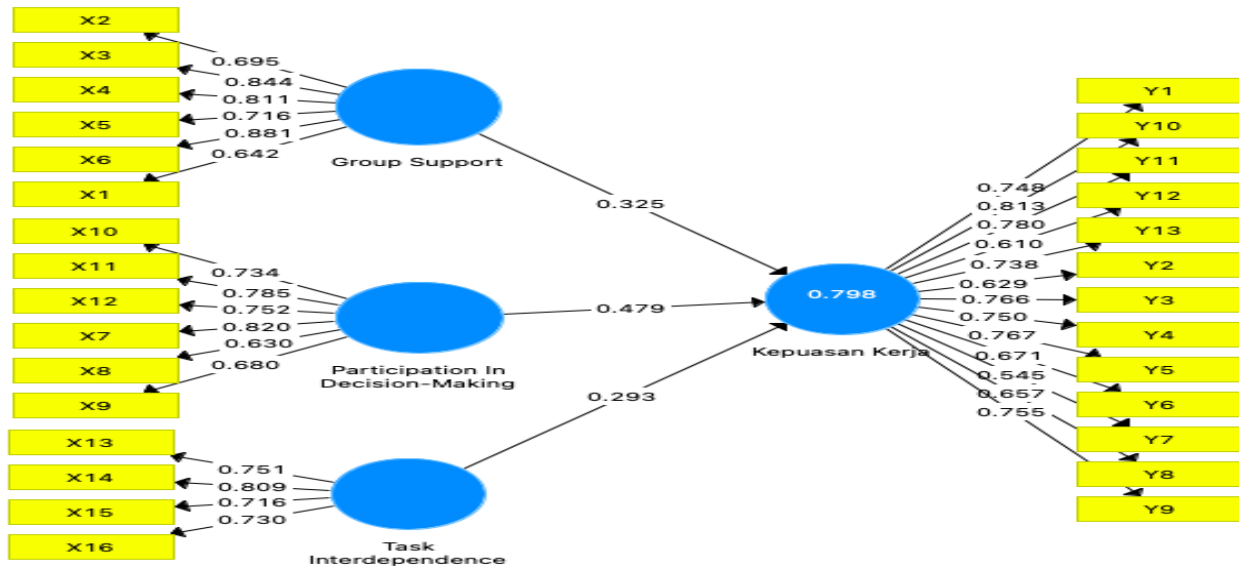


Figure 2. Outer Model

Table 3. Results Analysis Description

Indicator	Mean	Category
<i>Group Support</i>		
Work groups value employee contributions in operations and maintenance work.	4.15	High
The work group is concerned about general employee satisfaction in the workplace.	4.15	High
The work group is concerned with the opinions of employees in operations and maintenance work.	3.92	High
Workgroups are proud of employees' achievements at work.	4.05	High
Work groups provide assistance when employees experience problems in operations and maintenance work.	4.07	High
The working group is willing to cooperate in completing operation and maintenance tasks.	4.05	High
Mean Total	4.07	High
<i>Participation In Decision-Making</i>		
Employees have participation in team work on how to do operations and maintenance work.	4.00	High
Employees have a participation in the team work to decide how to complete their work in operations and maintenance.	3.85	High
Employees participate in providing advice for the operations and maintenance development planning program in the work team.	4.08	High
Employees have participation in decisions that may affect operations and maintenance work in the work team.	4.15	High
Supervisors are willing to listen to employees' ideas and suggestions about operation and maintenance work.	3.87	High
Supervisors are willing to provide equal opportunities to employees to participate in making decisions.	4.05	High
Mean Total	4,00	High

<i>Task Interdependence</i>		
Operational support activities in the work of employees require him to often consult with other employees.	4.08	High
Employees work closely with other employees on the work team to perform operations and maintenance work duties.	3.95	High
When doing maintenance in the field, employees often have to coordinate the work carried out with other employees in the work team.	3.90	High
Operations and maintenance jobs require employees to interact with other employees.	4.15	High
Mean Total	4,02	High
<i>Job Satisfaction</i>		
Balance between the benefits received and the workload in the field of operation and maintenance.	3.82	High
Suitability of benefits obtained based on employee performance in the operations and maintenance sector.	3.56	High
Suitability of rewards obtained based on group performance.	3.82	High
Awards or praise received from superiors for the ability of employees to perform operations and maintenance tasks properly.	3.74	High
Opportunities to learn, grow and develop in operations and maintenance.	4.03	High
Chance to get a promotion.	4.10	High
Opportunity to get a job rotation.	3.46	High
Superior's ability to make decisions about operations and maintenance work.	3.41	High
Guidance obtained from superiors regarding operation and maintenance work.	3.85	High
Efficiency of co-workers in completing operation and maintenance tasks.	3.78	High
Employee relations with fellow colleagues.	4.10	High
Peer creativity and initiative in completing operation and maintenance tasks.	3.92	High
Employee loyalty to other co-workers.	3.97	High
Mean Total	3.81	High

Note: Table 3 shows a description of the respondent's answer to the Group Support variable, Participation in Decision-Making, Task Interdependence and a description of the respondent's answer to the Job Satisfaction variable in a high category.

