

Employee Assessment Through Job Satisfaction

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Abstract

This research was conducted to examine the influence of competency and motivation on job satisfaction with work discipline as an intervening variable. This type of research uses quantitative, primary data sources as the data source, the collection technique used is quantitative. The population used was 80 employees. The sample used was also 80 employees using a saturated sampling technique. The research model used is method analysis. The results of this research are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.390 and a p value of 0.000 < 0.05. Competence has a positive and insignificant effect on Work Discipline with an original sample value of 0.071 and a p value of 0.257 > 0.05. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and a p value of 0.001 < 0.05. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.722 and a p value of 0.000 < 0.05. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.377 and a p value of 0.000 < 0.05. Competency has an indirect positive and insignificant effect on Job Satisfaction through Work Discipline with an original sample value of 0.028 and a p value of 0.262. Motivation has a positive and significant influence on Job Satisfaction indirectly through Work Discipline with an original sample value of 0.281 and a p value of 0.000.

Keywords: Competence, Motivation, Work Discipline, Job Satisfaction

INTRODUCTION

Employees are required to have knowledge, skills, motivation, discipline and high work enthusiasm so that the organization gets good results and achieves its goals. Basically, humans have the ability to develop, have reason and thoughts, feelings, needs and hopes so that humans need special attention because these factors influence achievement, dedication, loyalty and love of work and organizational success. Therefore, to improve employee performance which will bring success to the organization and survive in an unstable competitive business environment, Human Resource Management is needed.

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job. Competence is the skill of an employee or someone who makes it an advantage at work and makes this ability a characteristic of his work in a particular field.

Motivation is formed in a person through the success of someone who is someone he admires, for example, a boss has a good career and that person knows that this boss's journey to success is very long, starting from having nothing and becoming successful until now so that someone who as an employee thinks he can be successful even though he used to be a difficult person so the employee is motivated to be like the boss. Motivation is a state in a person's personality that encourages individuals to carry out certain activities to achieve goals. Therefore, work motivation is very useful and important because people who have motivation at work have commitment to their work. So as to produce maximum performance.

Job satisfaction is where an employee/employee feels pleased and happy with the results of the work they do so that the employee feels satisfied with all the results they get in their work. Job satisfaction is not achieved by many employees in a company. It is not uncommon for leaders not to know the factors that cause dissatisfaction so that employees feel dissatisfied at work. Many companies experience problems with employee satisfaction, ranging from lack of incentives, uncomfortable workplaces to problems with employee promotions. If left unchecked, there will be a very high turnover rate. Job satisfaction also includes the income provided by the organization. If the salary, bonuses and incentives are appropriate to the job, an employee will feel happy and satisfied so that the employee is enthusiastic about doing their job well.

Work discipline is something that must be instilled in every employee. Employee awareness is required to comply with applicable regulations. Regulations are very necessary to provide guidance and counseling for employees in creating good rules and regulations in the agency. Discipline is something that can be used as a benchmark to determine whether the role of a manager or leader as a whole can be carried out well or not. Discipline is also a form of employee self-control and regular implementation in showing the level of seriousness of employees' work in a company or organization, where employees who do not comply with the rules set by the company will receive sanctions.

The phenomenon that occurs at the BPJS Employment offices in the Pematang Siantar and Kisaran Branches is that there is still a lack of employee competency in their work so that the work results are not good, the lack of discipline in work makes an excuse for poor work results in terms of work methods and wastes a lot of time, which is often done by employee. Breaks come late and lunch breaks often result in lack of discipline at work and not following organizational regulations. Lack of motivation can also be a benchmark for an employee not working with enthusiasm but the influence of motivation is not very good and also cannot be a definite benchmark. employee motivation will be enthusiastic about working, motivation only increases employee morale while what makes employees do good and correct work is appreciation for employees who have good behavior and are diligent in getting rewards for their hard work so that they feel satisfied with their work but what happens instead is lack of motivation and appreciation over employee work creates employee dissatisfaction with the organization.

