Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari
Volume 1, Issue 1 (2024) pages 235-245

Improving Performance Through Job Satisfaction

Amri Irwansyah[1], Mesra B[2]
Universitas Pembangunan Panca Budi, Indonesia
*Email Correspondence: amri.irwansyah.ai@gmail.com

Abstract
This research aims to see the effect of job training and work motivation on employee performance with job satisfaction as an intervening variable at the Bpjs Ketenagakerjaan office, Kisaran and Padang Sidimpuan branches, with quantitative techniques as the type of research. The population used was 76 employees and the sample used was also 76 employees. because it uses saturated samples as a sampling technique. The research data source used is a primary data source and the data collection used is a questionnaire. This research method uses phat analysis and smart PLS as a measuring tool. The results of this research are as follows:Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.756 and a p value of 0.000 <0.05. Work Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.638 and a p value of 0.040 <0.05. Work Motivation has a positive and insignificant effect on Employee Performance with an original sample value of 0.067 and a p value of 0.067 > 0.05. Job Training has a positive and significant effect on Job Satisfaction with an original sample value of 0.317 and a p value of 0.000 <0.05. Job Training has a positive and insignificant effect with an original sample value of 0.130 and a p value of 0.130 > 0.05. Work Motivation has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.482 and a p value of 0.000. Job Training has a positive and significant indirect effect on Employee Performance with an original sample value of 0.239 and a p value of 0.000.

Keywords: Work Environment, Work Motivation, Job Satisfaction, Employee Performance

INTRODUCTION

Organizations should strive to resolve these differences. Training is one way organizations can do this. Through training programs, a person's potential can be increased so that it meets the organization's expectations or at least approaches the organization's expectations. To improve the quality of human resources at work, a company can do it through company training. Training is a form or method of honing employee abilities and improving the quality of work that has been determined in order to obtain effective performance output.

In a company, you must have the ability to compete so as not to be left behind by other companies because competition is very tight in today's business world. Competition between companies does not include competition between capital, buildings, machinery or equipment. Although competition mainly occurs between employees, companies must also improve their internal parts so that company goals can be achieved.

High performance can be produced one way by the motivation provided by the company. Uno (2014) states that motivation plays a role in determining employee performance. Those who work with high commitment will have trust and accept the goals and values of the organization. This commitment must include a strong desire to remain a member of the organization, as well as trust and acceptance of the organization's values.

Employees who are interested in their work and have high work motivation will be more enthusiastic and more satisfied with their work, so they work better and achieve better results. On the other hand, employees who are less interested in their work or do not have

high work motivation will also be less satisfied with their work and will also achieve less than optimal results. In general, there is a positive correlation between work motivation and job satisfaction.

What is currently happening at BPJS Employment Kisaran and Padang Sidimpuan Branches is that there are reports that there are employee performance problems that employee performance is still felt to be not good. This occurs due to a lack of training regarding good work procedures, thereby reducing employee performance and satisfaction. Quoted from several interviews with employees, there are still employees who do not understand the correct work procedures, so mistakes often occur that violate work rules. Lack of sufficient job training is one of the reasons. Lack of work motivation is also a factor in decreasing satisfaction and performance.

METHOD

Types of Research

The type of research used in this research is quantitative research which is associative as research material. Sugiyono (2020) quantitative research methods are based on the philosophy of positivism and are used to investigate certain populations or samples. This method is used to collect data using research instruments and analyze the data quantitatively or statistically with the aim of testing previously created hypotheses.

Research Population

According to Sugiyono (2020), population is a generalization area consisting of: objects or subjects that have certain qualities and features that are chosen by researchers to study and then draw conclusions.The population of this study was 76 employees from 2 branch offices, namely the BPJS Employment Kisaran Branch with 38 employees and the Padang Sidimpuan Branch with 38 employees.

Research Sample

According to Handayani (2020) sampling technique, also known as "sampling", is the process of selecting a number of elements from the population under study to be sampled and gaining an understanding of the various characteristics and features of the sampled subjects so that they can be generalized to elements of the population.

