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Determinants of Employee Performance Through Job Satisfaction

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Abstract
This research aims to see the results of the influence of work motivation on employee performance with job satisfaction as an intervening variable at the Pematang Siantar and Tanjung Morawa branch offices. By using quantitative as the type of research, primary data source, questionnaire as data collection technique, the research population was 65 employees and the sample used was also 65 employees with a saturated sampling technique, the research method used was phat analysis with Smart PLS as the calculation 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 0.603 and ap value of 0.000. Work Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.842 and ap value of 0.000. Work Motivation has a positive and significant effect on employee performance with an original sample value of 0.348 and ap value of 0.000. Work Motivation has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.508 and ap value of 0.000.

Keywords: Work Motivation, Job Satisfaction, Employee Performance

INTRODUCTION

The key to the success of a company or organization is not only good technology and the availability of financing, but the human factor is also an important factor in it. The successful management of human resources in an organization or company has a significant impact on its success in achieving its goals. All organizations or companies always strive to improve the performance of their employees in the hope of achieving company goals. To improve performance, employees need to have high motivation.

When he needs and wants something, he is motivated to carry out certain activities to get what he needs. For example, the need to survive drives him to do any job to survive. However, without specific goals and motivation to improve performance, the desired results may not be optimal. Work motivation is a factor that encourages someone to carry out certain activities. Therefore, motivation is often interpreted as factors that encourage a person's behavior.

The task of management or leaders is to guide and guide mediocre personnel to achieve peak performance, because the success of an organization is determined by the ability (competency) of its human resources, including knowledge and behavior of the human resources themselves.

The rapid development of technology and increasingly complex business competition make the role of companies increasingly difficult. In business competition, with the increasing need for labor, the role of companies in employee development becomes increasingly greater. This is aimed at further developing employee competence, because the demand for workers with certain competency standards is also increasing. Changes in the business environment have encouraged recognition of the importance of human resource competence as a source of organizational competitive advantage. Factors that influence

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performance from external factors include the company's physical and non-physical environment. Good performance is a reasonable expectation for all companies and institutions that employ employees, because good employee performance will ultimately lead to an increase in overall company performance. Ultimately, employee performance is expected to improve the overall performance of the organization. Increasing employee performance can occur through the employee's own behavior and work abilities.

LITERATURE REVIEW

Employee performance

According to Hasibuan, quoted by Nawawi (2016), performance is the work result achieved by a person in carrying out the tasks assigned to him, based on skill, experience, seriousness and time. According to Moeheriono (2014), performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning." Employee performance is also according to Hasibuan, quoted by Nawawi (2016), "Performance is the work result achieved by a person in carrying out the tasks assigned to him, based on skill, experience, seriousness and time."

Employee Performance Indicators

According to Moeheriono (2014), performance indicators are:

1. Performance indicators are certain values or characteristics used to measure the performance and results of an activity.
2. Used as a measuring tool to determine the success of an organization in achieving its goals.
3. As a quantitative and qualitative measure that describes the degree of achievement of the goals or targets set by an organization.
4. Performance information is information about the performance or condition of a system or group of systems.

Motivation

Motivation is a factor that can motivate employees to work well in order to achieve previously determined organizational goals. According toHafidzi et al (2019) motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively, and be integrated with all their efforts to achieve satisfaction.

Therefore, motivation is a drive that leads to goals and is rarely wasted. Every organization wants to achieve its goals. The role of stakeholders is very important to achieve this goal. So that people can comply with the wishes of the organization, it is necessary to understand the motivation of the people who work in the organization. Because this motivation determines a person's behavior at work. In other words, behavior is the simplest expression of motivation.

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Motivational Indicator

According to Hafidzi et al (2019) motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation is the basic thing that motivates someone at work and is related to several indicators of work motivation, namely:

1. Physical needs, the need for supporting facilities in the workplace. For example, supporting facilities, ease of completing tasks.
2. Safety needs include physical security, stability, dependency, protection, and freedom from threats such as fear, anxiety, and danger.
3. Social needs, needs that need to be met for the common good of society, these needs are met together. For example, good interaction between humans.
4. Gratitude Needs The need for gratitude for someone's achievements, for example the need for status, prestige, attention, or reputation.
5. The need for encouragement to achieve a goal, the need for encouragement to achieve something desired, for example the motivation of a manager.

