

# The Significance of Job Satisfaction as a Mediation Variable to Performance at Officers in the Department of Education and Culture of East Kalimantan Province

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## The Significance of Job Satisfaction as a Mediation Variable to Performance at Officers in the Department of Education and Culture of East Kalimantan Province

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### Abstract

Empowering employees who work in the provincial education office of East Kalimantan, is truly a great program. Their work is truly honorable. The teacher is an unmarked hero. The performance of its employees is an important part of the success of a business or organization. Explanatory re-search is used to analyses a conceptual framework with factors that deter-mine the performance of employees. Primary Data is collected using a sur-vey method with direct or indirect interviews with respondents. The re-sults of the study of this Model are satisfactory. The latent variables of the employee's performance are also endogenous variables, which can be explained by the latent variables. Employee empowerment, employee effica-cies, people who fit in the organization, as well as the latent variable of employee satisfaction, which acts as an exogenous variable, amounting to 52.7% and other findings, is a variable of employee satisfaction is a varia-ble of mediation partial.

**Keywords:** protest culture, traditional stage humor, Ludruk, History of nation, social criticism

### INTRODUCTION

The owner of a company will always strive to improve the performance of all programs to achieve optimal company performance. Employee performance factors in previous research, as delivered by (Seibert, Silver, and Randolph 2004), that psychological empowerment is a variable that mediates the relationship between empowerment climate variables and individual performance variables and job satisfaction variables. The same thing was conveyed by (Fernandez and Moldogaziev 2013), with the results of his research saying that empowered employees will affect performance and indirectly also affect job satisfaction. A different study by analyzing employee empowerment as a whole approach can increase the urge to innovate, empowerment practices have different effects, and some may even impede innovation, (Fernandez and Moldogaziev 2013), while innovation required companies to improve the company's performance. Self-efficacy employees also have an

impact on employee performance, which is because self-efficacy can motivate and improve employee performance (Cherian and Jacob 2013). While (Pillai and Williams 2004), testing a model that Proposed that transformational leaders build committed and high-performance working groups by enhancing their self-efficacies and employee solidarity. Other variables, i.e., person-organization fit, also affect employee performance, such as research results by (Farooqui and Nagendra 2014). The simple logic is that the better an employee is, and according to his work, the less improvement is made.

### METHODOLOGY

The design of this research is the study of explanatory. This research uses Partial Last Square (PLS), which is Structural Equation Modeling (SEM) with WARPPLS software. Model research as follows:

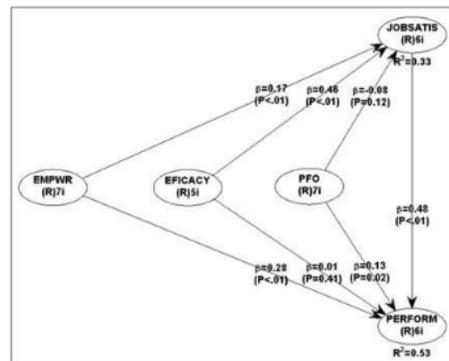


FIGURE 1. RESEARCH MODEL PATHWAY ANALYSIS

**Description:**

EMPWR : Empowerment  
 EFICACY: Efficacy  
 PFO: People who fit in the organization  
 JOBSATIS: Job satisfaction  
 PERFORM: Employee Performance

**Data preparation**

The Data was collected from the questionnaire given to 235 employees working in the provincial education and culture department of East Kalimantan, Indonesia.

