

Digital Communication, Work Facilities, and Coordination at Soekarno-Hatta Airport

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ABSTRACT

The objective of this study is to examine the influence of digital communication, work facilities, and coordination on job satisfaction and work performance between Police officers and Non-Police at Soekarno-Hatta Airport. Mixed- method approach was used, incorporating a convergent parallel design where both quantitative and qualitative data were gathered simultaneously. Quantitative data from surveys provided insights of the digital communication, work facilities, and coordination effect on job satisfaction and performance. Qualitative data from interviews and observations offered a deeper understanding of individuals' experience and perception. The study included 333 participants from various sectors, including police officers, military officers, immigration and customs personnel, Avsec, and airport authorities. The results indicate that the quality of work facilities, coordination, and digital communication positively impact on the work performance and job satisfaction. Additionally, the findings reveal significant differences in perception of work effectiveness, coordination quality, work facilities, digital communication, and job satisfaction between police officers and non-police personnel. This comprehensive approach enhances the accuracy and reliability of the research, providing practical insights for improving job satisfaction and work efficiency at Soekarno-Hatta Airport.

Keywords: facilities, communication, coordination, satisfaction, effectiveness

A. Introduction

The purpose of this study is to investigate the impact of digital communication work facilities and coordination on job satisfaction and work performance between police and on-police members at Soekarno-Hatta Airport. Work facilities are considered as independent variables that are believed to influence the job satisfaction of both police and non-police members at Soekarno-Hatta Airport by enhancing work performance. Work facilities encompass all the tools, equipment, and resources that employees utilize to efficiently and effectively complete their responsibilities. Work facilities play a crucial role in enhancing

employees' performance and aiding in the completion of duties for a firm or organization. As stated by Moenir (2016) work facilities encompass all the resources and amenities that employees consume and benefit from, which are directly linked to their work tasks and contribute to the efficiency of their work. Work facilities refer to the infrastructure and resources that are used to help employees in carrying out their jobs, so making it easier for them to complete their work.

Facilities refer to physical and inherent conveniences. Employees that are provided with workplace amenities experience enhanced productivity in carrying out assigned tasks, with a consistent length and long-lasting

advantages. According to Junaidi et al. (2022), work facilities serve as instruments that aid in the execution of various activities inside an organization. According to Rumengan et al. (2019), work facilities refer to the resources utilized by employees to carry out company-related tasks. Mahardika & Wibawa (2019) assert that employees require work facilities and infrastructure to enhance task efficiency and expedite completion. Having comprehensive facilities can serve as a catalyst for staff to improve their performance. Work facilities are crucial in assisting employees in efficiently completing their given responsibilities, especially those that are relatively effortless. Optimal work facilities can enhance employee productivity, whereas insufficient work facilities might impede work and diminish employee effectiveness. Facilities are tools that streamline the work process. They are separate elements of an offering that can be expanded or removed without affecting the quality and services provided.

Furthermore, it is presumed that job satisfaction is impacted by communication, specifically digital communication, which unquestionably serves as a medium that can enhance and bolster the process of communication in the workplace. Communication inside an organization often involves at least one person in a position of authority and one subordinate. Communication inside an organization entails numerous instances of persons interpreting messages concurrently, and encompasses various forms of connections, including the interpretation of organizational decisions and regulations.

According to Timotius (2018), the presence of an organization, which is a system of collaboration, relies on the capacity of humans to effectively communicate and cooperate in order to accomplish a shared objective. Therefore, the primary role of an executive is to establish and sustain a communication infrastructure. Communication systems or networks connect and unify the roles of all people inside an organization. Every organization must

prioritize enhancing its human resource skills in order to comprehend technology and effectively navigate digitalization. This is crucial for utilizing technology to meet work requirements and prevent falling behind. In contemporary times, a wide range of labor tasks in Indonesia employ a variety of apps to streamline their operations, encompassing both the public and private sectors. Digital apps serve as intermediates for communication and collaboration among employees, facilitating enhanced contributions from employees to the organization while ensuring the privacy of the persons involved. Implementing digital apps will enhance employees' productivity by streamlining their work processes and enabling them to complete tasks more efficiently within a reduced timeframe.

According to Ali & Frew (2017), digital communication has had a notable positive impact on processes and activities at airports. It has improved user-centered service provision, leading to increased satisfaction and effectiveness of operations at airports. Harrison et al. (2015) contend that digital communication has emerged as a crucial element of interaction between pilots and air traffic control. According to Padrón et al. (2016), digital communication has enhanced the level of service provided by airport personnel.