Employee performance

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Job satisfaction

Job satisfaction is a form of individual feelings towards their work, work situation, and relationships with coworkers. Therefore, job satisfaction is important for employees because it allows employees to interact with their work environment so they can carry out their work well according to company goals.

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According to Rindyantika, and Safitri, (2016) job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the results or rewards received.

A person's overall job satisfaction is the sum of job satisfaction (from each aspect of the job) multiplied by the importance of that aspect of the job to that person. An employee's job satisfaction can influence his work attendance and motivation, and the desire to change jobs often also influences his work motivation.

Job Satisfaction Indicators

Indicators of job satisfaction according to Rindyantika, and Safitri, (2016) are as follows:

1. Salary, namely the amount received and the fairness of remuneration.
2. Promotion, namely the opportunity and possibility for promotion or advancement in position or career.
3. Supervision, namely the fair competence of a supervisor and how he behaves towards his subordinates.
4. Benefits, namely the advantages that employees get from the company such as insurance and leave.
5. *Achievement*, namely attention and recognition from the company for the good performance of its employees.
6. Procedures, namely rules or procedures established by a company or organization.
7. Colleagues, namely accepting the competence of colleagues and being able to happily collaborate with them.
8. Work Nature, namely liking and carrying out the tasks given.
9. Communication, namely sharing information between employees, superiors and subordinates, as well as the company with employees, both orally and in writing.

Aspects of job satisfaction relate to various aspects of work. Evaluation aspects include compensation such as salary and benefits, others such as coworkers and superiors, job content and the organization itself, and job satisfaction is usually measured through interviews and questionnaires. Although interviews may be conducted, most research is conducted through questionnaires.

Conceptual Framework

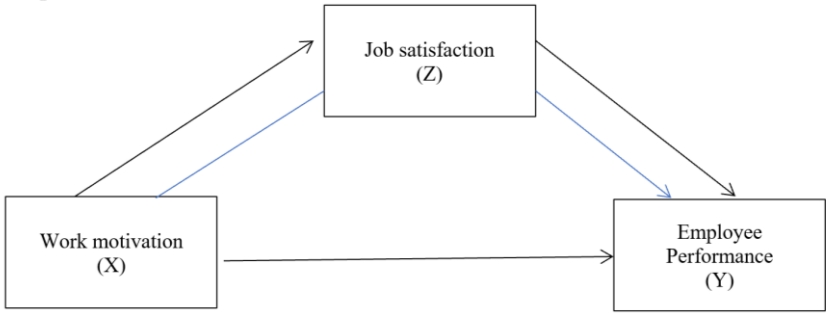

Figure 1. Conceptual Framework

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Hypothesis

Based on the conceptual framework above, the formulation of the hypothesis is as follows:

H1 Work Motivation has a positive and significant effect on Job Satisfactionat BPJS Employment Pematang Siantar Branch and Tanjung Morawa Branch

H2 Work Motivation has a positive and significant effect on Employee Performanceat BPJS Employment Pematang Siantar Branch and Tanjung Morawa Branch

H3 Job satisfaction has a positive and significant effect on employee performanceat BPJS Employment Pematang Siantar Branch and Tanjung Morawa Branch

H4 Work Motivation has a positive and significant effect on Employee Performance through Job Satisfactionat BPJS Employment Pematang Siantar Branch and Tanjung Morawa Branch

Types of research

Basically, research methods are methods that researchers can use to conduct research. According to Sugiyono (2016) the meaning of research methods is that research methods are basically a scientific way to obtain data with certain purposes and uses.

The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that intends to explain the causal relationship and influence between variables through hypothesis testing. According to Sugiyono (2016), associative research is research that aims to determine the influence or relationship between two or more variables.

Research Population

The population can also be said to be all research subjects. If someone wants to research all the elements in the research area, then the research is population research.

Sugiyono (2016) in his book entitled "quantitative qualitative research methods and R&D" gives the definition of population, namely a generalization area consisting of: objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. So population is not only people, but also objects and other natural objects. Population is also not just the number of objects or subjects being studied, but includes all the characteristics or traits possessed by the subjects or objects themselves. The population of this study was 65 employees consisting of 38 employees from BPJS Employment Pematang Siantar and 27 employees at BPJS Employment Tanjung Morawa Branch.

Research Sample

According to Sugiyono (2016) the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, such as due to limited funds, energy and time, then researchers can use samples taken from that population. In this study, researchers used the entire population as a research sample, namely 65 employees.