In this research, researchers used a saturated sampling technique to take samples from the entire population of 76 employees of BPJS Employment Padang Sidimpuan Branch and Kisaran Branch.

Place and time of research

The place where the research was carried out was at the BPJS Employment office in two offices, namely the Kisaran Branch Office Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211 and Padang Sidimpuan Branch Office: Jl. Raja Inal Siregar No.20b, Batunadua Jae, Padang Sidimpuan Batunadua District, Padang Sidimpuan City, North Sumatra 22733. This research was carried out for 3 months.

Research Data Collection

Data collection in this research was carried out through questionnaires. According to Kriyantono (2020), questionnaires are the main tool needed to produce valid and reliable survey results. The measurement of the number of variables in this research model comes

DOI: https://doi.org/10.5281/zenodo.13211817

from the answers to the questions in the questionnaire. Because the answers obtained are descriptive, researchers give values to make it quantitative data.

Data analysis technique

In this research, researchers were assisted by the SmartPLS version 3.0 tool. The purpose of using (Partial Least Square) PLS is to make predictions, helping researchers get latent variable values which are intended to make predictions and predict relationships between constructs. This analysis technique is also called "Soft Modeling" (Ghozali and Latan, 2014).

Among these phases are:

Outer Model Analysis

Analysis outside the model is carried out to ensure that the measurements used are suitable for use as measurements (valid and reliable) and specify the relationship between latent variables and their indicators (Ananda & Sabil Husein: 2015). Analysis outside the model can be seen through a number of indicators, namely:

- *Convergent Validity*

  This is an indicator that is assessed based on the correlation between the item score/component score and the construct score, which can be seen from the standardized loading factor. An individual reflexive measure is said to be high if it correlates > 0.7 with the construct to be measured, whereas according to Chin, quoted by Imam Ghozali (2014), an outer loading value between 0.5 - 0.6 is considered sufficient.
- *Discriminant Validity*

  Namely a model in which reflexive measurement of indicators is assessed using cross-loading of measurements with constructs. If the correlation of a construct with a measurement item is greater than the measure of another construct, it indicates that the block has a larger measure than the other blocks. However, it is based on a different approach to evaluating discriminant validity, namely by comparing the squareroot average variance extracted (AVE) values.
- *Composite reliability*

  It is a measure that can be used to measure a construct, which can be observed through the view of latent variable coefficients. Internal consistency and Cronbach's alpha are two tools for evaluating composite reliability. If the value is more than 0.70, the construct is considered to have high reliability.
- *Cronbach's Alpha*

  Namely, the reliability test carried out strengthens the results of composite reliability. A variable can be declared reliable if it has a Cronbach's alpha value > 0.7.

Inner Model Analysis

Inner model analysis describes the relationship between latent variables based on substantive theory. The inner model analysis can be evaluated by using R-square for the dependent construct, Stone-Geisser Q-square test for predictive relevance and t test and the significance of the structural path parameter coefficients. Internal evaluation of the model with PLS (Partial Least Square) begins by looking at the R line for each dependent latent variable. Then, the R line value changes to find out whether a particular independent latent variable has a significant influence on the dependent latent variable.

DOI: https://doi.org/10.5281/zenodo.13211817

In the PLS (Partial Least Square) model, apart from looking at the R-square value, the Q-square value is used to assess the predictive relevance of the constructive model. A Q-square value greater than 0 (zero) indicates that the model has a predictive value of relevance, while a lower Q-square value indicates that the model has a lower predictive value.

Hypothesis testing

Hypotheses are statements that show the relationship between two variables that are relevant to a particular case. This is also a temporary assumption that must be tested as true or false about the research hypothesis so that the research runs effectively and efficiently. A hypothesis is an assumption or conjecture about something that is made to explain and demand examination. A hypothesis is called a statistical hypothesis if the assumption or conjecture is related to the population, usually the values of population parameters. In hypothesis testing, probability values and t-statistic values can be seen. To test hypotheses with statistical values, the t-statistic value used is 1.96 for an alpha of 5%, so that the criteria for accepting or rejecting the hypothesis are Ha accepted and H0 rejected when the t-statistic value is > 1.96. For hypothesis testing with probability, Ha is accepted when the p value <0.05.

