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Improving Performance Through Job Satisfaction

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Abstract
This research aims to see the influence of mutation and work environment on employee performance with job satisfaction as an intervening variable. With quantitative as the type of research, primary as the source and data collection is used by distributing questionnaires and Likert scales, the research population is 60 employees and the sample is also 60 employees because all the sampling techniques used are saturated sampling techniques. 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 0.443 and ap value of 0.000. Work Environment has a positive and significant effect on Job Satisfaction with an original sample value of 0.461 and ap value of 0.001. The work environment has a positive and significant effect on employee performance with an original sample value of 0.275 and ap value of 0.021. Mutations have a positive and significant effect on Job Satisfaction with a value of 0.443 and a value of 0.002. Mutations have a positive and significant effect on employee performance with an original sample value of 0.239 and ap value of 0.032. The work environment influences employee performance indirectly through job satisfaction positively and significantly with an original sample value of 0.204 and ap value of 0.014. Mutations influence employee performance indirectly through job satisfaction with an original sample value of 0.196 and ap value of 0.010.

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

INTRODUCTION

Human resource management (HR) development should be carried out comprehensively and coordinated in a strategic human resource management system that is flexible, adaptive, and always aligned with the goals and objectives of the organization's mission. Quality Human Resources (HR) must be the main priority and primary need of every business actor.

Mutations can be carried out within the scope of internal sections, between divisions, or between units in the parent company that are geographically located in different locations (Edison et al., 2016). Each government agency is involved in the treatment through the use of a high leader or leaders in each agency. A positive and safe work environment gives employees a sense of security and allows them to work optimally. The work environment has an emotional impact on employees; if they enjoy their workplace, they will feel comfortable in carrying out their daily tasks and working hours will be used productively and optimistically. A person will work side by side with many people. The success of an organization is also influenced by the work environment, so it is important to maintain and cultivate the work environment as well as possible to provide benefits and a comfortable atmosphere for employees.

Employees who feel satisfied in their work will certainly try their best with all their abilities to complete their work tasks, so that work performance can be achieved. According to Hasibuan (in Aruan, 2015) job satisfaction is an emotional attitude that enjoys and loves one's work. This attitude is reflected by work morale, discipline, and work performance. Job

disappointment is closely related to absenteeism, employee turnover, and physical and mental health problems.

Performance assessment in a company organization is very important by the success of the competencies owned based on employee work results. High focus can increase employee performance productivity. The emergence of low employee performance can cause a company or organization to experience losses which can then damage the quality of a company (Paais, 2018).

LITERATURE REVIEW

Employee performance

An employee who has carried out duties and responsibilities according to his/her function and has succeeded in terms of quality and quantity that has been agreed upon is also called performance (Silaen et al., 2021). Putri (2020) states that performance is the results of a person's or group's work functions in an organization over a certain period of time that reflects how well a person or group meets the requirements of a job in an effort to achieve organizational goals.

Employee Performance Indicators

According to Silaen (2021) there are five indicators for measuring employee performance, namely:

a. Quality of Work.

   The perfection of the task in terms of employee skills and abilities and employee perception of the quality of work produced are measures of work quality.

b. Quantity of Work

   The amount expressed in units and cycles of activities completed is the amount produced expressed in quantity.

c. Punctuality

   Complete activities on time and maximize available time with other activities.

d. Effectiveness

   Increasing the results of each unit in the use of resources by maximizing the level of use of existing organizational resources (labor, money, raw materials).

e. Commitment

   The level at which an employee can carry out his functions and responsibilities towards an agency or company is called commitment.

Mutation

According to Siswanto (2014), mutation is an employment activity related to the process of transferring functions, responsibilities and employment status so that the employee concerned obtains deep job satisfaction and can provide the maximum possible work performance to the company.

According to Hasibuan (2016), mutation is a change in position/job/place/work carried out either horizontally or vertically (promotion/demotion) within an organization.