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Research place and research time

This research was conducted at BPJS Employment Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Tanjung Morawa Branch Office: Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj District. Morawa, Deli Serdang Regency, North Sumatra. The research period was three months.

Research Data Collection

The data collection method used was to provide questionnaires to employees in accordance with the research conducted. The data source required in this research is primary data. According to Sujarweni (2015) primary data is data obtained from respondents through questionnaires, focus groups and panels, or also data from researchers' interviews with sources. The data obtained from this primary data must be processed again. Data sources that directly provide data to data collectors. In this research, the Likert scale concept will be demonstrated in the questionnaire and score as follows:

Table 1. Questionnaire Likert Scale

Answer	Code	Score
Strongly agree	STU	5
Agree	S	4
Neutral	N	3
Don't agree	T.S	2
Strongly Disagree	STSU	1

Source: Sugiyono (2019: 147)

Data Analysis Techniques

The data analysis technique used in this research is using quantitative data analysis, and using the Moderate Regression Analysis (MRA) model with the help of the SmartPLS application. PLS has the ability to explain the relationship between variables and can also carry out analyzes in one data test. The main goal of PLS is to help researchers make it easier to confirm a theory and to explain whether or not there is a relationship between latent variables. According to Imam Ghozali (2016) the PLS method is able to describe latent variables (not directly measurable) and is measured using indicators. The author uses Partial Least Square because in this research there are latent variables that can be measured based on the indicators so that the author can easily analyze them with clear and detailed calculations.

Outer Model Analysis

According to Husein (2015), outer model analysis is carried out to confirm and confirm that the measurements used are truly suitable for use as measurements (valid and reliable). In the process of analyzing this model, the relationship between latent variables

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and indicators of other variables is specified. Outer model analysis can be seen from several indicators as follows:

- *Convergent Validity*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 which describes the magnitude of the correlation between each measurement item (indicator) and the construct. 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, an outer loading value of between 0.5 – 0.6 is considered sufficient.
- *Discriminant Validity*is a form of measurement model with reflexive indicators assessed based on cross-loading of measurements with typical constructs. If there is a correlation between a construct and a measurement item that is greater than the size of another construct, it shows that their block size is better than the other blocks. Meanwhile, another method for assessing discriminant validity is by comparing the squareroot of average variance extracted (AVE) value.
- *Composite reliability*is an indicator for measuring a construct that can be seen in the latent variable coefficients view. To evaluate composite reliability, there are two measuring tools, namely internal consistency and Cronbach's alpha. In this measurement, if the value achieved is > 0.70, it can be said that the construct has high reliability.
- *Cronbach's Alpha*is a reliability test carried out to strengthen the results of composite reliability. A variable can be declared reliable if it has a Cronbach's alpha value > 0.7.

Inner Model Analysis

This model analysis aims to test the relationship between latent constructs. Here are some calculations in this analysis:

- R Square is a coefficient of determination on an endogenous construct. According to Chin (1998) in Sarwono (2015) states "the limiting criteria for the R square value in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".
- Effect size (F square) to determine the goodness of the model. According to Chin (1998) in Ghozali (2015), the interpretation of the f square value, namely 0.02, has a small influence; 0.15 has a moderate influence and 0.35 has a large influence at the structural level.
- Prediction relevance (Q square) or known as Stone-Geisser's. This test was carried out in order to determine the prediction test capability of how good the resulting value is. If the values obtained are 0.02 (small), 0.15 (medium) and 0.35 (large). This can only be done for endogenous constructs with reflective indicators.

Hypothesis Testing

Hypotheses are statements that describe a relationship between two variables related to a particular case and are temporary assumptions that need to be tested as true or false regarding the allegations in a research and have benefits for the research process so that it is

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effective and efficient. A hypothesis is an assumption or conjecture about something that is made to explain it and is required to check it.

Hypothesis testing in his book, Husein (2015) says that hypothesis testing can be seen from the t-statistic value and probability value. For the hypothesis testing process, that is by using statistical values, so for an alpha of 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting a hypothesis is that Ha is accepted and H0 is rejected when the t-statistic is > 1.96. To reject or accept a hypothesis using probability, Ha is accepted if the p value <0.05.