RESULTS AND DISCUSSION

Outer Model Analysis

Testing of the outer model measurement model is carried out to determine the specifics of the relationship between the latent variable and the manifest variable. This test is to find out whether the distribution of values is valid and reliable. To conduct research, all indicator values must be valid and reliable. After getting valid and reliable values, this includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Indicators that have an individual correlation value greater than 0.7 are considered valid but are at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure

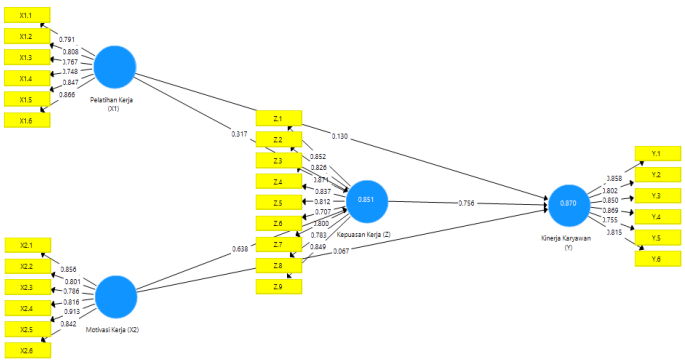

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures: Substructure 1

Z = b1X1 + b2X2 + e1
Z = 0.317X1 + 0.638 X2+ e1

Substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.130X1 + 0.067X2 + 0.756 Z+ e2

Table 1: Outer Loadings

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (X2)	Job Training (X1)
X1.1				0.791
X1.2				0.808
X1.3				0.767
X1.4				0.748
X1.5				0.847
X1.6				0.866
X2.1			0.856	
X2.2			0.801	
X2.3			0.786	
X2.4			0.816	
X2.5			0.913	
X2.6			0.842	
Y.1		0.858		
Y.2		0.802		
Y.3		0.850		
Y.4		0.869		
Y.5		0.755		

DOI: https://doi.org/10.5281/zenodo.13211817

Y.6		**0.815**		
Z.1	**0.852**			
Z.2	**0.826**			
Z.3	**0.871**			
Z.4	**0.837**			
Z.5	**0.812**			
Z.6	**0.707**			
Z.7	**0.800**			
Z.8	**0.783**			
Z.9	**0.849**			

Source: Smart PLS 3.3.3

Based on table 1 above, there is a loading factor value for each variable that has a value greater than 0.7. It can be seen that if the loading factor value is greater than 0.7 then each indicator item is considered valid and the loading factor value above is greater than 0.7 so it can be means that the indicator is in a valid state using Convergent Validity.

Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2: Discriminant Validity

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (X2)	Job Training (X1)
X1.1	0.641	0.640	0.621	0.791
X1.2	0.692	0.668	0.595	0.808
X1.3	0.677	0.662	0.682	0.767
X1.4	0.672	0.673	0.691	0.748
X1.5	0.735	0.712	0.758	0.847
X1.6	0.734	0.691	0.760	0.866
X2.1	0.870	0.813	0.856	0.801
X2.2	0.685	0.673	0.801	0.606
X2.3	0.657	0.644	0.786	0.653
X2.4	0.726	0.729	0.816	0.740
X2.5	0.818	0.787	0.913	0.779
X2.6	0.771	0.670	0.842	0.674
Y.1	0.785	0.858	0.706	0.650
Y.2	0.724	0.802	0.684	0.547
Y.3	0.824	0.850	0.775	0.693
Y.4	0.796	0.869	0.713	0.711