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Mutation Indicator

According to (Hasibuan, 2016) there are several indicators in work transfers, namely as follows:

a. Frequency of mutations, namely the frequency of mutations in an organization.
b. Reasons for transfer, namely factors that support the implementation of transfer, whether coming from the company or from the employee himself.
c. Accuracy in carrying out transfers that are adjusted to the employee's work ability, level of education, length of term of office, responsibilities or workload, the employee's preferences or desires, applicable policies or regulations, and suitability between the old position and the new position.
d. Job Release Job release or better known as scoring is a form of vertical mutation which is carried out by releasing workers from their position/position/work, but still receiving full income.
e. Transfer promotion: A form of horizontal mutation that occurs at the will or desire of the employee concerned.

Work environment

According to (Darmadi, 2020), the work environment includes something that is around the employees so that it influences an individual in carrying out the obligations that have been assigned to him, such as air conditioning, good lighting and others. According to (Fachrezi and Khair, 2020) the work environment is a very important part in employees carrying out work activities.

Work Environment Indicators

According to (Fachrezi & Khair, 2020), the work environment indicators are:

1. Facilities
2. Noise
3. Air circulation
4. Working relationship

Job satisfaction

According to Yuniarsih (2017), job satisfaction is a psychological reflection of employees on the results of their work. The level of individual satisfaction is basically based on the value system within him. Therefore, the measure of satisfaction will be different for each individual.

Job satisfaction has become an important issue regarding the development of contemporary human resources and employment. This issue is especially related to the increasing education of employees and the increasing needs of the employees' lives themselves, (Sule & Priansa, 2018)

Job Satisfaction Indicators

According to Yuniarsih (2017), job satisfaction indicators are as follows:

1. Supervision,
2. Work environment,
3. Promotion,
4. Supportive co-workers,
5. Work that is mentally challenging, and
6. Rewards in the form of wages/salaries.

Conceptual Framework

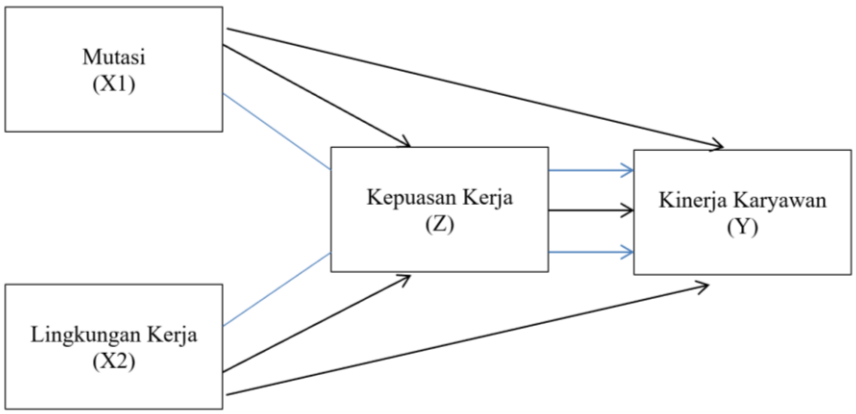

Figure 1. Conceptual Framework

Hypothesis

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

H1: Mutation has a positive and significant effect on Job Satisfaction at BPJS Manpower Office of Meulaboh Branch, Pematang Siantar Branch and Langsa Branch

H2: The work environment has a positive and significant effect on job satisfaction at BPJS Ketenagakerjaan Meulaboh Branch, Pematang Siantar Branch and Langsa Branch.

H3: Mutation has a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Meulaboh Branch, Pematang Siantar Branch and Langsa Branch.

H4: The work environment has a positive and significant effect on employee performance at the BPJS Employment Meulaboh, Pematang Siantar and Langsa branches.

H5: Job Satisfaction has a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Meulaboh Branch, Pematang Siantar Branch and Langsa Branch.

H6: Mutation has a positive and significant effect on Employee Performance through Job Satisfaction at BPJS Ketenagakerjaan Meulaboh Branch, Pematang Siantar Branch and Langsa Branch.

H7; Work Environment has a positive and significant effect on Employee Performance through Job Satisfaction at BPJS Ketenagakerjaan Meulaboh Branch, Pematang Siantar Branch and Langsa Branch

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Types of research

According to Sugiyono (2018), associative research is research that aims to find out several speculations regarding whether or not there is a relevant relationship between two or more research variables.