RESULTS AND DISCUSSION

In this explanation, we will summarize the results of the research that has been carried out to clarify and strengthen the results of the research carried out. Using the smart PLS application, this research will be carried out, the steps are as follows:

Outer Model

This outer model was carried out to see clear and complete results in looking at the relationship between latent variables and manifest variables. This research testing skipped several stages, namely convergent validity, discriminant validity and reliability. This can be explained below.

1. Convergent Validity

This test is carried out by looking at the loading factor value with a limiting value of 0.7 and the limiting value for the Average Variance Extracted (AVE) test is 0.5. It can be explained that if the loading factor value is greater than the limiting value then the research is considered valid. and if the loading factor value cannot exceed the limiting value then the research is considered invalid. In this case, the results of the Convergent Validity model will be shown in the form of pictures and tables and the similarities between sub-structure 1 and sub-structure 2 will be shown so that they can be seen in figure 2 as follows:

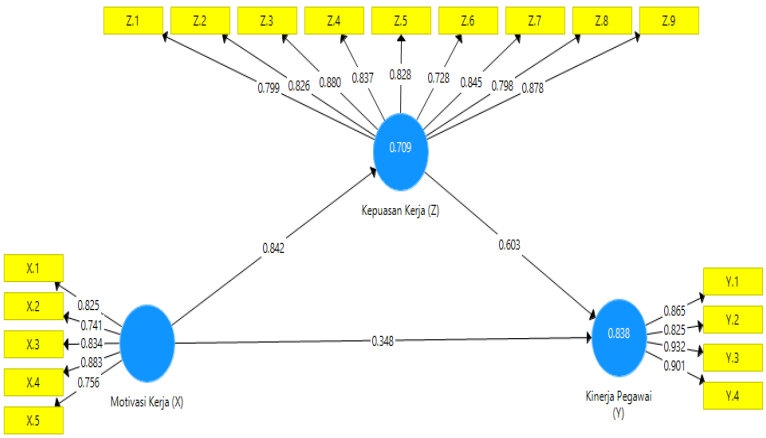

Figure 2. Outer Model
Source: Smart PLS 3.3.3

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In Figure 2, there is an outer model using smart PLS output loading factors in this research which will be divided into two equations, so the division of the equations is called a sub structure as follows:

Sub structure 1

$Z = b1X + e$

$Z = 0.842\ X + e$

Sub structure 2

$Y = b2X + b3Z + e$

$Y = 0.348X + 0.603Z + e$

After explaining the research equation by dividing it into 2 sub structures, the next step is to include the outer loading table as follows:

Table 2. Outer Loadings

	Job Satisfaction (Z)	Employee Performance (Y)	Work motivation (X)
X.1			0.825
X.2			0.741
X.3			0.834
X.4			0.883
X.5			0.756
Y.1		0.865	
Y.2		0.825	
Y.3		0.932	
Y.4		0.901	
Z.1	0.799		
Z.2	0.826		
Z.3	0.880		
Z.4	0.837		
Z.5	0.828		
Z.6	0.728		
Z.7	0.845		
Z.8	0.798		
Z.9	0.878		

Source: Smart PLS 3.3.3

It can be seen in table 2 that the outer loading results show a value of more than 0.7, so it can be explained that the results of this research are that each indicator item in the respective variable received a value greater than 0.7 and this means that this research is valid.

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2. *Discriminate Validity*

The next research test determines whether the data processing results are valid from discriminant validity. The aim is to find out that the cross loading value is greater than the value of the latent variable so that we can find out the sensitivity of the indicator to high values in relation to the construction of table 3 below, which has been determined in the following table:

Table 3. *Discriminant Validity*

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (X)
X.1	0.678	0.686	0.825
X.2	0.535	0.646	0.741
X.3	0.707	0.742	0.834
X.4	0.790	0.753	**0.883**
X.5	0.673	0.630	0.756
Y.1	0.824	0.865	0.704
Y.2	0.759	0.825	0.686
Y.3	0.827	**0.932**	0.854
Y.4	0.747	0.901	0.766
Z.1	0.799	0.751	0.769
Z.2	0.826	0.744	0.667
Z.3	**0.880**	0.761	0.757
Z.4	0.837	0.663	0.605
Z.5	0.828	0.706	0.656
Z.6	0.728	0.618	0.574
Z.7	0.845	0.868	0.707
Z.8	0.798	0.770	0.655
Z.9	0.878	0.743	0.823

Source: Smart PLS 3.3.3

It can be seen in table 3 above that each variable has a cross loading factor. It can be explained that the value of the cross loading factor on the job satisfaction variable is that the indicator value is higher than the value of the cross loading factor on the other variables. The cross loading factor value on employee performance variables has an indicator value that is greater than the cross loading factor value on other indicators and variables. The cross loading factor value on the work motivation variable has a value that is greater than the cross loading factor value on the other variables. So it can be explained that research with this test is considered discriminantly valid.