At airports and other transportation hubs, digital communication facilitates efficient coordination among different departments and people, guaranteeing the seamless and secure execution of all operations. Through the utilization of network technology and digital devices, digital communication has the ability to surpass geographical limitations, enabling cross-border collaboration that was previously unattainable. This evidence highlights the significance of digital communication as a crucial component in establishing a flexible and adaptable environment that can promptly respond to alterations and emerging requirements.

There is a direct correlation between productivity levels and employee effectiveness.

As productivity increases, so does the efficacy of employees in their work. According to Siagian (2019), work effectiveness refers to the degree of success that an organization achieves in employing its resources to accomplish its defined goals. Utilizing digital applications can enhance job efficiency by enabling individuals to proficiently navigate the technology employed in their workplace. This proficiency allows for quicker task completion and fewer hindrances, hence augmenting their ability to fulfill assigned duties (Apdillah et al., 2022). According to Buchanan et al. (2016), digital technology has a substantial influence on both the workplace and work culture. Utilizing digital technology enhances job productivity and broadens the scope of achievable work objectives.

Furthermore, it is postulated that coordination has an impact on job satisfaction. Coordination and performance are inherently linked as optimal coordination can only be attained through the execution of effective labor. Employee performance is a type of administrative communication that facilitates coordination. Thus, it is asserted that the ultimate outcome of performance is the attainment of coordination in a proficient and productive manner.

Coordination within an organization is a dynamic process that entails establishing regulations governing the actions, activities, and performance of both superiors and subordinates who have interconnected responsibilities, obligations, and powers. The purpose of this arrangement is to avoid misunderstanding and the occurrence of overlapping operations, which can lead to inefficiency and have a negative influence on productivity and organization. Terry & Rue (2019) define coordination as a systematic and organized endeavor to ensure the appropriate quantity, time, and direction of execution, leading to cohesive and coordinated actions for various objectives. According to Pillai & Kala (2013), coordination is the act of maintaining equilibrium and guiding a group by assigning appropriate tasks to each

member. Abdurrahman (2013) outlines five fundamental principles of coordination: (1) Efficiency Principle; (2) One-Way Principle; (3) Participation Principle; (4) Accuracy Principle; and (5) Strategic Coordination Principle.

The factor that impacts job happiness is the level of work effectiveness. Efficiency is a vital factor in attaining predefined objectives or aims in any firm. Effectiveness can be deemed successful when the predetermined objectives or aims are accomplished. Steers (2015) defines effectiveness as the measurement of how successful a group or organization is in accomplishing a specific objective. Work effectiveness refers to the extent to which an individual or group successfully carries out their primary tasks in order to accomplish the intended objectives. In organizational or business contexts, the term "effectiveness" is frequently employed to refer to the degree of precision in selecting targets. The efficacy of something chosen for the interest of the organization or corporation can be observed by its benefits or advantages.

The research focuses on job satisfaction as the dependent variable, which is defined by experts as an individual's attitude towards their employment, influenced by elements such as the work environment, job security, work conditions, and salary. According to Paais & Pattiruhu (2020) job satisfaction refers to an individual's assessment of their work and work environment, and is considered one of the most often recognized attitudes within an organizational culture. According to Rosita (2016), job satisfaction is the emotional state of employees regarding their level of enjoyment with their employment. employment satisfaction is a measure of an employee's emotional response to their employment, encompassing all aspects of their work environment. Job satisfaction is primarily subjective, as it varies among individuals according to their personal set of values. This can be attributed to variations among individuals. The more the alignment between an individual's desires and the many

parts of a profession, the greater the level of satisfaction experienced. On the other hand, if there are less components of a profession that align with an individual's desires, their satisfaction level will be lower (As'ad, 2016). The majority of individuals hold the belief that employment should provide favorable experiences in order to derive satisfaction from their work.

Job happiness is primarily subjective and varies from person to person. employment satisfaction typically refers to an individual's overall attitude, emotions, and views towards their employment. Job satisfaction is typically experienced through an individual's work ethic and attitude. Individuals who experience happiness and contentment in their employment are more likely to exhibit enthusiasm towards their work. Luthans (2015) categorizes job satisfaction into five indicators: (1) Compensation; (2) Nature of the job; (3) Colleagues; (4) Career advancement opportunities; and (5) Supervision.

The significance of conducting research on job satisfaction, coordination, work facilities, and digital communication in relation to the Police's responsibility lies in the fact that the Police is an organization dedicated to enforcing the law. It has specific roles, duties, and functions aimed at upholding public order and security, as well as enhancing the quality of life for citizens, including those at airports. Hence, it is crucial to engage in a discussion regarding the examination and implementation of viewpoints on job satisfaction that have been acquired.

