



Mediating of Job Satisfaction in Improving Employee Performance with The Role Of Empowerment And Work Discipline

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ABSTRACT

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Performance is the embodiment of work produced by a person, group of people or teams in an institution or organization. This study aims to find factors that can improve employee performance with empowerment, work discipline, and job satisfaction. This research was conducted at the Department of Trade, Industry, and Cooperatives of Small and Medium Enterprises in Serang City with a population of 62 all employees drawn into the sample with a total sampling / saturated sampling technique. The data collection technique using questionnaire dissemination with an interval scale of 1 strongly disagrees until 10 strongly agrees. The data was analyzed using SEM with SmartPLS. The results showed that empowerment has a significant positive effect on employee performance. Labor discipline has an insignificant effect on employee performance. Empowerment has a significant positive effect on job satisfaction. Work discipline has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction can partially mediate the influence of empowerment on employee performance. Therefore, job satisfaction becomes full mediating by the influence of work discipline on employee performance.

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1. INTRODUCTION

Human resources or employees are one of the cornerstones of the strength of meaningful agencies in an organization and are often said to be determinants in order to achieve organizational goals; therefore, organizations need human resources or high-performance employees who can automatically achieve predetermined organizational goals (Haryadi et al., 2021; Hestin, 2020; Noe et al., 2014). Human resources in each agency, as a determinant of success in the business field, are an important power base and various other resources. Thus, individuals become important implementers who want to drive various power bases in the organization; therefore, preparing a plan that provides complete weaning in human resources must have high-quality performance. (Haryadi et al., 2022; Sinambela, 2019). Employees are an essential part of the organization in comparison with other parts of the capital; by controlling technology and other resources, so the individual himself organizes another (Haryadi, D, 2022). Trust is a valuable element needed to create and maintain conducive bonds in the workplace (Rahmatullah et al., 2022).

Performance is a form of work produced by a person or group of people or teams in an institution or organization in the form of work obtained following the main tasks and functions, and responsibilities in the organization or institution to achieve the vision and mission of the organization (Sake et al., 2020). Employee performance has a significant role for the organization or institution



because an employee's performance will contribute to the achievement of organizational functions, which in the end will also contribute to the achievement of organizational goals (Saputro, 2021). One of the success rates of employees is how they can carry out their duties responsibly in an effort to achieve organizational goals by referring to the organization's vision, mission, and goals (Pariesti, 2021). Therefore, the behavior of employees is decisive in order to fulfill demands and responsibilities following the required standards of conduct, so that in the end, it will produce the desired result of the organization is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned to him (Paais & Pattiruhu, 2020).

To be able to improve employee performance, it can be done by empowering employees (Tania et al., 2021). Empowerment is an empowerment program designed to delegate authority and authority by leadership to its followers and give responsibility to them. All this can improve the status and recognition of empowered employees (Grose et al., 2019). Empowerment can encourage the formation of initiatives and responses so that all problems experienced can be solved quickly and flexibly. Employees can freely get things done without having to tell more than they feared in response to their directives (Agyemang-Duah et al., 2019). Empowerment is a way to produce employees to be better able to solve a work-related case (Kundu et al., 2019).

In addition, the empowerment that can improve employee performance can be done, namely by applying work discipline (Haryadi et al., 2022). A discipline is a form of observance of written or unwritten rules. Work discipline is always expected to characterize human resources in an organization because this makes the organization run well and achieve goals well (Uloli et al., 2019). Disiplin work is an aspect used by leaders to communicate with employees so that they are willing to change behavior and make efforts to increase their awareness and willingness to comply with all rules and norms (Isnaini et al., 2020). Work discipline is an employee's desire to comply with the rules and regulations applied in the environment (Roy & Sumartik, 2021).

To be able to improve employee performance, in addition to the role of employee empowerment and the application of work discipline as a supporting aspect of improving employee performance, job satisfaction factors can also support successful performance (Andyanto et al., 2018; Ekowati et al., 2021; Haryadi et al., 2022). Job satisfaction is an exciting or inextricable emotional state in which employees perceive their profession. Job satisfaction describes people feeling toward their performance (Tabansa et al., 2019). Job satisfaction is a riveting emotional state from evaluating a person's work and what they think about it (Hutagalung et al., 2020). Job satisfaction is also referred to as someone's feelings, wishful thinking, and actions which are someone's actions that lead to work in a team/group (Romi et al., 2020).