**Equations Outer model**

$$\begin{aligned} \text{Empowerment (EMPWR)} &= \lambda 1 \text{EMPWR1} + \lambda 2 \text{EMPWR2} + \lambda 3 \text{EMPWR3} + \lambda 4 \text{EMPWR4} + \lambda 5 \text{EMPWR5} + \lambda 6 \text{EMPWR6} + \lambda 7 \text{EMPWR7} + \delta 1(1) \\ \text{Efficacy (EFICACY)} &= \lambda 8 \text{EFICACY1} + \lambda 9 \text{EFICACY2} + \lambda 10 \text{EFICACY3} + \lambda 11 \text{EFICACY4} + \lambda 12 \text{EFICACY5} + \delta 2(2) \\ \text{People who fit in the organization (PFO)} &= \lambda 13 \text{PFO1} + \lambda 14 \text{PFO2} + \lambda 15 \text{PFO3} + \lambda 16 \text{PFO4} + \lambda 17 \text{PFO5} + \lambda 18 \text{PFO6} + \lambda 19 \text{PFO7} + \delta 3(3) \\ \text{Job satisfaction (JOBSATIS)} &= \lambda 20 \text{JOBSATIS1} + \lambda 21 \text{JOBSATIS2} + \lambda 22 \text{JOBSATIS3} + \lambda 23 \text{JOBSATIS4} + \lambda 24 \text{JOBSATIS5} + \lambda 25 \text{JOBSATIS6} + \delta 4(4) \\ \text{Employee Performance (PERFORM)} &= \lambda 26 \text{PERFORM1} + \lambda 27 \text{PERFORM2} + \lambda 28 \text{PERFORM3} + \lambda 29 \text{PERFORM4} + \lambda 30 \text{PERFORM5} + \lambda 31 \text{PERFORM6} + \delta 5(5) \end{aligned}$$

**Equations Inner Model**

$$\text{Employee Performance (PERFORM)} = \gamma 0 + \gamma 1 \text{EMPWR} + \gamma 2 \text{EFICACY} + \gamma 3 \text{PFO} + \gamma 4 \text{JOBSATIS} + \delta 6(6)$$

Description:

$\lambda$  = indicator weight  
 $\gamma$  = coefficient of influence of exogenous variables on endogenous variables  
 $\delta$  = measurement error  
 (Berraies and Hamouda 2018).

Empowerment has a direct effect and indirect effect on performance, through its influence on work satisfaction and innovation, (Fernandez and Moldogaziev 2013), (Chang, Chiu, and Chen 2010), that employee empowerment embraced a positive and significant correlation to contentment. A positive and significant relationship between employee empowerment, workplace environment, job loyalty, and performance (Javed, Balouch, and Hassan 2014). (Pelit, Öztürk, and Arslantürk 2011), (Al-Swidi, Mohd Nawawi, and Al-Hosam 2012), psychological and behavioral empowerment has a significant effect on job satisfaction, and the impact is much more meaningful when mental and behavioral empowerment jointly affects fulfillment. The results of a separate study resulted from the gender factors, which examined the correlation of empowerment on work satisfaction and performance (Eylon and Bamberger 2000). There is a positive relationship between employee participation and job satisfaction, motivation and performance, individual commitment, and organizational achievement (Sahoo, Behera, and Tripathy 2010). Research on the performance of employees in the field of the hospitality industry, indicating that the recovery of services managed with care, with the empowerment of highly associated with the hierarchy level. Empowerment to address service failures is essential, while employee training demonstrates benefits for both parties, greater employment autonomy will improve the welfare of the service worker, (Hewagama et al. 2019). The permeability is a variable of mediation of relationships between empowerment in job satisfaction. The transformational leader raises the level of work satisfaction (Aydogmus et al. 2018). Job satisfaction acts as a mediator between psychological empowerment and performance (Sun 2016). Managerial levels affect the moderation of empowerment of satisfaction and performance (Rae 2013). The significant and positive impact of empowerment on the company's financial performance

**RESULTS**

Fit Model and Index quality

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**Table 1: Model fit and quality index**

Number	Model Fit & Quality Index	Criteria Fit	Actual Results	Description
1	Average Variance Inflation Factor (AVIF)	$p < 0.001$	0.211 p< 0.001	Good Significantly
2	Average R-squared (ARS)	$p < 0.001$	0.428 p< 0.001	Good Significantly
3	Average Adjusted R-squared (AARS)	$p < 0.001$	0.429 p< 0.001	Good Significantly
4	Average block Variance Inflation Factor (AVIF)	Acceptable if $\leq 5$ Tolerably $\leq 10$	1.547	Good
5	Average Full Collinearity VIF (AFVIF)	Acceptable if $\leq 5$ Tolerably $\leq 10$	1.788	Good
6	Tolerance Gof (GoF)	Small $\geq 0.3$ Large $\geq 0.5$ Medium $\geq 0.25$	0.499	Large
7	Simpson's parallel ratio	Acceptable if $\geq 0.7$ Tolerably $\geq 0.5$	0.857	Accepted
8	Parallel contribution ratio	Acceptable if $\geq 0.9$ Tolerably $\geq 0.7$	0.976	Accepted
9	Local suppression ratio	Acceptable if $\geq 0.7$	1	Accepted
10	Nikulinser bivariate collinearity diagnostics (NBICDR)	Acceptable if $\leq 0.7$	1	Accepted