Airports are vital for the development and implementation of measures related to airport security. They also serve as significant assets for ensuring national security and sovereignty. In Indonesia, airports are typically categorized based on the types of aircraft they accommodate, passenger traffic levels, and the quality of airport facilities. These categories are pioneer airports, regional airports, national airports, and international airports. According to Widagdo (2019), Soekarno-Hatta is classified as an international airport.

Indonesia delegates the responsibility of airport security to multiple distinct authorities. Typically, the Police are granted the authority to uphold laws and maintain order on airport premises. Additionally, Military, Avsec, Customs, Immigration, and Airport Authorities are responsible for carrying out other security activities.

The Government Regulation of the Republic of Indonesia Number 3 of 2001, which pertains to Aviation Security and Safety, defines aviation security as the state of ensuring that flights are protected from unlawful activities through the organized utilization of human resources, facilities, and procedures. The essential role requires rigorous and uninterrupted security measures to establish organization, safety, convenience, and efficiency for the service recipients, who in this instance are airline passengers. Thus, in order to offer optimal assistance to air travelers, the effectiveness of the Police, along with the collaboration of other non-police entities at Soekarno-Hatta Airport, such as the Military, Immigration, Customs, Avsec, and Airport Authorities, is crucial. These entities also have significant responsibilities in ensuring airport security and facilitating seamless operations.

Work facilities that are sufficient, including inspection equipment and information systems, enhance the efficiency of tasks. Digital communication is employed to improve the coordination and exchange of information between units. The assessment of work effectiveness is determined by the degree of success achieved by each agency in carrying out its respective functions, such as the scrutiny of documents by Immigration, the supervision of goods by Customs, and the maintenance of area security by Avsec. Effective collaboration with law enforcement is crucial for ensuring airport security. Non-Police officers' job happiness is impacted by elements such as the presence of amenities, the effectiveness of communication, and the clarity of tasks. In general, the performance of Non-Police personnel is a crucial component of the security and service system at Soekarno-

Hatta Airport. They collaborate with the Police to guarantee the efficient functioning of the airport and maintain its security.

The study has compared relevant literature with a descriptive bibliometric analysis using publication data from 2013 to 2023. The analysis focused on five variables: work facilities, coordination, digital communication, work effectiveness, and job satisfaction. The study was limited to 200 documents. This was done in order to refine the search.

The data was collected by utilizing Google Scholar-indexed papers with the assistance of the Publish or Perish tool. Once the data was collected and stored as a Research Information Systems (RIS) document, it was inputted into the VOSviewer application to visually represent the network patterns or connections between bibliometrics. This visualization using Network Visualization.

Network Visualization is a technique used to visually represent the strength or weakness of the connections or relationships between study keywords. The purpose of Overlay Visualization is to visually represent the historical progression of research based on the year of publication. On the other hand, Density Visualization is used to depict the concentration or significance of research groups.

Bibliometric analysis refers to the utilization of statistical and quantitative techniques to analyze literature, including books, journals, online publications, and other forms of communication media (Tambunan, 2013). The mapping derived from the VOSviewer tool functions as a benchmark for doing precise content analysis, utilizing criteria such as researcher names, publication years, researcher productivity, and research trends. This study employed bibliometric analysis to examine the bibliometric relationships through the examination of keyword co-occurrence.

The document search, which focused on five variables including work facilities, coordination, digital communication, work effectiveness, and job happiness, yielded a

total of 200 documents. of 2021, there was a significant increase of publications, reaching a peak of 38 (19% of the total). In 2023, the number of publications reached its lowest point, with only 7 publications, or for 3.5% of the total.

The increase in publications from 2013 to 2023. In 2013, there were 13 documents that were officially published, accounting for 6.5% of all the publications made during that year. In 2014, the number of publications declined to 11 documents, accounting for 5.5% of the total. However, it rebounded in 2015, reaching 15 documents, which represented 7.5% of the total. In 2016, there was a 10% increase in the number of documents, resulting in a total of 20. Nevertheless, in 2017, the quantity of publications experienced a minor decrease, amounting to 16 documents, which accounted for 8% of the total. In 2018, there were 18 documents, accounting for 9% of the total. However, in 2019, the number of documents decreased to 15, representing 7.5% of the total. In 2020, there was a significant increase of 28 documents, representing a growth rate of 14%. In 2021, there was a peak with 38 documents, accounting for 19% of all publications. In 2022, there were 19 documents, accounting for 9.5% of the total. However, in 2023, there was a significant decline, with only 7 documents, representing 3.5% of the total. This data demonstrates the variations in the number of publications annually, which indicate the changing patterns and tendencies in research throughout the decade.

