

## ENSURING EMPLOYEE PRODUCTIVITY: UTILIZING JOB SATISFACTION AS MEDIATING

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### Abstract

*The objective of this study is to analyse the factors that impact employee performance, namely the effect of remuneration and punishment, with satisfaction acting as a mediating factor. The study used a quantitative research methodology, focusing on a population of workers. The sample size consisted of 200 respondents. The research findings indicate that Compensation, Discipline, and Job Satisfaction have a direct and substantial effect on employee performance. Additionally, work discipline positively and significantly influences job satisfaction. However, Compensation does not have a positive and significant impact on Job Satisfaction. The mediation analysis demonstrates that employee satisfaction plays a crucial role in fully mediating the impact of compensation and discipline on employee performance. Therefore, in order to enhance performance, it is imperative to prioritise employee satisfaction in the workplace and also pay close attention to employee compensation and work discipline.*

**Keywords :** *Compensation, Discipline, Job Satisfaction, Employee Performance*

### INTRODUCTION

In the current age of intense global competition, businesses need their staff to perform at a high level in order to thrive. This may be accomplished by fostering harmonious relationships inside the organisation to resolve differences in interests and prevent conflicts that might hurt both parties (Suwandi et al, 2021; Yeremia et al, 2022; Wijayanto et al, 2020). According to assessments of providing needs and ensuring satisfaction, the compensation gap is still not in line (Askiyanto et al., 2023; Lestari et al., 2020; Nguyen et

al., 2022). The human element plays a significant part in carrying out actions to accomplish objectives, which means that human resources have a highly key place in the organisation. Regardless of the company's offerings, human labour plays the most crucial role in creating high-quality and fulfilling items. Because of this, the organisation has abundant natural human resources (Wijayanto et al, 2020; Dessler, 2017).

In return for their service contributions to the company, workers earn compensation (Istifadah et al., 2019; Dwianto et al., 2019; Kustanto et al., 2019; Paillé et al., 2019; Stamolampros et al., 2019). Within the organisation, workers will make an effort to preserve and even increase their performance. Research by Suwandi et al. (2021); Apriyanti et al. (2021); and Ingsih et al. (2020) demonstrates that, in contrast to discipline, which affects both performance and work satisfaction, remuneration has a positive and substantial impact on employee performance.

In addition to pay, discipline, Rachmaniah (2022), Susanti & Aesah (2022), Wijayanto et al. (2020), and employee satisfaction—which is indicated by workers' positive attitudes towards their jobs and working conditions—can also have an impact on employee performance. Sholihin, U. (2021); Oktania Sari, R. (2022); Azizah (2020); Nuryatin, (2019); Soelistya et al., (2023).

Employee performance, which includes attendance at work, cooperative attitude, production quantity, quality, and period, determines how much an employee contributes to the company. (2019, Nuryatin); Munir et al., 2020; Kammeyer-Mueller et al., 2023; Apriyanti et al., 2021; Kustanto et al., 2019; Ayu et al., 2020; Suwandi et al., 2021).

In addition, there is a research gap because, in contrast to earlier studies, this one does not find sufficient satisfaction as a mediation to improve performance that is influenced by discipline and compensation. Examples of such studies include those conducted by Cahyaningrum et al. (2019); Lestari, Ayu et al., (2020); Istifadah et al. (2019); Kustanto et al. (2019); Rianda et al. (2022); Park et al. (2019); Nisar et al. (2021); Fauziek & Yanuar (2021); which focus on motivation, and environmental influences. The purpose of this study is to investigate factors that affect worker performance and are modified by rewards and penalties via the mediation of job satisfaction.

## **METHODS**

This study takes a quantitative approach and is meant to examine theories. The study was carried out in 2023 between May and November. When doing research on specific populations or samples, a quantitative method is defined as positivist research. Research necessitates things or subjects that need to be investigated in order to answer issues that already exist. In order to ensure that the research is conducted and the results are obtained as planned, the population and sample in the study must be determined (Sugiyono, 2021). Contract workers made up the population under study, and 200 respondents were selected from the sample using a random sampling approach to serve as a representative sample of the whole population. Researchers sent questionnaires with a series of questions or written statements for respondents to reply to in order to obtain data for this study (Sugiyono, 2021). SEM-PLS Partial Least Square (PLS) is used in data analysis. PLS is an equation model for structural equation modelling (SEM) that uses a variance- or component-based structural equation modelling technique.