DOI: https://doi.org/10.5281/zenodo.13211817

Y.5	0.676	0.755	0.631	0.747
Y.6	0.786	0.815	0.762	0.796
Z.1	0.852	0.803	0.789	0.752
Z.2	0.826	0.759	0.746	0.738
Z.3	0.871	0.792	0.852	0.770
Z.4	0.837	0.735	0.685	0.656
Z.5	0.812	0.666	0.696	0.662
Z.6	0.707	0.604	0.630	0.632
Z.7	0.800	0.802	0.697	0.729
Z.8	0.783	0.780	0.733	0.636
Z.9	0.849	0.850	0.808	0.725

Source: Smart PLS 3.3.3

Based on the research, it can be seen that the loading factor on the Job Satisfaction variable shows the results that the loading factor construct value is greater than other latent variables, for the Employee Performance variable loading factor there is a construct value greater than the loading factor construct value on other latent variables, for the variable favorite loading Job Training has a construct value whose loading factor is greater than the construct loading factor value on other latent variables, whereas for the loading factor of the Work Motivation variable there is a construct value that is greater than the loading factor value of other latent variables, meaning that in this research all constructs are from the respective variables. there are valid values in discriminant validity research.

Composite reliability

In composite reliability research, you look at each variable with its reliability value and if the value of the variable is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable. whether or not and whether it is valid or not includes the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	**0.937**	**0.947**	**0.666**
Employee Performance (Y)	**0.906**	**0.928**	**0.682**
Work Motivation (X2)	**0.914**	**0.933**	**0.700**
Job Training (X1)	**0.891**	**0.917**	**0.649**

Source: Smart PLS 3.3.3

Based on table 3 above, you can see that the value in the Coranbach alpha column for each variable has a value greater than 0.7, which means that according to Cronbach alpha the research is considered reliable. For the composite reliability column, there is a value for

each variable greater than 0.6, so the research is considering reliability as a composite while in the AVE column there is a value greater than 0.7 for each variable so that the research is valid in terms of AVE, meaning the research is reliable and valid for all variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.851	0.847
Employee Performance (Y)	0.870	0.864

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R Square value for the job satisfaction variable of 0.851 if the percentage is 85.1%, meaning that the influence of job training and work motivation on job satisfaction is 85.1% and the rest is in other variables. For the R Square value of the employee performance variable, it is 0.870, if the percentage is 87.0%, this means that the influence of Job Training, work motivation and job satisfaction on employee performance is 87.0%, the remainder is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Satisfaction (Z) -> Employee Performance (Y)	0.756	8,104	**0,000**	**Accepted**
Work Motivation (X2) -> Job Satisfaction (Z)	0.638	8,887	**0,000**	**Accepted**
Work Motivation (X2) -> Employee Performance (Y)	0.067	0.571	**0.568**	**Rejected**
Job Training (X1) -> Job Satisfaction (Z)	0.317	4,393	**0,000**	**Accepted**
Job Training (X1) -> Employee Performance (Y)	0.130	1,402	**0.161**	**Rejected**

Source: Smart PLS 3.3.3

Based on the results of the direct influence hypothesis above and the explanation is as follows:

1. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.756 and a p value of 0.000 <0.05. This means that if job satisfaction increases, employee performance will increase and if job satisfaction decreases, employee performance will decrease.
2. Work Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.638 and a p value of 0.040 < 0.05. This means that if Work Motivation increases, job satisfaction will increase. Conversely, if Work Motivation decreases, job satisfaction will also decrease.
3. Work Motivation has a positive and insignificant effect on Employee Performance with an original sample value of 0.067 and a p value of 0.067 > 0.05. This means that if work motivation increases well then employee performance will not necessarily increase, conversely if good work motivation decreases then employee performance will not necessarily decrease.
4. Job Training has a positive and significant effect on Job Satisfaction with an original sample value of 0.317 and a p value of 0.000 < 0.05. This means that if job training increases, job satisfaction will increase. Conversely, if job training decreases, job satisfaction will also decrease.
5. Job Training has a positive and insignificant effect with an original sample value of 0.130 and a p value of 0.130 > 0.05. This means that increasing job training does not necessarily mean that employee performance will increase; conversely, decreasing job training does not necessarily mean that employee performance will decrease. This can be concluded that not all training will improve employee performance.