Once the dataset was saved in RIS format using the Publish or Perish tool, it was analyzed using the VOSviewer application. The analysis involved selecting the 'build a map based on text data' option to generate a network or term connection based on the text data. The dataset was generated by extracting phrases from titles and abstracts. The approach employed for calculation was full counting, with the goal of accurately quantifying characteristics linked to work facilities, coordination, digital communication, work effectiveness, and job satisfaction, as indicated by relevant research.

The minimal frequency of a phrase is seven documents, which leads to the existence of 37 documents having occurrence links.

A bibliometric analysis was conducted by creating visualizations in the form of Network Visualizations. Network Visualizations were used to gain insights into the bibliometric network among articles or online publications using downloaded metadata. The bibliometric network is composed of nodes, which are depicted by circles or balls, that correspond to keywords. The edges or network connections represent the links between pairs of nodes. The VOSviewer tool facilitates both mapping and clustering in bibliometric analysis, with these two methods being mutually complementary. The aforementioned mapping can be utilized to obtain a comprehensive depiction of the configuration of a bibliometric network (Jia & Mustafa, 2023). Furthermore, clustering is employed to provide a concise and precise representation of bibliometric grouping.

Figure 1 illustrates the Network Visualization on Co-Occurrence, which elucidates the network or connection between terms from 2013 to 2023. A maximum of 200 articles, which have been indexed by Google Scholar, can be categorized into three clusters based on node colors associated with specific

keywords. The initial cluster is represented by the color red and encompasses phrases associated with communication, coordination, digital communication, and job performance. The second cluster, represented by the color green, comprises efficacy, employee performance, performance, and satisfaction. The third cluster, represented by the color blue, comprises the phrases employee satisfaction, facility, and work satisfaction.

While numerous studies have examined the influence of digital communication on operational efficiency in corporate environments, only a limited number have specifically investigated its impact in multi-organizational settings such as airports, which include multiple agencies. Therefore, it is crucial to comprehend the impact of digital communication on coordination in a multi-organizational setting, specifically how different digital communication platforms (such as integrated incident management systems) can enhance effective coordination between agencies that have distinct security and operational protocols.

Prior studies mostly focused on the correlation between work facilities and efficiency in typical work environments, but did not investigate the impact of work facilities

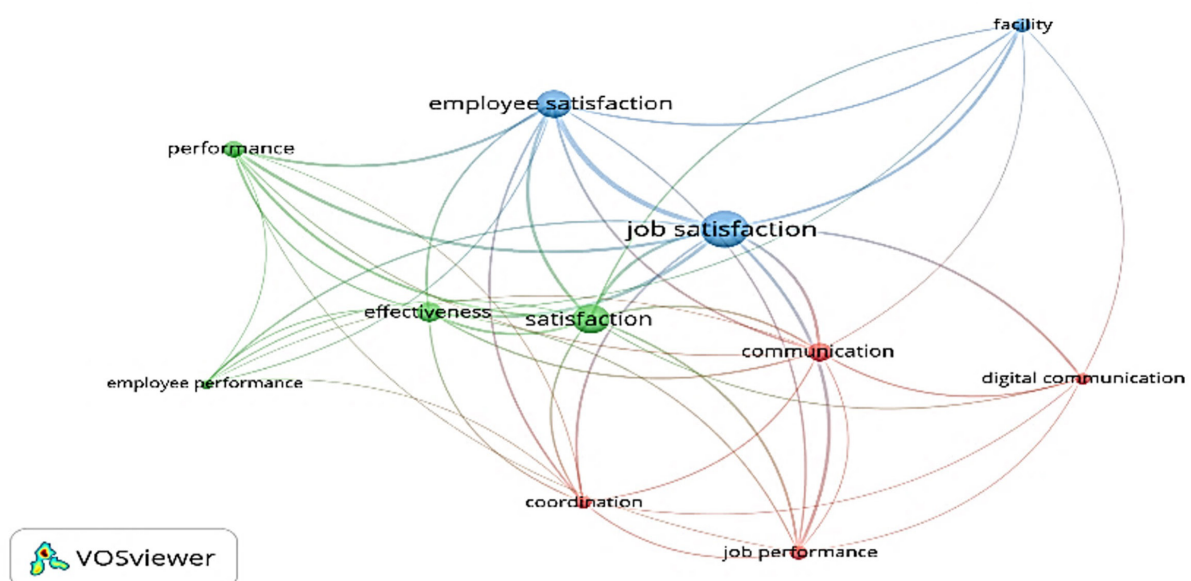


Figure 1 Network Visualization on Co-Occurrence

on effectiveness in airport settings. Therefore, comprehending the influence of work facilities on job efficiency can offer valuable knowledge for designing facilities and allocating resources to optimize effectiveness in crucial scenarios, which is a fundamental element of airport security settings.