## **RESULTS**

### **1. Evaluation of the Measurement Model Test or Outer Model**

Based on the results of the PLS analysis in the PLS Algorithm for validity and reliability testing, the model determination coefficient and path coefficient for the equation model have been shown based on the PLS Algorithm SmartPLS output results, which can be observed in Figure 2.

### **2. Convergent Validity Test Results**

An individual reflexive measure is said to be high if it correlates  $>0.70$  with the construct to be measured. However, for research in the initial stages of developing a measurement scale, a loading value of 0.50 to 0.60 is considered sufficient (Ghozali & Latan, 2020). Below are attached the results of the outer loading values for each indicator of the research variable in Table 1.

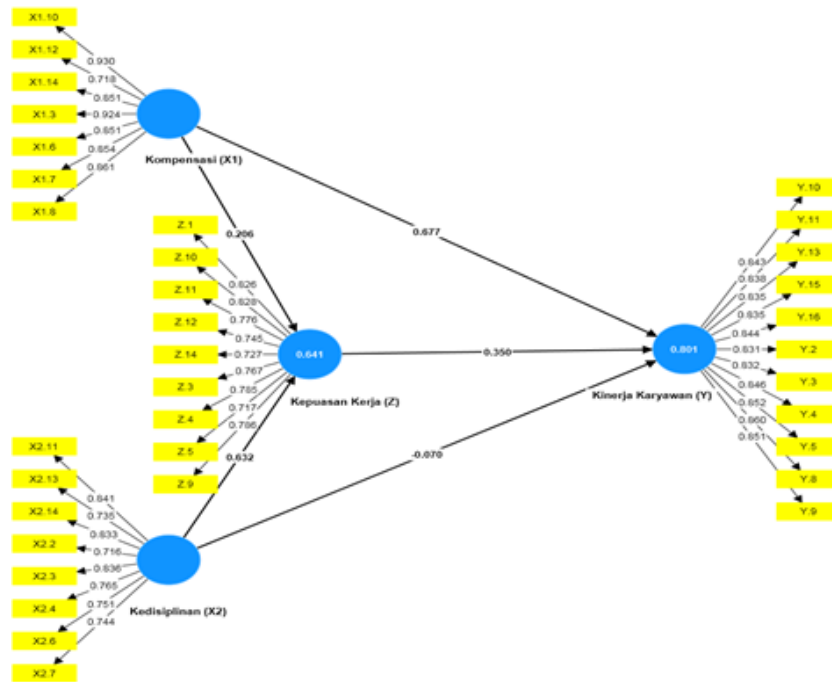


Figure 1. Outer Model Test Results

Table 1. Outer Loading Convergent Validity

Variable	Compensation (X1)	Discipline (X2)	Job Satisfaction (Z)	Employee Performance (Y)
X1.10	0.930			
X1.12	0.718			
X1.14	0.851			
X1.3	0.924			
X1.6	0.851			
X1.7	0.854			
X1.8	0.861			
X2.11		0.841		
X2.13		0.735		
X2.14		0.833		
X2.2		0.716		
X2.3		0.836		
X2.4		0.765		
X2.6		0.751		
X2.7		0.744		
Y.10				0.843

Y.11				0.838
Y.13				0.835
Y.15				0.835
Y.16				0.844
Y.2				0.831
Y.3				0.832
Y.4				0.846
Y.5				0.852
Y.8				0.860
Y.9				0.851
Z.1			0.826	
Z.10			0.828	
Z.11			0.776	
Z.12			0.745	
Z.14			0.727	
Z.3			0.767	
Z.4			0.785	
Z.5			0.717	
Z.9			0.786	

The results of the analysis above show that there are no variable indicators that have an outer loading value of  $<0.5$ . So that the indicators can be declared valid for research and further analysis can be carried out.

### 3. Discriminant Validity Test

The discriminant validity test of the indicator measurement model can be observed through cross loading between the indicator and its construct. Discriminant validity occurs if two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are not correlated. It is hoped that the measurement scale for the cross loading value of each indicator is more than 0.70.