According to Notoatmodjo (2018), quantitative research is a research technique that processes data in the form of numbers as a result of measurements and convection results. The strategy used in this study is to use an associative research strategy.

Data collection technique

The technique used to collect data on BPJS Employment employees at the Meulaboh Branch, Pematang Siantar Branch and Langsa Branch is a questionnaire distribution technique using primary data sources. In data collection, the method used to obtain the data and information needed in this study is a questionnaire. According to Sugiyono (2018) a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer. Questionnaires can be in the form of closed or open questions or statements, can be given to respondents directly or sent via the internet. It is data obtained directly from the object being studied. According to Sugiyono (2018) primary sources are data sources that directly provide data to data collectors.

Research population

The population of the study was 60 BPJS Ketenagakerjaan employees in North Sumatra. Sugiyono (2018) stated that the population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are formalized by a researcher to be used for study so that conclusions will be drawn for the final results.

Sample

The researcher took samples for the study from all of the existing population, namely 65 employees, the researcher used the saturated sampling technique in this study. Sugiyono (2018) stated that a sample is part of the total and characteristics possessed by a population, in other words, a sample is a method in a study that is carried out by taking a portion of each population to be studied.

Research Sampling Techniques

According to Sugiyono (2018) "saturated sampling is a sampling technique when all members of the population are used as samples". In other words, saturated sampling can be called a census, where all members of the population are used as samples. The number of respondents in this study was 21 respondents in the Meulaboh Branch, 24 respondents in the Pemantang Siantar Branch and 20 respondents in the Langsa Branch.

Time and Place of Research

This research was conducted for approximately 3 months from May to June 2024 and this research was conducted at BPJS Employment Meulaboh Branch, Jalan Nasional

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Meulaboh-Tapak Tuan Km 4 Meureubo Meulaboh 20611; Pematangsiantar Branch Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Langsa Branch., Jl. Ahmad Yani Gampong Baro Langsa Lama, Langsa

Data analysis

Based on the characteristics and types of respondents, the survey data will be sorted and calculated. Researchers chose to use SmartPLS 3.0 software for data processing calculations. Take advantage of this software to achieve clearer calculation results quickly and easily.

Statistical Analysis of Data

This study used the partial least squares (PLS) data analysis method. PLS is a component-based or variant equation model used in structural equation modeling (SEM).

PLS-SEM analysis usually consists of two sub-models, namely the measurement model or often called the outer model and the structural model or often called the inner model. The measurement model shows how the manifest variable or observed variable represents the latent variable to be measured. While the structural model shows the strength of the estimate between the latent variable and the construct (Ghozali & Latan, 2015).

Measurement Model or Outer Model

The measurement model shows how the manifest variable or observed variable represents the latent variable to be measured (Ghozali & Latan, 2015). The series of tests in the measurement model or outer model are validity tests and reliability tests.

Validity Test

Validity measurement includes testing how well the value of an instrument developed in measuring a study. The higher the value of the instrument, the better it is in representing the research question (Wijaya, 2019). To measure validity, it is necessary to test the relationship between the relationships between variables, including: Discriminant Validity and Average Variance Extracted (AVE) with the expected AVE value> 0.5 (Wijaya, 2019).

The loading value factor of each construct indicator shows the results of the validity test conducted with the SmartPLS 3.0 application. Common terms used to evaluate validity, such as the requirement that the loading factor value is greater than 0.70 In addition, discriminant validity is related to the idea that the measurers (real variables) of different constructs should not be highly correlated. This can be tested using a reflective indicator by checking the cross loading value of each variable must be greater than 0.70 and higher than the value of other variables (Ghozali & Latan, 2015).

Reliability Test

To show the accuracy, consistency, and precision of the instrument in measuring the construct, a reliability test is carried out. The composite reliability value can be calculated in PLS-SEM with the SmartPLS 3.0 tool to assess the reliability of a construct with reflective

indicators. For confirmatory research, the terms commonly used to evaluate construct reliability, such as composite reliability, must be greater than 0.7; however, for exploratory research, a value of 0.6 to 0.7 is still acceptable (Ghozali & Latan, 2015). Because each indication in a latent variable is considered to be independently correlated or independent, reliability testing cannot be carried out on the formative model (Wijaya, 2019).