Frequently, research concentrates on the isolated impact of coordination or digital communication on job satisfaction, disregarding the interplay between these two variables. Therefore, it is crucial to investigate the impact of coordination and digital communication on job satisfaction, as effective coordination in real-world scenarios typically depends on the use of efficient digital communication technologies. Studying the impact of these two elements on job satisfaction can offer insights into incorporating communication technology and management tactics into airport operating processes.

Based on the aforementioned analysis, there are various research gaps that have not received extensive attention and have the potential for further development in terms of study. Gaining a comprehensive understanding of the intricate connection between digital communication and coordination in a multi-organizational setting, as well as the consequences of work facilities, not only enhances academic literature but also carries substantial practical ramifications. This encompasses the use of more efficient policy formulation and operational tactics that can augment security, efficiency, and work contentment in intricate airport settings. This research can incentivize relevant agencies to adopt more sophisticated technology and infrastructure solutions to better coordination and responsiveness in diverse scenarios, while also improving satisfaction and performance.

The primary focus of this research is to enhance job satisfaction among Police and Non-Police members working at Soekarno-Hatta Airport. Job satisfaction is the dependent variable, which is influenced by coordination and The primary variables

are work effectiveness. These variables are linked to two distinct independent variables, specifically work facilities and digital communication. The objective of this study is to analyze the influence of four variables on the formation of job satisfaction. The variables will be defined as research sub-problems and examined through research sub-questions. This study aimed to investigate the impact of work effectiveness, coordination, digital communication, and the quality of work facilities on job satisfaction among both Police and Non-Police personnel at Soekarno-Hatta Airport. Furthermore, the study sought to examine the influence of coordination, digital communication, and work facilities on job satisfaction by assessing their impact on work effectiveness. The proposed suppositions:

H₁ : There is a significant influence of work effectiveness on job satisfaction

H₂ : There is a significant influence of coordination on job satisfaction

H₃ : There is a significant influence of digital communication on job satisfaction

H₄ : There is a significant influence of work facilities on job satisfaction

H₅ : There is a significant influence of coordination on job satisfaction through work effectiveness

H₆ : There is a significant influence of digital communication on job satisfaction through work effectiveness

H₇ : There is a significant influence of work facilities on job satisfaction through work effectiveness

B. Methods

The study was carried out during September and October 2023. The sampling was conducted using Stratified Proportional Random Sampling, with each organizational unit at Soekarno-Hatta Airport serving as a stratum. Subsequently, a sample was chosen