**Table 2.** Discriminant Validity Cross Loading

Variable	Compensation (X1)	Discipline (X2)	Job Satisfaction (Z)	Employee Performance (Y)
X1.10	0.930	0.672	0.601	0.796
X1.12	0.718	0.662	0.610	0.670

X1.14	0.851	0.603	0.546	0.751
X1.3	0.924	0.670	0.630	0.798
X1.6	0.851	0.649	0.591	0.706
X1.7	0.854	0.708	0.606	0.706
X1.8	0.861	0.630	0.555	0.753
X2.11	0.560	0.841	0.620	0.459
X2.13	0.628	0.735	0.621	0.686
X2.14	0.531	0.833	0.637	0.479
X2.2	0.616	0.716	0.535	0.613
X2.3	0.515	0.836	0.601	0.485
X2.4	0.606	0.765	0.663	0.602
X2.6	0.643	0.751	0.585	0.570
X2.7	0.635	0.744	0.631	0.567
Y.10	0.751	0.633	0.660	0.843
Y.11	0.763	0.579	0.637	0.838
Y.13	0.742	0.573	0.600	0.835
Y.15	0.727	0.553	0.600	0.835
Y.16	0.751	0.623	0.673	0.844
Y.2	0.654	0.592	0.634	0.831
Y.3	0.699	0.621	0.630	0.832
Y.4	0.747	0.645	0.637	0.846
Y.5	0.623	0.602	0.632	0.852
Y.8	0.710	0.640	0.672	0.860
Y.9	0.711	0.644	0.678	0.851
Z.1	0.653	0.689	0.826	0.678
Z.10	0.586	0.619	0.828	0.620
Z.11	0.543	0.542	0.776	0.642
Z.12	0.378	0.599	0.745	0.416
Z.14	0.574	0.548	0.727	0.666
Z.3	0.404	0.596	0.767	0.483
Z.4	0.642	0.693	0.785	0.653
Z.5	0.511	0.540	0.717	0.604
Z.9	0.428	0.654	0.786	0.465

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#### 4. Average Variant Extracted (AVE)

The model is declared good if the Average Variant Extracted (AVE) for each construct has a value greater than 0.50.

**Table 3.** Average Variance Extracted (AVE) Value

Variable	Average variance extracted (AVE)
Compensation (X1)	0,736
Discipline (X2)	0,607
Job Satisfaction (Z)	0,599
Employee Performance (Y)	0,710

#### 5. Reliability Test Results (Composite Reliability)

Below is presented the composite reliability value of each variable used in the research as follows:

**Table 4.** Reliability Test Result

Variable	Composite Reliability	Cronbach's alpha
Compensation (X1)	0,951	0,939
Discipline (X2)	0,925	0,907
Job Satisfaction (Z)	0,930	0,916
Employee Performance (Y)	0,964	0,959

Apart from using Composite Reliability, reliability testing can also be strengthened by using tests based on the Cronbach Alpha value results as in the Cronbach alpha value table below

#### 6. Test the Structural Model or Inner Model

The Path Coefficient Test categorization is seen if the test value is more than 0.67 then it is in the Good category, if the result is 0.33 - 0.67 it is in the Medium category and if the result is 0.19 - 0.33 it is in the Weak category.

**Table 5.** Path Coefficients

Construct	Original Sample	Information
Compensation (X1) -> Employee Performance (Y)	0.677	Good
Discipline (X2) -> Employee Performance (Y)	0.206	Weak
Compensation (X1) -> Job Satisfaction (Z)	-0.070	Weak
Discipline (X2) -> Job Satisfaction (Z)	0.632	Currently
Job Satisfaction (Z)-> Employee Performance (Y)	0.350	Currently

Model Goodness of Fit Test is obtained from the R-square value, can be seen in Table 6.

**Table 6.** R-Square Value

<b>Variable</b>	<b>R-square</b>
Employee Performance (Y)	0.801
Job Satisfaction (Z)	0.641

It is evident from the image above that the Employee Performance variable has a value of 0.801. According to this, the employee performance presentation is 80.1%. In the meanwhile, the Job Satisfaction variable has a value of 0.641. According to this, the job satisfaction presentation is 64.1%. The Q-Square value provides an estimate of the quality of fit. Regression analysis uses the Q-Square value as a proxy for the coefficient determination (R-Square), where a larger Q-Square indicates a stronger conclusion. The Q-Square value calculation yields the following results:

Regression analysis uses a Q-Square metric, where a greater value indicates better quality. The Q-Square value calculation yields the following results:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R_{21}) \times (1 - R_{22})] \\
 &= 1 - [(1 - 0,801) \times (1 - 0,641)] \\
 &= 1 - (0,199 \times 0,359) \\
 &= 1 - 0,071441 \\
 &= 0,928559
 \end{aligned}$$

The Q-Square number, which is 92.85%, indicates the wide variety of research data that may be impacted by the research model, according to the computation findings above. This value is 0.928559. In the meanwhile, variables not included in the study model were responsible for the remaining 7.15%. It is concluded that this model is appropriate since the R-square value of employee performance is 0.801 more than the R-square value of job satisfaction, which is 0.641.