Table 4. R-Square Value Result

Variable	Original Sample - R-Square
Job Satisfaction	0.798

Note: It is known that Job Satisfaction has an R-Square value of > 0.50 which means it is a good model.

Table 5. F-Square Value Result

Variable Job satisfaction	R-Square	F-Square
<i>Included</i>	0.798	0.000
<i>Exclude Group Support</i>	0.719	0.390
<i>Exclude Participation in Decision-Making</i>	0.650	0.735
<i>Exclude Task Interdependence</i>	0.744	0.268

Note: It is known that if the Group Support variable is removed, then the effect on Job Satisfaction variable is > 0.35 or has a high influence, if the Participation in Decision-Making variable is removed, then the effect on Job Satisfaction variable is > 0.35 or has a high influence. Furthermore, if the Task Interdependence variable is removed, the effect on Job Satisfaction variable is < 0.35 or a moderate effect.

Table 6. Q-Square Value Result

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	507.000	313.061	0.383

Note: It is known that Job Satisfaction variable has a Q-Square value of > 0.190 which indicates that the Q-Square value is > 0. So, it shows that the dependent variable has predictive relevance.

Table 7
Path Coefficient

Hypothesis	Variables	Original Sample (O)	T statistic	P Values	Note
H1	Group Support -> Job satisfaction	0.325	2.569	0.010	Significant
H2	Participation in Decision-Making -> Job Satisfaction	0.479	4.613	0.000	Significant
H3	Task Interdependence -> Job satisfaction	0.293	2.024	0.043	Significant

Note: If the original sample value shows a positive value then between variables has a positive relationship effect (and vice versa). Based on the value of T-statistics, the T-statistics > 1.96 (significance level of 5%) and the value of a P-value must be less than 0.05 to conclude that the relationship between variables being tested is significant.