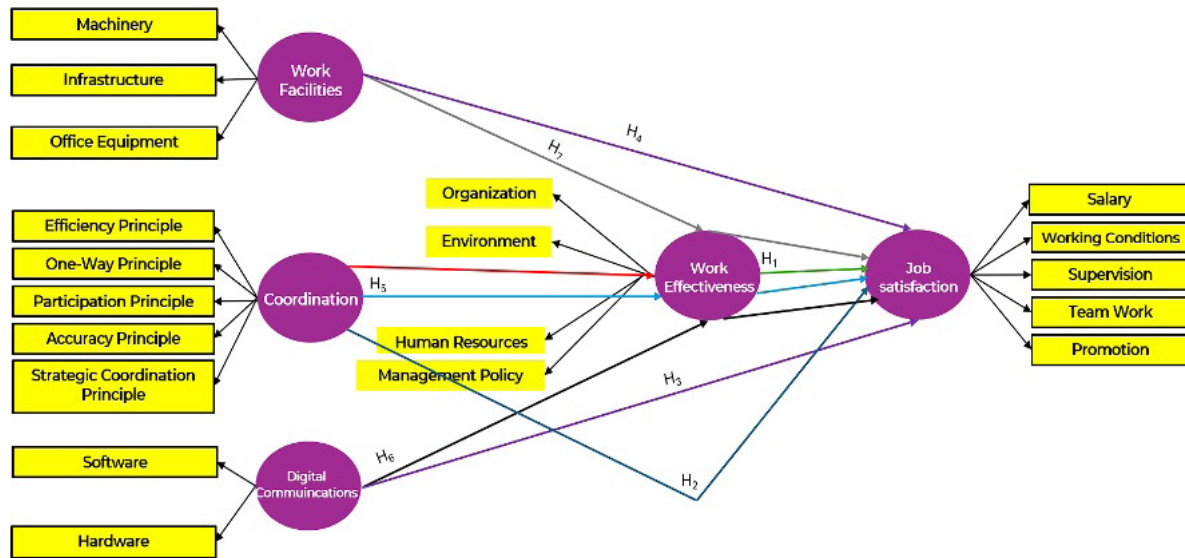


Figure 2 Conceptual Framework

randomly from each stratum in proportion to its size. A random sampling method was employed to pick respondents at the organizational unit/stratum level at Soekarno-Hatta Airport. The selection process did not take into account factors such as service period, rank, or any other criteria. The selection of respondents was conducted without taking into account their duration of employment or position, therefore making everyone who was on duty or on shift at Soekarno-Hatta Airport during the distribution of the questionnaire eligible to participate. This research enabled the description of impartial perspectives on job satisfaction, effectiveness, coordination, and digital communication from both Police and Non-Police members based on their hierarchical positions within the company.

The population of this study comprised both Police and Non-Police members who were serving at Soekarno-Hatta Airport throughout the period of 2022-2023, in accordance with the research focus.

The demographic of the research participants and the number of individuals sampled from each organizational group at Soekarno-Hatta Airport. The Police stratum comprised the highest number of members,

amounting to 550, with a sample size of 92. The Military strata comprised a total of 291 individuals, of which a sample of 48 was taken. The Immigration department, consisting of 203 members, had a sample size of 34. Similarly, the Customs department, including 202 members, likewise had a sample size of 34. The Avsec stratum, consisting of 370 members, had a sample of 62. The Airport Authority, consisting of 384 members, had a sample size of 64. The cumulative sample size across all strata was 333, guaranteeing that each group in the study was represented proportionally.

Four aspects that are believed to have a favorable impact on the development and growth of job satisfaction are work facilities, digital communication, coordination, and work effectiveness. This study aims to examine the hypothesis that Work Facilities, Digital Communication, and Coordination are directly and indirectly related to job satisfaction. Specifically, the variables work facilities, digital communication, and coordination are indirectly related to job satisfaction through their impact on work effectiveness. Additionally, work effectiveness is also found to be related to job satisfaction.

Partial Least Squares (PLS) is a structural equation modeling (SEM) technique based on component or variance analysis, known for its robustness due to minimal reliance on assumptions. According to Ghazali (2018), PLS does not require data to follow a normal distribution and allows for the inclusion of ordinal, interval, or ratio-scaled indicators in the same model. Additionally, PLS can be used with small sample sizes. The reasons for using PLS in this study are: (1) it is suitable for estimating path models; (2) it handles models with numerous latent variables; (3) it accommodates data with skewed distributions or limited spread; (4) it does not require multivariate normality; (5) it works well with small samples; and (6) model specification is less influenced by parameter estimation.

The research hypotheses suggest that job satisfaction among Police and Non-Police members serving at Soekarno-Hatta Airport is the dependent variable, which is influenced by coordination quality and work effectiveness as the main variables. These variables are connected to two independent variables, namely work facilities quality and digital communication.

C. Results and Discussion

Hypothesis testing encompasses both individual significance tests and joint

significance tests. These tests are utilized to evaluate the study hypothesis. The significance test is employed to assess the impact of the independent variables on the dependent variables. The comprehensive results of hypothesis testing, conducted at a significance level of 5% using SmartPLS 3.0, are presented in Table 1.

The analysis results lead to the following conclusions:

- a. Hypothesis testing is conducted to examine the impact of the Work Effectiveness variable on the Job Satisfaction variable.

The initial hypothesis has a p-value of 0.000, which is less than the significance level of 0.05. Additionally, it has a t-statistic value of 3.506, which is greater than the critical value of 1.96. The initial sample result is positive at 0.315, suggesting a positive or direct correlation between the Work Effectiveness Variable and the Job Satisfaction Variable. This finding indicates that a 0.315 rise in the Work Effectiveness Variable corresponds to a 0.315 increase in the Job Satisfaction Variable. Thus, it may be inferred that H_{01} is rejected and H_{a1} is approved, indicating that the Work Effectiveness Variable has a favorable impact on the Job Satisfaction Variable.