Structural Model Or Inner Model

According to Ghizali and Latan (2015), the structural model displays the reliability of the estimates made between latent variables or constructs. Testing the relationship between component indicator variables that are the goal of the inner model (Wijaya, 2019). The series of structural model tests or R-Squares values are determined by the inner model.

Hypothesis Testing

PLS is usually used in explanatory research technique approaches. This is because Hypothesis testing is part of this process. Hypothesis testing can be seen through the results of t-statistics and probability values. Statistical values are used to test hypotheses; for alpha 5% the t-statistic value is 1.96 (Muniarti et al., 2013). In other words, if the t-statistic is greater than 1.96, the hypothesis is accepted and H0 is rejected. If the p-value is less than 0.05, the hypothesis is accepted. If not, it is rejected based on probability.

RESULTS AND DISCUSSION

Outer Model Analysis

This outer model test aims to see the specific results of the relationship between latent variables and their manifest variables. This test uses several stages in the following testing stages, namely convergent validity, discriminant validity and reliability testing. This can be explained below.

1. Convergent Validity

This test is viewed from the loading factor side with a limited value of 0.7, the limit value of Average Variance Extracted (AVE) is 0.5. If the loading factor value is greater than the limit value, the research is considered valid. This means that the value for the indicator is said to be valid if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:

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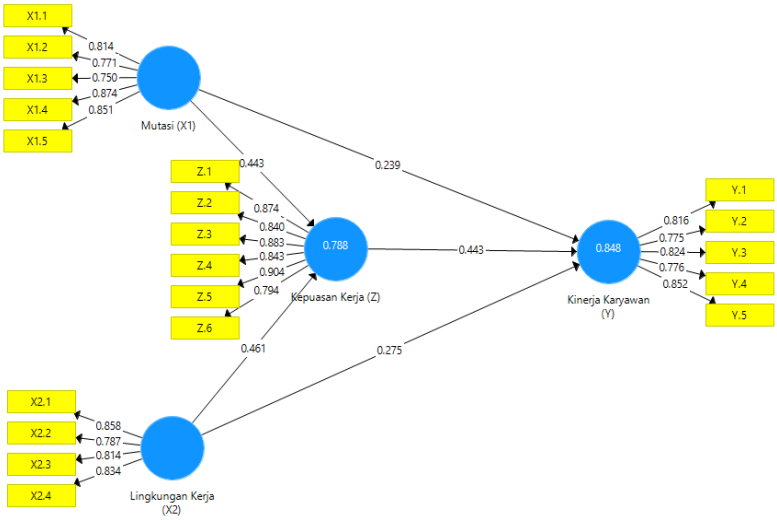

Figure 1. Outer Model
Source: Smart PLS 3.3.3

In Figure 2 there is an output of the outer model using the smart PLS output loading factor in this study, the equations and equations are divided into 2 sub-structures, so the explanation is as follows:

Substructure 1

$Z = b1X1 + b2X2 + e$

$Z = 0.443X1 + 0.461\ X2 + e$

Substructure 2

$Y = b3X1 + b4X2 + b5Z + e$

$Y = 0.239\ X1 + 0.275X2 + 0.443Z + e$

These results will be shown in a table with the outer loading results to clarify the outer loading model as follows:

Table 1. Outer Loadings

	Job satisfaction (Z)	Employee Performance (Y)	Work Environment (X2)	Mutation (X1)
X1.1				**0.814**
X1.2				**0.771**
X1.3				**0.750**
X1.4				**0.874**
X1.5				**0.851**
X2.1			**0.858**	
X2.2			**0.787**	
X2.3			**0.814**	
X2.4			**0.834**	

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Y.1		**0.816**		
Y.2		**0.775**		
Y.3		**0.824**		
Y.4		**0.776**		
Y.5		**0.852**		
Z.1	**0.874**			
Z.2	**0.840**			
Z.3	**0.883**			
Z.4	**0.843**			
Z.5	**0.904**			
Z.6	**0.794**			

Source:Smart PLS version 3.3.3

In table 1. There is a loading factor value for each variable that has a value of more than 0.7 so that it can be explained that each indicator item has a value greater than 0.7 so that this research can be stated as valid.