## 7. Direct and Indirect Effect Test Results

The table below is the results of hypothesis testing obtained in the following research using the inner model.

**Table 7.** Results of Direct and Indirect Effect Tests

HP	Variable	Original Sample	T-Statistic	P Values
1	Compensation (X1) -> Employee Performance (Y)	0.677	7.906	0.000
2	Discipline (X2) -> Employee Performance (Y)	0.206	2.590	0.010
3	Compensation (X1) -> Job Satisfaction (Z)	-0.070	0.698	0.485
4	Discipline (X2) -> Job Satisfaction (Z)	0.632	8.740	0.000
5	Job Satisfaction (Z)-> Employee Performance (Y)	0.350	3.107	0.002
6	Compensation (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.072	2.130	0.033
7	Discipline (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.221	2.722	0.007

## DISCUSSION

### 1. Compensation for Employee Performance

The impact of compensation on employee performance is a hypothesis. It is concluded that compensation has a positive and substantial impact on performance based on the original sample result of 0.677, which is positive since it is above zero below one, the t statistic value is greater than t table ( $t_{stat} > 1.960$ ), precisely 7.906, and the P-Values value is 0.000, less than 0.05. Workers will perform better if they get more income, according to this theory. Restitution Recipient Results were gathered using the criterion that most respondents agreed that pay were commensurate with work put in, but disagreed that incentives were provided in line with business policies. These findings demonstrate that the corporation pays its workers fairly since the earnings or salaries are commensurate with the work and sacrifices they make. Employee performance will rise as a consequence, increasing employee satisfaction with the business. In addition, it is intended that businesses would focus more on offering incentives to staff members in order to prevent conflicts resulting from incentives that fall short of employee expectations, since this will also have an impact on worker performance.

Research by Cahyaningrum et al. (2019) and Istifadah et al. (2019) supports the findings of this study; however, research by Rianda et al. (2022) contradicts this finding by demonstrating that remuneration has no discernible impact on worker performance.

## 2. Discipline towards employee performance

The original sample value for the hypothesis on the impact of discipline on employee performance was 0.296, indicating a positive value below zero and a T statistic of 2.590. It is concluded from this result that discipline has a positive and significant influence on employee performance, with the better the discipline having a significant impact on the better employee performance. The t statistic value is more than the t table ( $t_{stat} < 1.960$ ) and the P-values are 0.010, a value less than 0.05. Findings: While the greatest average of respondents agreed that workers arrived on time, the least disciplined respondents did not believe that workers checked work equipment on a frequent basis. Employees are aware of the rules and discipline of the organisation, which helps them to arrive at work on time. Your job will be finished on schedule and in compliance with rules if you arrive on time. It is required of employees to constantly inspect work equipment and to focus more on workplace safety. In the event that there is damage to the work equipment, this will ensure that the task is completed without any problems.

Adipradana et al. (2021) and Kustanto et al. (2019) reported similar study findings, demonstrating the beneficial and substantial impact of discipline on employee performance. Munir et al.'s (2020) study, in contrast to other studies, indicates that discipline has no discernible impact on worker performance.

## 3. Compensation for Job Satisfaction

The original value of -0.070, which is negative, supports the hypothesis that compensation has no significant effect on job satisfaction. The t statistic value of 0.698 is less than the t table ( $t_{stat} > 1.960$ ), and the P-value is 0.485, which is more than 0.05. These findings support the conclusion that compensation does not significantly affect job satisfaction. Outcomes The majority of respondents agree that the pay offered is commensurate with the amount of work put in. This indicates that the company's pay is commensurate with what employees anticipate, which naturally leads to increased employee happiness. Fitriah (2020), who was previously backed by Wijayanto et al. (2020), asserts that pay has a positive and significant impact on job satisfaction. This is in contrast to earlier research by Lili Meilasari et al. (2020), which indicates that compensation has no discernible impact on job satisfaction.