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3. Composite reliability

In composite reliability testing, each variable will be compared with its reliability coefficient. If the reliability coefficient from the Cronbach's Alpha column is greater than 0.7 then each variable is considered reliable. If the reliability coefficient of the composite reliability column is greater than 0.6 then each variable is considered reliable. If the reliability coefficient value of the AVE column is greater than 0.6 then it is considered reliable and the table as evidence of the results of this research is as follows:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	**0.941**	**0.950**	**0.681**
Employee Performance (Y)	**0.904**	**0.933**	**0.778**
Work Motivation (X)	**0.867**	**0.904**	**0.655**

Source: Smart PLS 3.3.3

You can see in the results of table 4 above that the reliability coefficient values for the Cronbach's Alpha column have all values above 0.7, so they are considered reliable. There is a coefficient value in the composite reliability column that has a value of more than 0.6 for each variable. The value in the AVE column of the reliability coefficient has a value greater than 0.6 for each variable so that it can be concluded that in the Construct Reliability and Validity test each variable gets reliable and valid results.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is accurate and strong. The sampling strategy used in the primary analysis model is based on several cases, namely:

1. Coefficient of Determination (R2)

Based on data processing research carried out using the SmartPLS 3 program, the R Square value was obtained as follows:

Table 5. R Square Results

	R Square
Job Satisfaction (Z)	0.709
Employee Performance (Y)	0.838

Source: Smart PLS 3.3.3

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There is an R square value of job satisfaction with a value of 0.709 and a percentage of 70.9%, meaning that the influence of the work motivation variable on job satisfaction is 70.9% and the rest is in other variables. The R square value of employee performance is 0.838 and the percentage is 83.8%. It can be explained that the influence of work motivation variables, job satisfaction on employee performance is 83.8% and the rest is in other variables.

2. Hypothesis Testing

The next step is to carry out hypothesis testing where you will see the results of the hypothesis directly and indirectly and whether they are significant or not significant by looking at the values of the original sample, the T statistics and the p values. If each variable has a value that meets the requirements for the research then it is considered significant and the results will be shown in the table below:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Satisfaction (Z) -> Employee Performance (Y)	0.603	6,087	**0,000**	**Accepted**
Work Motivation (X) -> Job Satisfaction (Z)	0.842	28,535	**0,000**	**Accepted**
Work Motivation (X) -> Employee Performance (Y)	0.348	3,418	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

The results of the direct influence in this research can be seen in table 6 and the explanation is as follows:

1. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.603 and a p value of 0.000. 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 0.842 and a p value of 0.000. This means that if work motivation increases, job satisfaction will also increase, and if work motivation decreases, job satisfaction will also decrease.
3. Work Motivation has a positive and significant effect on employee performance with an original sample value of 0.348 and a p value of 0.000. This means that if work motivation increases, employee performance will increase and if work motivation decreases, employee performance will also decrease.

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Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Motivation (X) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.508	5,755	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

In the indirect research, it can be seen in table 7 and the explanation is as follows: Work Motivation has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.508 and a p value of 0.000. This means that job satisfaction is an intervening variable because it is able to influence work motivation and employee performance indirectly and significantly.

CLOSING

Conclusion

1. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.603 and a p value of 0.000.
2. Work Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.842 and a p value of 0.000.
3. Work Motivation has a positive and significant effect on employee performance with an original sample value of 0.348 and a p value of 0.000.
4. Work Motivation has a positive and significant indirect effect on Employee Performance through Job Satisfaction with an original sample value of 0.508 and a p value of 0.000.

Suggestion

1. Organizations must make employees feel satisfied with what they get so that their performance will improve.
2. Organizations must motivate employees to improve employee performance even better
3. For other researchers, it is hoped that this research will be developed and used as reference material for further research.
4. For the research, it is hoped that this research will be able to change the researcher's mindset so that they can respond if this happens in the researcher's work later.

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