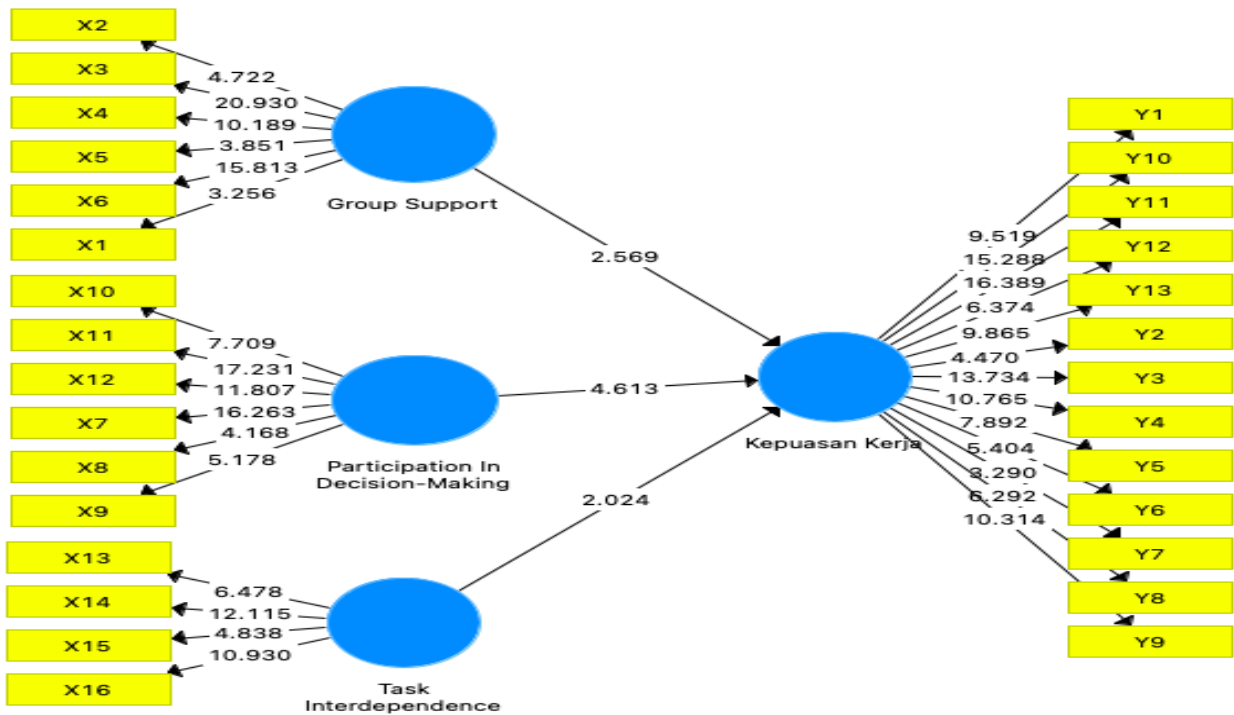


Figure 3. Inner Model

RESULTS AND DISCUSSION

The results of the analysis that have been processed using partial least square (SmartPLS) indicate that Job Involvement (Group Support, Participation in Decision-Making, Task Interdependence) has a positive and significant effect on employee job satisfaction in the operations and maintenance division of PT. Excelcomindo Pratama Tbk. So it can be stated that employees of the operation and maintenance of PT. Excelcomindo Pratama Tbk, which has been involved in the work, shows that they have carried out proper group support, participation in decision-making, task interdependence so that it will affect their increase in job satisfaction. This can be supported by their average results regarding all variable indicators that show the high category. With the intention, they have achieved all the criteria in each indicator of these variables in a highway. Supported by the statement of *Orgambidez-Ramos & de Almeida, (2017)* which states that employees who are involved in their work will experience a greater level of job satisfaction. Likewise, the same thing happened to employees of the operations and maintenance of PT. Excelcomindo Pratama Tbk who are involved in their work will experience a greater level of job satisfaction.

In this research model it is known that the participation in decision-making variable which can be seen from the value of Table 7 which shows the results of the path coefficient, has the greatest influence on job satisfaction. The results of the analysis show that the participation in decision-making variable has an original sample value of 0.479 and a T-Statistics of 4.613. So that it is known that employees of the operation and maintenance of PT. Excelcomindo Pratama Tbk can properly control many issues regarding diversity in work groups that can influence them to be involved in participation in decision-making and ultimately participation in decision-making in these employees has a significant positive impact on job satisfaction.

In this research model it is known that the group support variable which can be seen from the value of Table 7 which shows the results of the path coefficient, has the second greatest influence on job satisfaction. The analysis results show that the group support variable has an original sample value of 0.325 and a T-Statistics of 2.569. So that it is known that employees of the operation and maintenance of PT. Excelcomindo Pratama Tbk has also obtained additional resources in the long term through

group support that can support the relationship between organizational constraints and their job satisfaction.

In this research model it is known that the task interdependence variable which can be seen from the value of Table 7 which shows the results of the path coefficient, has the lowest effect on job satisfaction. The result of the analysis shows that the task interdependence variable has an original sample value of 0.293 and a T-Statistics of 2.024. When employees of the operation and maintenance of PT. Excelcomindo Pratama Tbk is involved in task interdependence conditions, it is known that they can interact, coordinate and depend on their co-workers appropriately so that they can complete their work successfully and can simultaneously increase employee job satisfaction because it can affect a person's behavior in working appropriately.

Therefore, employees of the operations and maintenance of PT. Excelcomindo Pratama Tbk can increase positive job satisfaction while working because the influence of job involvement can make them well involved in group support conditions, participation in decision-making, task interdependence.

CONCLUSIONS AND SUGGESTIONS

Conclusion

In this study, it can be concluded that Work Involvement (Group Support, Participation in Decision-Making, Task Interdependence) has a significant effect on employee job satisfaction in the operations and maintenance division of PT. Excelcomindo Pratama Tbk. So that in increasing job satisfaction, employees of the operation and maintenance of PT. Excelcomindo Pratama Tbk must be involved in their work which will also make them well involved in conditions of group support, participation in decision-making, task interdependence. Furthermore, it is known in the results of the analysis that the participation in decision-making variable is the most dominant variable in influencing job satisfaction. This is known through the highest original sample value which directly affects job satisfaction, which is obtained 0.479 by the participation in decision-making variable. In [Ding & Shen's research, \(2017\)](#) shows that participation in decision-making is generally positively related to job satisfaction. Therefore, when an organization let employees of the operations and maintenance of PT. Excelcomindo Pratama Tbk is involved in participation in decision-making, indicating the importance of itself for a company which shows that the employee feels that he is recognized and can increase a sense of ownership in the organization. So that they can increase their job satisfaction.

Suggestions

Based on the results of the analysis and discussion that has been carried out, it can be concluded that employees in the operations and maintenance department really need the support of their work groups in carrying out their work tasks, and because of the very high relationship between work tasks, coordination must always be carried out and active employee participation is needed. In solving work problems. If employee involvement can be active in their work, then job satisfaction will increase. Furthermore, it is stated that participation in decision-making has a dominant effect on job satisfaction of employees of PT. Excelcomindo Pratama Tbk. This is supported by a review of the research results that the active participation of employees is really needed in operation and maintenance work, because solutions to work problems can be resolved

quickly, especially if there are technical problems in the field, so that it requires quick handling.

In addition, through the average result on the job satisfaction variable, the smallest is 3.41 which says about the ability of the superior employees of PT. Excelcomindo Pratama Tbk. in making decisions about operations and maintenance work. Although it is still in the high category, these results show the smallest average. So it is expected that at PT. Excelcomindo Pratama Tbk pays more attention to the behavior or attitudes of superiors related to their ability to make decisions about operations and maintenance work because they will affect the level of job satisfaction of its employees.

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