2. Discriminant Validity

The next step of analysis is to determine which data is valid in terms of discriminant validity. The goal is to find out whether the cross loading value is greater than other variables so that the sensitivity of the indicator to high correction can be determined in relation to the construction of table 3 below, which presents the results of the validity assessment as follows:

Table 2. ***Discriminant Validity***

	Job Satisfaction (Z)	**Employee Performance (Y)**	**Work Environment (X2)**	**Mutation (X1)**
X1.1	0.710	0.726	0.698	0.814
X1.2	0.686	0.701	0.684	0.771
X1.3	0.627	0.625	0.730	0.750
X1.4	0.741	0.763	0.862	**0.874**
X1.5	0.768	0.755	0.796	0.851
X2.1	0.879	0.864	**0.858**	0.852
X2.2	0.675	0.651	0.787	0.679
X2.3	0.635	0.621	0.814	0.731
X2.4	0.641	0.734	0.834	0.777
Y.1	0.732	0.816	0.655	0.665
Y.2	0.619	0.775	0.670	0.706
Y.3	0.704	0.824	0.726	0.727
Y.4	0.707	0.776	0.718	0.682

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Y.5	0.826	**0.852**	0.793	0.774
Z.1	0.874	0.767	0.836	0.826
Z.2	0.840	0.678	0.713	0.700
Z.3	0.883	0.774	0.736	0.787
Z.4	0.843	0.730	0.711	0.702
Z.5	**0.904**	0.821	0.802	0.808
Z.6	0.794	0.804	0.675	0.640

Source:Smart PLS version 3.3.3

In table 2 above, the Job Satisfaction factor cross loading variable has a value for each indicator that is higher compared to the cross loading value of the variable in other places; the Employee Performance factor cross loading variable has a value for each indicator that is higher compared to the cross loading variable in other places; and the Work Environment factor cross loading variable has a value for each indicator that is higher compared to the cross loading variable in other places, the Mutation factor cross loading variable has a value for each indicator that is higher compared to the cross loading variable in other places so that it can be concluded that there is a valid value discriminatively.

3. Composite reliability

In composite reliability analysis, each variable is compared with its reliability coefficient; if the variable reliability coefficient is more than 0.60 then the analysis is considered reliable; if the variable reliability coefficient is less than 0.60 and 0.07, then the analysis cannot be reliable; There are several blocks to determine whether the analysis results are reliable, valid, or not at all. Among them are the Coranbach alpha coefficient, composite reliability analysis, and AVE coefficient which can be seen in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	**0.927**	**0.943**	**0.735**
Employee Performance (Y)	**0.868**	**0.904**	**0.655**
Work Environment (X2)	**0.843**	**0.894**	**0.679**
Mutation (X1)	**0.871**	**0.907**	**0.662**

Source: Smart PLS 3.3.3

Each variable in table 3 has a coefficient of determination less than or equal to 0.7 on the Cronbach alpha plot, indicating that the data for the variable is consistent. Because the data is close to 0.6, it can be shown that each variable is reliable in the Composite reliability table whose value is close to 0.06. Each variable in the AVE column has a value greater than

or equal to 0.7, indicating that the data is valid according to the AVE standard. As a result, all variables in the AVE and Cronbach alpha reliability columns each have values close to 0.6-7 and 0.6%, meaning that all are valid and reliable.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is accurate and robust. The sampling strategy used in the primary analysis model is based on several cases, namely:

1. Coefficient of Determination (R2)

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

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.788	0.780
Employee Performance (Y)	0.848	0.840

Source: Smart PLS 3.3.3

In table 4 there is an R square value for the Job Satisfaction variable with a value of 0.788 if the percentage value becomes 78.8% meaning that the influence of mutation and work environment on job satisfaction is 0.788 and the rest is on other variables. The R square value of the Employee Performance variable is 0.848 if changed to a percentage of 84.8% meaning that the influence of mutation, work environment and job satisfaction is 84.8% and the rest is on other variables.