The Office of Trade, Industry and Cooperatives, Small and Medium Enterprises of Serang City is a supporting element for the duties of the Regional Head, which is led by the Head of the Service, who is domiciled under and responsible to the Mayor through the Regional Secretary. The Office of Trade, Industry, and Cooperatives of Small and Medium Enterprises of Serang City has the task of carrying out the preparation and implementation of regional policies in the fields of trade, industry, the field of cooperatives, the field of market management, and the field of Micro, Small and Medium Enterprises. The primary duties of the Department of Trade, Industry and Cooperatives, Small and Medium Enterprises of Serang City based on Regional Regulation Number 7 of 2016 concerning the Establishment of the Organizational Structure of the Serang City Regional Office, have the task of carrying out regional government affairs based on the principle of autonomy and assistance duties in the fields of Industry, trade and cooperatives, Small and Medium Enterprises. The conditions of increasingly fierce competition and the tendency to change at any time, which is also accelerating, require Government Agencies to continue to make adjustments to improvements. These adjustments must be made in a consistent and sustainable policy stage to increase performance accountability oriented towards achieving optimal results and benefits. Performance Accountability cannot be separated from the strategic plan of Government agencies which is built in order to determine the determination of performance in the relevant Year in the five-Year planning cycle.

The Strategic Plan is a strategic, tactical planning document that describes a portrait of regional development problems, as well as an indication of the list of program activities that will be carried out to solve problems in a planned and gradual manner through APBD financing by prioritizing the

authority owned in other fields following the top priorities. As a reference for the implementation of development, the Strategic Plan must implement the Vision, Mission, Objectives, and Strategy. The direction and what an organizational unit wants to achieve can, in principle, be seen from the Vision and Mission of the unit to be implemented.

From the Service Targets of the Small and Medium Enterprises, Industry, and Trade Cooperative Service, the 2021 Target has been determined based on the existing KPIs, including the percentage of healthy cooperatives 6.77%, the percentage growth of Micro Enterprises, 5.49%, Realization of micro-businesses that have increased into businesses small 0.08%, Realization of price stability of essential commodities 72.73%, Market Percentage in good category 55.56%, and the achievement of trade GDP contribution of 28.20%. This is not as expected by the agency.

The following are the differences in research results from previous studies on empowerment variables on employee performance and in research results from previous studies on work discipline variables to employee performance. Research conducted by Ahmad & Manzoor, (2017), research by Ekowati et al., (2021), and research by Rumman et al., (2020) noted in the results of their research that empowerment has a positive and significant influence on employee performance. This means that the higher the implementation of empowerment carried out by management, the more employee performance will increase. However, in contrast to the results of research conducted by Sudargini, (2021), research by Laksono et al., (2021), and research by Alfiana, (2020), in the results of his research noted that empowerment did not have a significant effect on employee performance. Employee empowerment has not been carried out properly, so the level of concern for work has not been embedded in employees. Helpless employees will feel that they do not form a sense of recognition, dissatisfaction at work, and no less commitment to existing employees.

Research conducted by Abdulrab et al., (2018) study Safitri & Solihah, (2020); thus, research Setiyawan (2020) gives an opinion on the results of his research, in this case, can provide objective reasons for management to pay more attention to organizational support in employees experienced employees. Intellectual empowerment by observing the opinions and safety of employees, respecting their participation, sharing encouragement when needed, giving them more time, and focusing on aspects to prove their support for each employee, since this is to improve action in their work.

Research by Maryani et al. (2021) and thus the research of Sunarsi et al. (2021) and research Amri & Mamdani (2021) explained in the results of their research that a discipline is a form of compliance or discipline to legal regulations, both recorded and unrecorded. Discipline in activity activities continues to be relaxed, so that employee performance abilities continue to increase. Discipline is seen not only from the attendance level but also from the work of employees who are on time, on target, right on service, and following development programs in the regions.

Research conducted by Alkahtani et al. (2021) thus, the research of Hestin (2020) describes the results of his research given by administrators to their employees because leaders are worried that helpless employees will result from them will feel dissatisfied, so they will neglect their work. Eventually, it will give employees a low level of recognition of their professional bond with the team's goals, and the consequence is a low level of job satisfaction and commitment.

Research conducted by Budirianti et al. (2020) so that, the study by and the study of Purnamasari et al. (2021) explained in the results of his research Work discipline is an aspect and perception of understanding for its workers to be able to carry out the obligations that have been established where the formation does not present itself but must be built through official or non-official learning and the guidance contained in each employee must be raised with ability. Work discipline is a tool that leaders use to talk to employees so that they want to change attitudes and increase understanding and willingness to comply with all agency regulations and legal and social norms.