Table 6: Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.482	6,865	**0,000**	**Accepted**
Job Training (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.239	3,513	**0,000**	**Accepted**

In table 6 above there are indirect hypothesis results, the explanation is as follows:

6. Work Motivation has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.482 and a p value of 0.000. This means that job satisfaction is an intervening variable because it can indirectly influence work motivation on employee performance positively and significantly.
7. Job training has a positive and significant indirect effect on employee performance with an original sample value of 0.239 and a p value of 0.000. This means that job satisfaction is an intervening variable because it is able to indirectly influence job training on employee performance through job satisfaction.

CLOSING

Conclusion

The conclusions of this research are as follows:

DOI: https://doi.org/10.5281/zenodo.13211817

1. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.756 and a p value of 0.000 <0.05.
2. Work Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.638 and a p value of 0.040 <0.05.
3. Work Motivation has a positive and insignificant effect on Employee Performance with an original sample value of 0.067 and a p value of 0.067 > 0.05.
4. Job Training has a positive and significant effect on Job Satisfaction with an original sample value of 0.317 and a p value of 0.000 <0.05.
5. Job Training has a positive and insignificant effect with an original sample value of 0.130 and a p value of 0.130 > 0.05.
6. Work Motivation has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.482 and a p value of 0.000.
7. Job Training has a positive and significant indirect effect on Employee Performance with an original sample value of 0.239 and a p value of 0.000.

Suggestion

Suggestions from this research are as follows:

1. For organizations, it can be used as input to build better job training and improve good performance as well.
2. For future researchers, it can be used as reference material for further research with different methods and the same title or with the same variables.
3. For researchers, it can be used as science and can develop well.

REFERENCES

AA Anwar Prabu Mangkunegara. (2017.) Corporate Human Resources Management, Bandung: Teen Rosdakarya

Afandi, P. (2018). Human Resource Management (Theory, Concepts and Indicators). Riau: Zanafa Publishing.

Ananda Sabil Husain (2015) Business and management research using partial least squares (PLS) with smart PLS 3.0, Teaching module for the management department, Faculty of Economics and Business, Brawijaya University

Aruan, Q, S., & Fakhri, M. (2015). The influence of the work environment on job satisfaction of field employees in the power distribution department of PT Freport Indonesia. MODUS Journal, 27(2), 141-162.

B. Uno Hamzah, D. (nd) (2014). Motivation Theory & Its Measurement. Jakarta: Bumi Literacy.

Ghozali, Imam, & Latan Hengky. (2014). Partial Least Squares: Concepts, Techniques and Applications Using SmartPLS 3.0 (2nd ed.). Semarang: Diponegoro University

Handayani. (2020). Qualitative & Quantitative Research Methods. CV. Science Library

Hasibuan, Malay SP. (2014). Human Resources Management, Fourteenth Printing, Jakarta, Publisher: Bumi Aksara

Cashmere. (2016). Human Resource Management (Theory and Practice). Depok: PT Rajagrafindo Persada

Kriyantono, R. (2020). Practical techniques for quantitative and qualitative communication research accompanied by practical examples of theses, theses and media research,

public relations, advertising, organizational communications, marketing communications. Rawamangun: Prenadamedia Group

Sugiyono, (2020). Qualitative Research Methods. Bandung: Alphabeta

Sugiyono. (2019). Quantitative and Qualitative Research Methodologies and R&D. Bandung: ALFABETA.

Sule, ET, & Priansa., DJ (2018). Leadership and Organizational Behavior (Building a Superior Organization in an Era of Change). Bandung: PT. Refika Aditama

Yuniarsih, Tjuju. (2017). Superior Performance of Human Resources. Bandung: Rizqi Press.