METHOD

Types of research

Research is the process of searching for evidence in a case aimed at looking at the problems of an organization and fixing a problem with this research. The type of research is the form and procedures of research used, this research uses associative and quantitative research types. This method is used in research that has 2 or more variables. This research is used to determine the influence of dependent and independent variables as well as intervening variables. According to Ghazali (2016), associative research aims to determine the influence or relationship between two or more variables.

Population

According to Ghozali (2016), the definition of population is the sum of all objects or individual units observed in research. The population used in this research was 80 BPJS Employment employees in the Siantar Branch with 38 employees and the Kisaran Branch with 42 employees.

Sample

According to Sugiyono, (2017) the sample is part of the population which is the source of data in research, where the population is part of the number of characteristics possessed by the population. According to Sugiyono, (2016), the sampling technique is a sampling technique to determine the sample to be used. Therefore, the sample used as research material is the entire population in the organization, namely 80 employees and the research technique used is a saturated sampling technique. According to Sugiyono (2015), saturated sampling is defined as: "A sampling technique when all members of the population are used as samples.

Time and Place of Research

This research was conducted at BPJS Employment in 2 places, namely the Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Kisaran Branch Office: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211 and the estimated time for completing the research in these two places is around 3 months.

Method of collecting data

The data collection method is to use a questionnaire method, where the questionnaire that has been prepared will be shared with the sample that has been determined to ask for opinions on various statements and once completed it will be returned according to the specified time. According to Sugiyono (2016) a questionnaire is a method of collecting data by giving questions and written statements to respondents to answer. Meanwhile, secondary data comes from books and websites related to the problem to be discussed and can be used as a guide in research.

Data source

The data source used by researchers is a primary data source where the data will be collected directly via questionnaires. According to Sugiyono (2016) Primary sources are data that directly provide data to data collectors.

Data analysis method

Data processing in this research uses smartPLS SEM (Partial Least Square - Structural Equation Modeling) software. PLS has the ability to explain the relationship between variables and is able to carry out analyzes in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between

latent variables. According to Ghazali (2016) the PLS method is able to describe latent variables (not directly measurable) and is measured using indicators. Researchers use Partial Least Square because this research examines every existing indicator so that researchers can calculate the data in detail.

PLS method analysis technique:

1. Outer model analysis

According to Husein (2015), outer model analysis is carried out to ensure that the measurements used are suitable for use as measurements (valid and reliable). There are several calculations in this analysis:

- a. Convergent validity is the factor loading value on the latent variable with its indicators. Expected value > 0.7 .
- b. Discriminant validity is a cross-loading value of factors that is useful for whether a construct has adequate discriminants. The way to do this is by comparing the value of the targeted construct which must be greater than the value of the other construct.
- c. Composite reliability is a measurement that if the reliability value is > 0.7 then the construct value has a high reliability value.
- d. Average Variance Extracted (AVE) is an average variance of at least 0.5.
- e. Cronbach alpha is a calculation to prove composite reliability results where the minimum value is 0.6.

2. Analysis of the inner model

This model analysis is to test the relationship between latent constructs. There are several calculations in this analysis:

R Square is the coefficient of determination on the endogenous construct. According to Chin (1998) in Sarwono (2015) explains "the criteria for limiting the R square value in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".

3. Hypothesis testing

In his book Husein (2015) hypothesis testing can be seen from the t-statistic value and probability value. To test the hypothesis, namely by using statistical values, for alpha 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting a hypothesis is that H_a is accepted and H_0 is rejected when the t-statistic is > 1.96 . To reject or accept a hypothesis using probability, H_a is accepted if the p value < 0.05 .