- b. Hypothesis Testing of the Impact of the Work Facilities Variable on the Work Effectiveness Variable

Table 1 Research Hypothesis Test Results

No	Hypothesis	Original Sampel (O)	T Statistics (O/STDEV)	P Values	Note
1	Work Effectiveness → Job Satisfaction	0,315	3,506	0,000	Accepted
2	Work Facilities → Work Effectiveness	0,234	4,081	0,000	Accepted
3	Work Facilities → Job Satisfaction	0,147	2,538	0,011	Accepted
4	Digital Communication → Work Effectiveness	0,345	6,724	0,000	Accepted
5	Digital Communication → Job Satisfaction	0,148	2,189	0,029	Accepted
6	Coordination → Work Effectiveness	0,423	6,793	0,000	Accepted
7	Coordination → Job Satisfaction	0,387	6,376	0,000	Accepted

The second hypothesis has a p-value of 0.000, which is less than the significance level of 0.05. Additionally, it has a t-statistic value of 4.081, which is greater than the critical value of 1.96. The initial sample result is positive at 0.234, suggesting a positive or direct correlation between the Work Facilities Variable and the Work Effectiveness Variable. This finding demonstrates that a 0.234 rise in the Work Facilities Variable corresponds to a 0.234 increase in the Work Effectiveness Variable. Thus, it may be inferred that H_{02} is rejected and H_{a2} is approved, indicating that the Work Facilities Variable has a favorable impact on the Work Effectiveness Variable.

c. Hypothesis Testing of the Effect of Work Facilities Variable on Job Satisfaction Variable

The third hypothesis has a statistically significant p-value of 0.011 (less than the significance level of 0.05) and a t-statistic value of 2.538 (more than the critical value of 1.96). The initial sample result is positive at 0.147, suggesting a positive or direct correlation between the Work Facilities Variable and the Job Satisfaction Variable. This finding demonstrates that a 0.147 rise in the Work Facilities Variable corresponds to a 0.147 increase in the Job Satisfaction Variable. Consequently, we can infer that H_{03} is invalidated and H_{a3} is validated, indicating that the Work Facilities Variable has a favorable impact on the Job Satisfaction Variable.

d. Hypothesis Testing of the Effect of Digital Communication Variable on Work Effectiveness Variable

The fourth hypothesis has a p-value of 0.000, which is less than the significance level of 0.05, indicating strong evidence against the null hypothesis. Additionally, the t-statistic value of 6.724 is greater than the critical value of 1.96, further supporting the rejection of the null hypothesis. The initial sample result is positive at 0.345, suggesting a positive or direct correlation between the Digital Communication Variable and the

Work Effectiveness Variable. This finding demonstrates that a 0.345 rise in the Digital Communication Variable corresponds to a 0.345 increase in the Work Effectiveness Variable. Thus, it may be inferred that H_{04} is rejected and H_{a4} is approved, indicating that the Digital Communication Variable has a favorable impact on the Work Effectiveness Variable.

e. Hypothesis Testing of the Effect of Digital Communication Variable on Job Satisfaction Variable

The fifth hypothesis has a p-value of 0.029, which is less than the significance level of 0.05, indicating statistical significance. Additionally, the t-statistic value for this hypothesis is 2.189, which is greater than the critical value of 1.96, further supporting the rejection of the null hypothesis. The initial sample value is positive at 0.148, suggesting a positive or direct association between the Digital Communication Variable and the Job Satisfaction Variable. This finding indicates that a 0.148 rise in the Digital Communication Variable corresponds to a 0.148 increase in the Job Satisfaction Variable. Thus, we can infer that H_{05} is rejected and H_{a5} is approved, indicating that the Digital Communication Variable has a favorable impact on the Job Satisfaction Variable.

f. Hypothesis Testing of the Effect of Coordination Variable on Work Effectiveness Variable

The sixth hypothesis has a p-value of 0.000, which is less than the significance level of 0.05. Additionally, it has a t-statistic value of 6.793, which is greater than the critical value of 1.96. The initial sample result is positive at 0.423, suggesting a positive or direct correlation between the Coordination Variable and the Work Effectiveness Variable. This finding demonstrates that a 0.423 increase in the Coordination Variable corresponds to a 0.423 rise in the Work Effectiveness Variable. Thus, it may be inferred that H_{06} is rejected and H_{a6} is approved, indicating that the

Coordination Variable has a favorable impact on the Work Effectiveness Variable. Table 2.

g. Hypothesis Testing of the Effect of Coordination Variable on Job Satisfaction Variable

The seventh hypothesis has a p-value of 0.000, which is less than the significance level of 0.05, indicating strong evidence against the null hypothesis. Additionally, the t-statistic value of 6.376 is greater than the critical value of 1.96, further supporting the rejection of the null hypothesis. The initial sample value is positive at 0.387, suggesting a positive or direct correlation between the Coordination Variable and the Job Satisfaction Variable. This finding demonstrates a positive correlation between the Coordination Variable and the Job Satisfaction Variable. Specifically, for every rise of 0.387 in the Coordination Variable, there is a corresponding increase of 0.387 in the Job Satisfaction Variable. Thus, it may be inferred that H_{07} is rejected and H_{a7} is approved, indicating that the Coordination Variable has a positive impact on the Job Satisfaction Variable.

