THE INFLUENCE FACTORS EMPLOYEE JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN THE PPKUKM ADMINISTRATIVE CITY OF EAST JAKARTA

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ABSTRACT

This study analyzed the effect of compensation, work environment, and human resources quality through job satisfaction on employee performance. This research is important to describe job satisfaction as a positive feeling towards one's job and as a result of evaluating one's performance. It is expected that the existence of intervening variables can be an academic innovation. The research sample was 124 people with simple random sampling. The research approach is a quantitative method. Data collection techniques were carried out by interviews and closed questionnaires with an interval scale of 1 to 5 gradation. The data analysis technique used SmartPLS Ver4.0. The findings of the study showed that compensation and work environment did not have a positive and significant effect on job satisfaction. While the human resources quality had a positive and significant effect on job satisfaction. Compensation and environment also did not have a positive and significant effect on employee performance while the human resources quality had a positive and significant effect on employee performance. Compensation and work environment did not have a positive and significant effect on employee performance through employee job satisfaction while the human resources quality had a positive and significant effect on employee performance through employee job satisfaction.
Keywords: Work Environment, Human Resource Quality, Employee Job Satisfaction, Employee Performance

INTRODUCTION

Along with the current changes in globalization, we often find several problems that cause an agency/company to fail in achieving its goals, either because of the inability to compete and adapt to current technological advances or because of the low performance of human resources themselves in the agency/company, even though as we all know that humans are the most important factor in the success or failure of an agency/company in achieving its goals. Effectiveness and efficiency in a company are essential so that the company can have competitiveness or superiority over competitors (Triharyati & Nursita, 2020), so that the company can survive in a world of tight competition. Human resources in this case play a role in the company, so educated and ready-to-use workers are needed to support the development of the company. For an agency/company, human resources have a very important role and element, Panggabean (2004, hal. 15), defines human resource management as a process consisting of planning, organizing, leading, and controlling activities related to job analysis, termination of employment to achieve predetermined goals. Handoko (2018, hal. 4), defines human resource management as the recruitment, selection, development, maintenance,

and use of human resources to achieve both individual and organizational goals. It can be concluded that human resource management is a process of planning and developing human resources to achieve individual and group goals.

The institution that was originally called The Department of Cooperatives and SMEs of the DKI Jakarta Province, has now changed its name to the Department of Industry, Trade, Cooperatives, and Small and Medium Enterprises of the DKI Jakarta Province. The name is the result of the merger of two institutions, namely the Cooperatives and SMEs Office with the Industry and Trade Office. The merger of the two institutions occurred in 2020. By merging these two institutions, the scope of work of each institution also became one. This merger did not just happen, in 2009 became the Department of Industry and Energy. Then the two institutions just merged in 2020 and merged them into the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises, or the Department of PPKUKM DKI Jakarta. Meanwhile, the task of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises of the DKI Jakarta Province is to organize government affairs in the fields of industry, trade, cooperatives, and small and medium enterprises. Improving a strong and

quality economy, the development of a prosperous, productive, sustainable, and globally competitive Jakarta City, Making Jakarta a city that advances public welfare, through the creation of jobs, stability and affordability of basic needs, increasing social justice, accelerating infrastructure development, ease of investment and business, and improving spatial planning management, therefore this institution should provide positive direction to human resources to achieve predetermined goals efficiently and effectively (Dinas PPKUKM, 2020).

The factor that is very important in PPKUKM Sub-Agency (with the term SUDIN in Indonesia) in improving Performance, namely the existence of Compensation that is by the Performance and Rules that have been set, is an employee's appreciation of the goals and concentration of energy, which appears in the form of initiative, effort, and persistence that leads to organizational goals. Compensation is a fairly sensitive issue for employees, because compensation is a motivator for someone to work, and affects morale and work discipline. Compensation (reward) is a tool used by management or leaders to appreciate employee performance (Chelangat & Gachunga, 2016). Reward also means the benefits obtained by employees that are financial and non-financial through the work process and its relationship with the company. This means that the reward is not just a monthly salary but also includes the development of employee values which are different according to their functions and duties (Armstrong & Brown, 2010).