2. Hypothesis Testing

The next step is to evaluate the relationship between idle build and the model itself. To perform statistical analysis in this case study, T-Statistics and P-Values are used. It is said that P-Values should be less than 0.05 and T-Insights should be greater than 1.96. Here is a list of the idle contributions of the Path Coefficient.

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Satisfaction (Z) -> Employee Performance (Y)	0.443	3,709	**0,000**	**Accepted**
Work Environment (X2) -> Job Satisfaction (Z)	0.461	3,026	**0.001**	**Accepted**

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Work Environment (X2) -> Employee Performance (Y)	0.275	2,047	**0.021**	**Accepted**
Mutation (X1) -> Job Satisfaction (Z)	0.443	2,886	**0.002**	**Accepted**
Mutation (X1) -> Employee Performance (Y)	0.239	1,852	**0.032**	**Accepted**

Source: Smart PLS 3.3.3

In the indirect results, as shown in Table 6, the direct influence will be explained as follows:

1. Job Satisfaction has a positive and significant effect on Employee Performance with an original sample value of 0.443 and p values of 0.000. This means that if job satisfaction increases significantly, employee performance will also increase significantly, conversely, if it decreases significantly, employee performance will decrease.
2. Work Environment has a positive and significant effect on Job Satisfaction with an original sample value of 0.461 and p values of 0.001. This means that the better the work environment, the better the job satisfaction, conversely, the worse the work environment, the worse the job satisfaction.
3. The work environment has a positive and significant effect on Employee Performance with an original sample value of 0.275 and p values of 0.021. This means that if a good work environment increases, employee performance will increase, conversely if a good work environment decreases, employee performance will decrease.
4. Mutation has a positive and significant effect on Job Satisfaction with a value of 0.443 and p values 0.002. This means that if mutations with good conditions in good places increase, job satisfaction will increase, conversely, if bad mutations in bad places, job satisfaction will decrease.
5. Mutation has a positive and significant effect on Employee Performance with an original sample value of 0.239 and p values of 0.032. This means that if good mutations increase, employee performance will increase, conversely if bad, employee performance will decrease.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Environment (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.204	2,204	**0.014**	**Accepted**

Mutation (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.196	2,338	**0.010**	**Accepted**

Source: Smart PLS 3.3.3

In table 6, the indirect influence in this study will be explained as follows:

1. Work Environment affects Employee Performance indirectly through Job Satisfaction with positive and significant with the original sample value of 0.204 and p values 0.014. This means that job satisfaction is an intervening variable because it can affect the work environment to employee performance indirectly. This means that a good work environment will improve good performance as well and employees feel satisfied with their work results.
2. Mutations affect Employee Performance indirectly through job satisfaction with the original sample value of 0.196 and p values 0.010. This means that job satisfaction can be an intervening variable because it can affect employee mutations and performance indirectly so that with the mutation, employees can feel satisfied and have better performance.

CLOSING

Conclusion

1. Job Satisfaction has a positive and significant effect on Employee Performance with an original sample value of 0.443 and p values of 0.000.
2. Work environment has a positive and significant effect on job satisfaction with an original sample value of 0.461 and p values of 0.001.
3. The work environment has a positive and significant effect on Employee Performance with an original sample value of 0.275 and a p value of 0.021.
4. Mutation has a positive and significant effect on Job Satisfaction with a value of 0.443 and p values of 0.002.
5. Mutation has a positive and significant effect on Employee Performance with an original sample value of 0.239 and p values of 0.032.
6. Work environment has an indirect effect on employee performance through job satisfaction with a positive and significant effect with an original sample value of 0.204 and p values of 0.014.
7. Mutations have an indirect effect on employee performance through job satisfaction with an original sample value of 0.196 and p values of 0.010.

Suggestion

1. For organizations, it is expected to improve employee performance and job satisfaction in order to create good results for the organization.
2. For employees, learning from every mistake is a way to improve their work skills.

3. For further researchers, it is hoped that this research can be used as reference material to develop other research.

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