The Work Effectiveness Variable functions as an intervening variable in this study. The results of assessing the mediation effect of the Work Effectiveness Variable in mediating the influence of Work Facilities, Coordination, and Digital Communication Variables on Job Satisfaction are as follows.

The conclusions can be drawn from the findings of the indirect effect test presented in

a. Testing Hypothesis of the Work Facilities Variable on Job Satisfaction through Work Effectiveness Variable

The Work Facilities Variable has an indirect effect on Job Satisfaction, which is mediated by the Work Effectiveness Variable. This indirect effect is statistically significant, with a p-value of 0.023 (less than the threshold of 0.05) and a t-statistic value of 2.281 (more than the critical value of 1.96). The initial sample result is positive at 0.074, suggesting a positive or direct correlation between the Work Facilities Variable and Job Satisfaction through the Work Effectiveness Variable. This finding demonstrates that a 0.074 rise in the value of the Work Facilities Variable corresponds to a 0.074 increase in Job Satisfaction as measured by the Work Effectiveness Variable. Thus, it may be inferred that the Work Effectiveness Variable acts as a mediator between the Work Facilities Variable and Job Satisfaction.

b. Testing Hypothesis of the Digital Communication Variable on Job Satisfaction through Work Effectiveness Variable

The Digital Communication Variable has an indirect effect on Job Satisfaction, which is mediated by the Work Effectiveness Variable. This effect is statistically significant, as indicated by a p-value of 0.002 (<0.05) and a t-statistic value of 3.081 (>1.96). The initial sample value is positive at 0.133, suggesting a positive or direct association between the

Table 2 Indirect Effect Test Results

No	Hypothesis	Original Sampel (O)	T Statistics (O/STDEV)	P Values	Note
1	Work Facilities → Work Effectiveness → Job Satisfaction	0,074	2,281	0,023	Accepted
2	Digital Communication → Work Effectiveness → Job Satisfaction	0,133	3,081	0,002	Accepted
3	Coordination → Work Effectiveness → Job Satisfaction	0,109	2,814	0,005	Accepted

Digital Communication Variable and Job Satisfaction through the Work Effectiveness Variable. This finding indicates that a 0.133 rise in the Digital Communication Variable leads to a corresponding 0.133 increase in Job Satisfaction as measured by the Work Effectiveness Variable. Thus, it may be inferred that the Work Effectiveness Variable acts as a mediator between the Digital Communication Variable and Job Satisfaction.

c. Testing Hypothesis of the Coordination Variable on Job Satisfaction through Work Effectiveness Variable

The indirect impact of the Coordination Variable on Job Satisfaction, which is influenced by the Work Effectiveness Variable, has a statistically significant p-value of 0.005 (less than the threshold of 0.05) and a t-statistic value of 2.814 (more than the critical value of 1.96). The initial sample value is positive at 0.109, suggesting a positive or direct association between the Coordination Variable and Job Satisfaction through the Work Effectiveness Variable. This finding demonstrates that a 0.109 improvement in the Coordination Variable corresponds to a 0.109 rise in Job Satisfaction as measured by the Work Effectiveness Variable. Thus, it may be inferred that the Work Effectiveness Variable acts as a mediator between the Coordination Variable and Job Satisfaction.

D. Conclusion

The research shows that well-equipped work facilities, efficient digital communication, and effective coordination improve work effectiveness and job satisfaction at Soekarno-Hatta Airport. However, work effectiveness as a mediator has little effect on job satisfaction compared to the independent variables. This suggests that workplace amenities, digital communication, and coordination affect job satisfaction more immediately than work efficiency. These findings can help management improve job satisfaction by focusing on these areas. Work effectiveness,

coordination, digital communication, and job satisfaction affect the entire work environment and user satisfaction at Soekarno-Hatta Airport. Work effectiveness, coordination, digital communication facilities, and job happiness are intricately interconnected within Soekarno-Hatta Airport's organizational dynamics, affecting the entire work environment and user satisfaction.

This study incorporates job satisfaction variable derived from Luthans (2015), work facilities variable from Astono (2021), digital communication variable from Ku & Chen (2016), coordination variable from Abdurrahman (2013), and work effectiveness variable from Steers (2015).

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