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. 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 Figure 1 below:

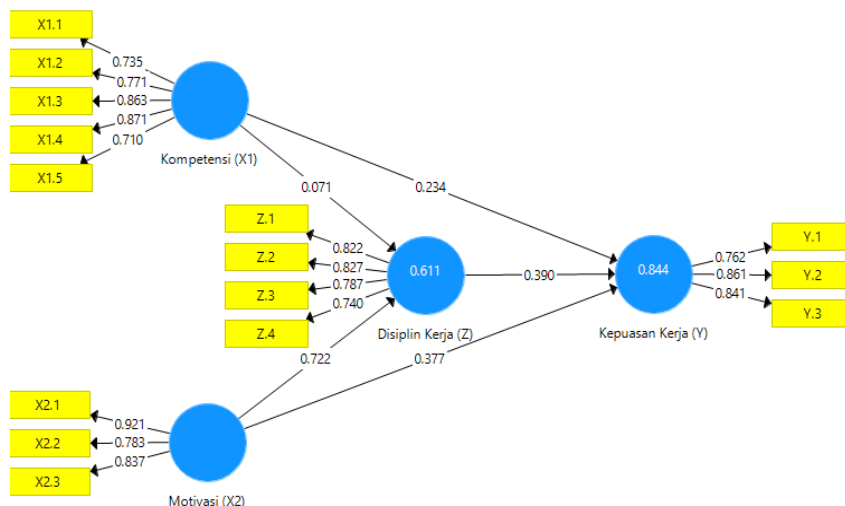


Figure 1. Outer Model

Source: Smart PLS 3.3.3

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

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.071X_1 + 0.722 X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.234X_1 + 0.377X_2 + 0.390 Z+ e_2$$

Table 1. Outer Loadings

	Work Discipline (Z)	Job Satisfaction (Y)	Competency (X1)	Motivation (X2)
X1.1			0.735	
X1.2			0.771	
X1.3			0.863	
X1.4			0.871	
X1.5			0.710	
X2.1				0.921
X2.2				0.783
X2.3				0.837

Y.1		0.762		
Y.2		0.861		
Y.3		0.841		
Z.1	0.822			
Z.2	0.827			
Z.3	0.787			
Z.4	0.740			

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the outer loading of each indicator has a value for each indicator greater than 0.7, so it can be explained that each indicator has a value greater than 0.7, so the data is considered valid and in the table above all indicators are valid and research can be carried out. furthermore.

2. Discriminate Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator is highly correlated with the construct. The table shows the cross loading results from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Work Discipline (Z)	Job Satisfaction (Y)	Competency (X1)	Motivation (X2)
X1.1	0.424	0.536	0.735	0.545
X1.2	0.551	0.618	0.771	0.639
X1.3	0.647	0.716	0.863	0.677
X1.4	0.527	0.691	0.871	0.749
X1.5	0.446	0.594	0.710	0.623
X2.1	0.743	0.864	0.815	0.921
X2.2	0.628	0.613	0.526	0.783
X2.3	0.609	0.724	0.719	0.837
Y.1	0.558	0.762	0.653	0.638
Y.2	0.736	0.861	0.662	0.795
Y.3	0.761	0.841	0.666	0.712
Z.1	0.822	0.566	0.461	0.590
Z.2	0.827	0.599	0.549	0.572
Z.3	0.787	0.629	0.508	0.627
Z.4	0.740	0.818	0.565	0.664

Source: Smart PLS 3.3.3

Based on the table above, there is a cross loading of the Work Discipline variable with a cross loading value that is greater than the cross loading of other latent variables, for the cross loading of the Job Satisfaction variable there is a value that is greater than the cross loading of other latent variables, for the cross loading of the Competency variable there is a higher value. is greater than the cross loading of other latent variables, the cross loading of the Motivation variable has a value that is greater than the cross loading of other latent variables so that the discriminant validity of the data is considered valid and further research can be continued.

3. Composite reliability

The next test determines the reliability value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Z)	0.806	0.873	0.632
Job Satisfaction (Y)	0.760	0.862	0.676
Competency (X1)	0.850	0.894	0.629
Motivation (X2)	0.804	0.885	0.721

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the Cronbach's Alpha value for each variable has a value greater than 0.7 and it is considered that all variables have a reliable distribution. It can be seen from the composite reliability column that each variable has a value above 0.6 so it can be explained that each variable is considered reliable in the composite reliability column. Another method to test discriminant validity is to look at the AVE value and the square root of AVE, provided that each construct has a correlation greater than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this research, all values are considered reliable because they are all greater than the predetermined value.