In the study of Al-ali et al. (2019) then, the study of Octaviannand et al. (2017), and the study of Pawirosumarto et al. (2017), the results of his research elaborated that it elaborated his opinion that job satisfaction is a pleasant condition in each employee at the time of carrying out his duties. Job satisfaction is personal in that everyone has different levels of satisfaction, depending on their inherent norms. Every employee in his workplace wants to get satisfaction. Job satisfaction is a typical attitude towards workers, which shows the difference between their appreciation and the amount they believe they should get.



To facilitate the course of the research, the author makes an overview of the research model so that the author will know what will be studied following the formulation of research questions and objectives. The author examines four variables, including empowerment, work discipline, job satisfaction, and employee performance, which can be observed in the figure below:



Figure 1. Research model

2. Method

This research researcher uses a descriptive quantitative method with a causal approach, which is a study that will look for and measure casual interaction between variables in the form of relationships, influences, impacts, and effects of exogenous variable intarsia on endogenous variables or through antecedent variables as designs or as factors and part of strategies designed and developed in management science. This research was conducted at the Office of Cooperatives, Industry, and Trade of Serang City. Then the population objects in this study were employees of the Cooperative, Industry, and Trade Office of Serang City with a total sample of 62 employees. Then the researchers pulled the population into a sample of all employees who became residents with saturated sampling techniques or total sampling, meaning that all employees of the Serang City Cooperative, Industry and Trade Office, as many as 62 people, were analyzed by filling out a questionnaire in the form of statements and questions with an interval scale using the number 1 significantly disagreed with up to 10 very pleasant. After collecting the data, the preparation began with designing the data using Microsoft Excel. Next, the researcher began to process the data with inferential analysis using the Smart PLS version 3.29 program based on Structural equation modeling (SEM). To test the data, the researchers conducted an outer model analysis, including a validity test by looking at the value of the loading reactor on each indicator in the model. It is invalid that each indicator has a value of >0.70 . After passing the validity test, the researcher looked at the reliability value, including the CA and CR values of >0.70 and the AVE value of >0.50 . After completing the outer loading analysis, researchers analyzed the inner model by looking at the value of R^2 to determine how much the exogenous variable contributed to the endogenous variable. Then, the researchers continued the bootstrap test to determine the causal interaction of direct and indirect influences through antecedent variables. The causal influence, expressed as influential by looking at the t-statistical value of the $> t$ -table, is expressed as a significant p-value of the bandage value with significance (p-value $> \text{sig } 0.05$).

3. Results And Discussion

In this study, the authors will examine four variables, including two exogenous variables, empowerment and work discipline, during the job satisfaction variable as an antecedent variable. The endogenous variable is employee performance. Although data analysis techniques in this study use inferential statistics, the complete results of the study can be studied in the explanation below:

3.1 Inferential Statistics

Test the Validity and Reliability of the Outer Model. Before getting into the bootstrap test, the author tests the level of correctness on each indicator of each variable to determine the value of the loading factor. Each indicator has a good value in the range of > 0.70. The following validity results can be presented in the figure below:

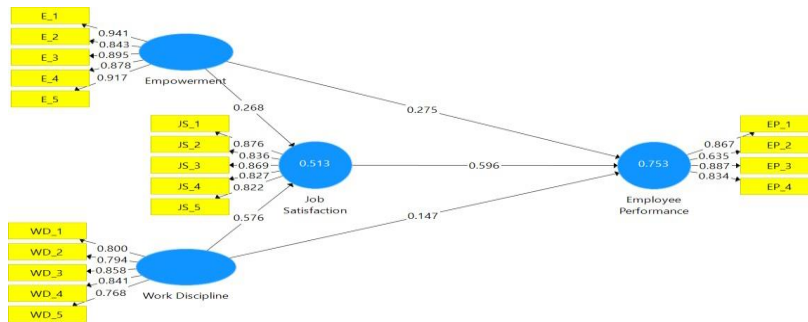


Figure 2 External Model Test Results

In model 2, the author explains that one indicator has a value of < 0.70, namely, the indicator (EP_2) has a value of 0.635 so it must be eliminated before the researcher conducts another test (Ghozali. Me & Latan. H, 2015; Joe F. Hair et al., 2020; Kock, 2018). Therefore, the following are the results of the second outer model test; researchers can present the results of the outer model test as follows:

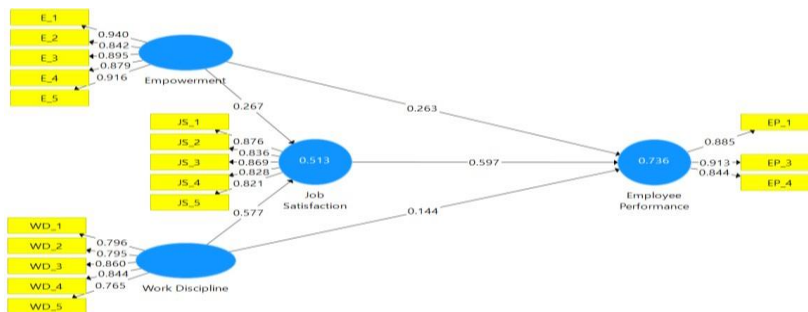


Figure 3 External Model Test Results

From model 3, it can be seen that each indicator in each variable has a good value, that is, in the range of >0.70. In addition to looking at the validity criteria in the outer model test, to see the values (CA), (CR), and (AVE) can also be seen in the table as follows:

Table 1
Composite Reliability of Cronbach Alpha
(Reliability and Validity)

Variable	CA	CR	AVE
Employee Performance	0,856	0,912	0,777
Empowerment	0,938	0,953	0,802
Job Satisfaction	0,901	0,926	0,716
Work Discipline	0,872	0,907	0,661

Based on table 2, to meet the reliability criteria, each variable must be in the range of >0.70. (Ghozali. Me & Latan. H, 2015; Sarstedt et al., 2021; Schuberth et al., 2022). In each variable in this

study, the value (CA) is in the range of >0.70 , the value (CR) is >0.70 , and the Value (AVE) is 0.70 . so it can be concluded that it meets the reliability criteria.

3.2 Bootstrap Live Effect Test Results

The result of the hypothesis is expressed acceptance if the statistic t value $>$ the table T (1,960) or the p-value < 0.05 (Hair et al., 2021). For example, this result can be seen in the figure and table below:

Table 2
Bootstrap Live Effect Test Results

Direct Effect of Path Coefficient				
Hypothesis	Variable effects	Coeffisient	T Statistics	P-value
H1	Empowering → Hiringe Performance	0,263	2.702	0.007
H2	Work Discipline → Employee Performance	0,144	1.782	0.075
H3	Empowerment → Job Satisfaction	0,267	2.047	0.041
H4	Work Discipline → Job Satisfaction	0.577	5.493	0.000
H5	Job Satisfaction → Employee Performance	0.597	6.662	0.000

Based on the results of the study, table 3 explains related to the results of testing the hypothesis of direct influence, among others:

H1: the first hypothesis states that empowerment has a significant positive effect on employee performance as evidenced by a coefficient value of 0.263, a statistical t-value gain of 2.072 $>$ a table of 1.96 t, a p-value of 0.007 $<$ a sig of 0.05.

H2: the labor discipline variable had an insignificant positive effect on employee performance as evidenced by the acquisition of a coefficient value of 0.144, a statistical t-value gain of 1.782 $<$ t of table 1.96, a p-value of 0.075 $>$ a sig of 0.05.

H3: the empowerment variable has a significant favorable influence on job satisfaction, as evidenced by the acquisition of a coefficient value of 0.267, a statistical t-value gain of 2.047 $>$ t table 1.96, a p-value of 0.041 $<$ a sig of 0.057

H4: the variable work discipline has a significant positive effect on job satisfaction as evidenced by the acquisition of a coefficient value of 0.577, a statistical t-value gain of 5.493 $>$ t of table 1.96, a p-value gain of 0.00 $<$ a sig of 0.05.

H5: the job satisfaction variable positively affects employee performance as evidenced by the coefficient value of 0.597, with a statistical t-value gain of 6.662 $>$ t table 1.96 and a p-value of 0.000 $<$ a sig of 0.05.

The following authors present the interaction of indirect influences between variables more specifically can be observed in the following table:

Table 3
Bootstrap Indirect Effects

Direct Effect of Path Coefficient				
Variable effects	Cohesionent	T Statistics	P-value	
Empowerment → job satisfaction → Employee Performance	0,160	1.980	0.048	
Work Discipline → job satisfaction → Employee Performance	0,344	4.402	0.000	

From the results of the study, table 4 shows the influence of mediation, including job satisfaction, can be a mediation between the influence of empowerment on employee performance as evidenced by a coefficient value of 0.160, the acquisition of a statistical t value of 1,980 $>$ t table 196, a p-value of 0.048 $<$ a sig of 0.05. so that for the indirect influence of the job satisfaction variable to be the mediator between the job satisfaction table becomes the mediator between the table of the influence of work discipline on employee performance, as evidenced by the acquisition of a coefficient value of 0.344, the acquisition of a statistical t value of 4.402 $>$ t table 1.96 and a p-value of 0.000 $<$ 0.05. Nevertheless, the mediation of the two is more dominant than the influence of mediation.