#### 4. Discipline on Job Satisfaction

The original sample value of 0.632, which is above zero and below one, supports the hypothesis that discipline has a positive impact on job satisfaction. The T statistic for this relationship is 8.740. It can be concluded from these results that discipline has a positive and significant impact on job satisfaction, with the better the discipline, the greater the impact on job satisfaction. The t statistical value is more than the t table ( $t_{stat} > 1.960$ ) and the P-Values is 0.000, the value is less than 0.05. Outcomes The majority of respondents agree that workers arrive at work on time. This indicates that adherence to relevant attendance policies set out by the organisation serves as a form of punishment for workers. This may lead to a gain in employee satisfaction from all sides. The findings of this study are consistent with those of Moh Askiyanto et al.'s research from 2023; Rafika Rachmaniah's research from 2022 claimed that discipline has a strong and favourable impact on work satisfaction. This, however, differs from earlier study by Putri & Kustini (2021), which shown that work satisfaction is not significantly impacted by discipline.

#### 5. Job Satisfaction on Employee Performance

Since the value is both above and below one, the T statistic (3.107) indicates that the hypothesis on the relationship between job satisfaction and employee performance, as determined by the initial sample of 0.350, is positive. These findings demonstrate that the P-Values are 0.002, less than 0.05, and the t statistic value is more than the t table ( $t_{stat} < 1.960$ ). Therefore, it follows that if job satisfaction is high, employee performance is also high, i.e., higher job satisfaction will have a greater impact on higher employee performance. Findings: While the highest responder is very agree that employees have helpful coworkers, the lowest respondent is quite agree that salaries are adequate to satisfy daily necessities. This implies that all employees collaborate and support one another's work on a daily basis. There will be a resultant effect on improved performance.

The findings of this study align with those of D. Soelistya et al.'s research from 2023; Muslih et al.'s research from 2022 also indicated a positive and substantial relationship between work satisfaction and employee performance. This contrasts with the findings of earlier study by Fauziek & Yanuar (2021), which shown that employee performance is not significantly impacted by work happiness.

## **6. Compensation for Employee Performance Through Job Satisfaction Mediation**

The impact of compensation on employee performance is a hypothesis. The impact of compensation on job satisfaction and employee performance is a hypothesis. Since the value of 0.072 is both over zero and below one, the first sample result is positive. P-value is 0.033 and T statistic is 2.130. There is a substantial impact if the P-value is less than 0.05 and the t statistical value is more than the t table ( $t_{start} > 1.960$ ). Thus, it is said that via organisational job satisfaction, compensation has a major impact on employee performance. Findings: While the greatest proportion of respondents felt that workers were accountable for the duties assigned, the lowest percentage agreed that staff members responded quickly to new assignments.

According to the T statistic, satisfaction is a partial mediator, meaning that the direct impact will be more effective in raising employee performance since the direct effect is larger at 7,906 than the indirect effect, which is 2,130. Similar studies have been conducted by Ayu et al. (2020); Suwandi et al. (2021) have shown that, via work satisfaction acting as a mediating variable, salary has a considerable and indirect impact on employee performance. As opposed to Azizah's (2020) study, which claims that job happiness cannot operate as a mediator in the link between pay and worker performance.

## **7. Discipline towards employee performance as a mediator of job satisfaction**

Assuming that job satisfaction influences employee performance via discipline, the first sample result of 0.221 is positive, meaning that it is both above zero and below one. The P-value is 0.007 and the T statistic is 2.722. It has a substantial impact since the P-values are more than 0.05 and the statistical t value is greater than the t table ( $t_{start} < 1.960$ ). It follows that work happiness does not affect employee performance in terms of discipline. Findings: While the majority of respondents felt that workers were accountable for the duties assigned, the lowest percentage agreed that staff members responded quickly to new assignments.

It may be concluded that satisfaction is a partial mediation and that the direct impact will be more effective in raising employee performance based on the T statistic findings, where the direct effect is valued at 2,590, more than the indirect effect of 2,722. Research findings by Bambang (2019) and Adipradana et al. (2021) demonstrating that discipline has an indirect and substantial impact on employee performance via work satisfaction as a mediating variable confirm this. Susanti et al.'s study from 2022, in contrast, demonstrates

that work pleasure cannot operate as a mediator in the link between employee performance and punishment.

## CONCLUSION

The discussion demonstrates that the relationship between compensation, discipline, and job satisfaction directly affects employee performance in a positive and significant way. Work discipline also positively and significantly affects job satisfaction, but compensation has no positive or significant effect on either of these variables. As a mediating influence, it demonstrates how satisfaction can fully mediate the relationship between discipline and compensation on employee performance. For this reason, it is critical to feel satisfied at work in order to improve performance, and it is also critical to pay attention to employee compensation and work discipline.

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