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:

1. Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.3.3 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Discipline (Z)	0.611	0.601
Job Satisfaction (Y)	0.844	0.838

Source: Smart PLS 3.3.3

In the table above there is an R square value for the Work Discipline variable of 0.611 and if you change it to a percent it is 61.1%, meaning that the influence of the competency and motivation variables on work discipline is 61.1% and the rest is in other variables. For the R square value of the job satisfaction variable, it is 0.844, if you change the percentage to 84.4%, this means that the influence of the competency, motivation and work discipline variables on job satisfaction is 84.4%, the remainder is on other variables.

2. Hypothesis Testing

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
Work Discipline (Z) -> Job Satisfaction (Y)	0.390	5,038	0,000	Accepted
Competency (X1) -> Work Discipline (Z)	0.071	0.653	0.257	Rejected
Competency (X1) -> Job Satisfaction (Y)	0.234	3,055	0.001	Accepted
Motivation (X2) -> Work Discipline (Z)	0.722	6,735	0,000	Accepted
Motivation (X2) -> Job Satisfaction (Y)	0.377	3,507	0,000	Accepted

Source: Smart PLS 3.3.3

Regarding the results of the direct influence hypothesis, the explanation of this research is as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.390 and a p value of $0.000 < 0.05$. So it can be explained that if work discipline increases then job satisfaction will increase significantly and if it decreases then job satisfaction will also decrease.
2. Competence has a positive and insignificant effect on Work Discipline with an original sample value of 0.071 and a p value of $0.257 > 0.05$. So it can be explained that if there is an increase in competence, it is not certain that work discipline will increase, sometimes an increase in competence does not even have an impact on discipline.
3. Competence has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and a p value of $0.001 < 0.05$. So it can be explained that increasing competence can also increase job satisfaction for each individual, but if it decreases then job satisfaction can also decrease.
4. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.722 and a p value of $0.000 < 0.05$. So the explanation is that when motivation increases, work discipline will increase and if motivation decreases, work discipline will also decrease.
5. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.377 and a p value of $0.000 < 0.05$. This means that if motivation increases, job satisfaction will increase and conversely, if motivation decreases, job satisfaction will also decrease.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Competency (X1) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.028	0.638	0.262	Rejected
Motivation (X2) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.281	3,732	0,000	Accepted

Source: Smart PLS 3.3.

Based on the results of the indirect influence hypothesis in the table above, the explanation is as follows:

1. Competence has an indirect positive and insignificant effect on Job Satisfaction through Work Discipline with an original sample value of 0.028 and a p value of 0.262, meaning that work discipline is not an intervening variable because it cannot significantly influence competence on job satisfaction directly.

2. Motivation has a positive and significant influence on Job Satisfaction indirectly through Work Discipline with an original sample value of 0.281 and a p value of 0.000, meaning that work discipline is an intervening variable because it can indirectly influence motivation and job satisfaction.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.390 and a p value of $0.000 < 0.05$.
2. Competence has a positive and insignificant effect on Work Discipline with an original sample value of 0.071 and a p value of $0.257 > 0.05$.
3. Competence has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and a p value of $0.001 < 0.05$.
4. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.722 and a p value of $0.000 < 0.05$.
5. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.377 and a p value of $0.000 < 0.05$.
6. Competence has an indirect positive and insignificant effect on Job Satisfaction through Work Discipline with an original sample value of 0.028 and a p value of 0.262.
7. Motivation has a positive and significant influence on Job Satisfaction indirectly through Work Discipline with an original sample value of 0.281 and a p value of 0.000.

Suggestion

1. It is hoped that this research will be used as input for organizations so that they can change and correct mistakes that are often made and for the progress of the organization.
2. For researchers, it can be used to develop knowledge about the influence of competence, motivation, job satisfaction and work discipline.
3. For future researchers, it is hoped that this research can be used as a reference for creating new research with a new model, similar title and additional variables.

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