3.1 Discussion

a. The Effect of Empowerment on Employee Performance

The first findings in this study suggest that empowerment has a significant positive effect on employee performance. Following the hypothesis that the author has formulated in the previous chapter. The statistical values prove that there is a significant influence. Empowerment is an empowerment program designed to delegate authority and authority by leadership to its followers and give responsibility to them. All this can improve the status and recognition of empowered employees (Grose et al., 2019). Therefore, to be able to improve employee performance, it can be done by empowering employees. This research supports previous research conducted by Abdulrab et al. (2018) study by Safitri & Solihah (2020) according to the study of Setiyawan (2020), which states that there is a significant empowerment influence on employee performance.

b. The Effect of Work Discipline on Employee Performance

The second finding in this study suggests that work discipline has an insignificant effect on employee performance. The presence of an insignificant influence between work discipline on employee performance is evidenced by the results of statistical values. A discipline is a form of observance of written or unwritten rules. Work discipline is always expected to characterize human resources in an organization because this makes the organization run well and achieve goals well (Uloli et al., 2019). In this study, the second hypothesis was rejected, which means that it does not support the hypothesis that the author formulated in the previous chapter. This research is not in line with previous research conducted by Maryani et al. (2021) according to the research of Sunarsi et al. (2021) and research by Amri & Ramdani (2021), which states that work discipline has a significant effect on employee performance. The results of this study are in line with research conducted by Sanggarawati et al. (2021), Candana et al. (2020), and Rizqika (2020), which stated that work discipline does not have a significant effect on employee performance.

c. The Effect of Empowerment on Job Satisfaction

The third finding in this study suggests that empowerment has a significant favorable influence on job satisfaction. A significant positive influence of empowerment on job satisfaction is evidenced by the results of statistical profits. Empowerment can support the formation of initiatives and responses so that all problems experienced can be resolved quickly and flexibly. Employees can freely get things done without having to tell more than they feared in response to their directives (Agyemang-Duah et al., 2019). Therefore, increasing employee job, satisfaction can be done by increasing empowerment. This study's results support the hypothesis already formulated in the previous chapter by the author. This research supports the previous research conducted by Alkahtani et al. (2021) as a study by Choi et al. (2016), then Study the Hestin (2020) in the results of his research stated that empowerment has a positive and significant influence on job satisfaction.

d. The Effect of Work Discipline on Job Satisfaction

The fourth finding in this study shows that work discipline significantly impacts job satisfaction. A positive and significant influence of work discipline on job satisfaction has been proven by the acquisition of statistical values. This impact is the dominant impact. Work discipline is the dominant factor because one of the successes of employees for agencies/organizations is high employee work discipline. Work discipline is an employee's desire to comply with the rules and regulations applied in the environment (Roy & Sumartik, 2021). This study's results support the hypothesis already formulated in the previous chapter by the author. This research supports previous research conducted by Budirianti et al. (2020) as well as the study of Sudiarditha et al. (2019) and the study of Purnamasari et al. (2021) in the results of their research stated that work discipline has a significant favorable influence on job satisfaction. The higher the work discipline an employee has, the higher the job satisfaction.

e. The Effect of Job Satisfaction on Employee Performance

The fifth finding in this study suggests that job satisfaction has a significant positive impact on employee performance. The existence of a significant positive impact on job satisfaction on employee performance has been proven by the acquisition of statistical value. This impact became the most dominant impact on this study. When job satisfaction has been ingrained in an employee, the employee's commitment will be built so that the feeling of wanting to move to another place will be



lower, and satisfied employees with a high spirit will remain in the organization. Job satisfaction is a riveting emotional state from evaluating a person's work and what they think about it (Hutagalung et al., 2020). Job satisfaction is also referred to as someone's feelings, wishful thinking, and actions which are someone's actions that lead to work in a team/group (Romi et al., 2020). This research is in line with previous research conducted by Al-ali et al. (2019); the study by and the study of Pawirosumarto et al. (2017) in their research stated that job satisfaction has a positive and significant influence on employee performance. The higher the job satisfaction, the higher the employee performance.

4. Conclusion

From the study results, the authors concluded that empowerment and job satisfaction partly positively affect employee performance. To be able to improve employee performance can be done by increasing empowerment and job satisfaction. Partial work empowerment and discipline positively and significantly influence job satisfaction. Increasing job satisfaction can be done by increasing empowerment and work discipline. Labor discipline has an insignificant effect on employee performance. Therefore, to improve the performance of employees, it is necessary to pay attention to labor discipline. If the employee's work discipline is high, the employee's performance will automatically be high.

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