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**Latent variable coefficients**

**Table 2: Latent variable coefficients**

	EMPWR	PERFORM	JOBSATIS	EFICACY	PFO
R-Squared		0.527	0.328		
Adj.R-squared		0.519	0.320		
Composite reliab.	0.848	0.850	0.831	0.843	0.892
Cronbach's alpha	0.791	0.788	0.755	0.767	0.855
	0.446	0.491	0.454	0.519	0.550
Full Collin.VIF	1.800	2.039	1.995	1.919	1.151
Q-squared		0.531	0.374		

Analysis of empowerment pathways on work satisfaction and employee performance

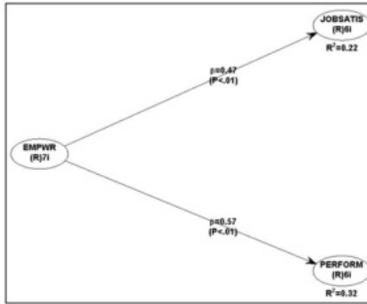


Figure 2. Pathway analysis, the influence of variable employee empowerment on employment variables and employee performance variables

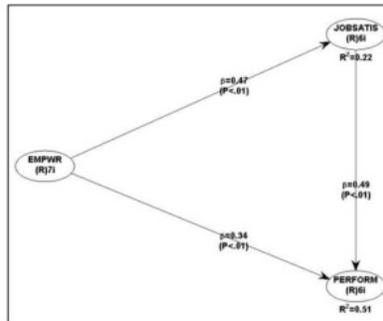


Figure 3. Path analysis, the influence of variable mediation of work satisfaction on the relationship of the empowerment variable to employee performance variables

Seen in Figure 2 and Figure 3, which job satisfaction as a partial mediation variable, against indirect connections between empowerment variables with employee performance variables.

Best-fitting curve between empowerment (EMPWR) with employee performance (PERFORM)

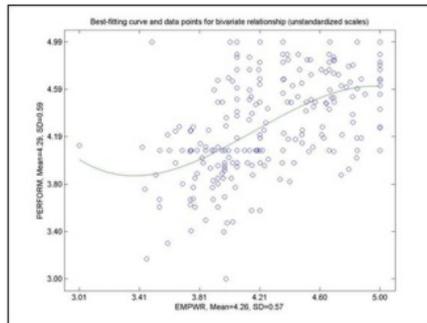


Figure 4. best-fitting curve between empowerment (EMPWR) with employee performance (PERFORM)

Best-fitting curve between empowerment (EMPWR) with employee satisfaction work (JOBSATIS)

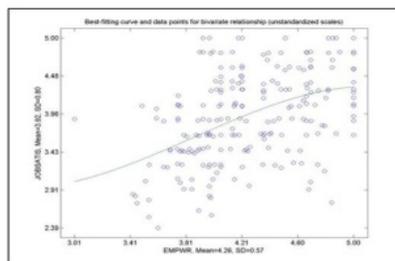


Figure 5. best-fitting curve between empowerment (EMPWR) with employee satisfaction work (JOBSATIS)

## **CONCLUSION**

This Model of research is entirely satisfactory, with the result of the coefficient of determination (R-Square) of the performance of the personnel as the endogenous variable is 52.7%. The variables are exogenous; Employee empowerment, employee efficacies, People who fit in the organization, and employee satisfaction mediation variables, in explaining the variances of its variables, and there are 47.3% of the bound variable variances described by other factors and errors. Empowering employees, who work at the East Kalimantan provincial Education office, is very significant to the resulting performance, so it is proposed for stakeholders to improve the program Employee in the East Kalimantan provincial Education office.

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