Sunyoto (2012, hal. 29), defines compensation as a network of various sub-processes to provide rewards to employees for carrying out work and to motivate employees to achieve the desired level of achievement. Gaol L. (2014, hal. 310) defines compensation as something received by employees, either in the form of money or not money as a reward given for employee efforts (employee contributions) that they provide to the organization. It can be concluded that compensation is a reward given for what employees have dedicated to their agency/organization. Furthermore, the factor that is very important in improving the performance of PPKUKM Sub-Agency is the work environment. In working, everyone cannot be separated from their environment. Optimizing a person's work performance can also be influenced by the work environment they have. The work environment as one of the factors that can affect employee performance must also be considered by the company. This is because good work environment

conditions will provide work motivation for employees to complete their workload. The work environment is everything that is around the workers and influences them to carry out the tasks assigned (Ferawati, 2017). The better the work environment a person has, the better their work performance. According to Farizki and Wahyuati (2017), the work environment is also the suitability of the work environment which can be seen from the length of time the work is carried out to complete a workload, of course, the good and bad work environment will speed up or slow down a person's work process.

A good and pleasant working environment means that the company has shown employees that they are appreciated and made the work they do more enjoyable. The working environment according to Sedarmayanti in Pratama and Wismar'ein (2018) is "all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group". Thus the working environment can be divided into 2 basic categories, namely; Physical Work Environment is everything physical that is around a person's workplace and has a direct and indirect influence on his work. For example; the height of the table and chair will affect the ergonomics of workers, a safe working atmosphere in moving, and the level of noise from outside and inside the room. Non-physical Work Environment is all conditions that may occur in a person's workplace that can affect their performance psychologically. For example; working relationships between workers and superiors, subordinates, and including co-workers. The working environment has been widely studied by previous researchers including Ferawati (2017), Farizki and Wahyuati (2017); Pratama and Wismar'ein (2018), Siagian and Khair (2018), Rahmawati *et al* (2014), Riyanto *et al* (2017).

In addition to compensation and work environment, the human resources quality at PPKUKM Sub-Agency also greatly influences the success of this agency, this is because this agency operates in a regional institution designed to focus more on local needs and provide more targeted services. With the increasing technology and digitalization, this agency has begun to adopt information technology solutions to support industrial and trade activities. For example, an e-commerce system for MSMEs and a digital platform to facilitate cooperative registration and administration. Focus on sustainability, innovation, and economic inclusion are part of the latest policies. New programs include support for the

creative industry, digital market development, and efforts to strengthen cooperative and MSME networks by utilizing the latest technology. So it must have a workforce that has good quality. The Human Resources (HR) quality can be obtained from 2 basic factors, namely internal and external. Internal includes the natural characteristics of HR and its value before joining the company and external is the development and training of HR after joining the company where he works. Internal factors are usually obtained from the educational track record obtained by employees, previous work experience, and unique values that exist in him such as speaking style, analytical skills, and other skills that have been attached to him. External factors are obtained from orientation programs, training, and education from the company (Fauzy & Adji, 2023).

Job satisfaction is also an important factor in improving employee performance because it is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline, and work performance (Hasibuan, 2021, hal. 202). According to Mangkunegara (Mangkunegara, 2021, hal. 117), job satisfaction is related to dimensions such as turnover, absenteeism rate, age, job level, and size of the company organization. Performance is the expected result after making a certain effort. Performance can also be interpreted as the result of work during a certain period with the scale of effort given both in terms of targets, time, and energy that have been agreed upon in advance (Maryoto, 2000). Performance is also something that can be measured and can usually be used as an assessment of a person which reflects his ability to complete the tasks given during a certain period. The higher the quality and quantity of a person's work results, the higher their performance (Fauzi & Nugroho A., 2020).

Job satisfaction of a person can indeed be different because its nature is a personal expectation to achieve something in work can be in the form of prestige, rank, status, salary, and others. Job satisfaction is an expression or attitude of a person that describes his emotional side in enjoying and liking his work (Hasibuan, 2021). HR Job Satisfaction has several aspects such as; first, job satisfaction consciously or unconsciously will affect the values and desires of the employee; second, different employees will have different views on the benchmark of job satisfaction; third, job satisfaction depends on the employee's perception, both objective and subjective. Thus, when employees get a perception of their work according to their performance, job satisfaction will be created.

The performance of PPKUKM Sub-Agency employees can be seen from the Employee Performance Assessment. By looking at the Employee Performance Assessment, a person's overall success during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets, goals, and criteria, where in 2021 the Job Assessment Predicate with "B" was the lowest during 4 period of 2020-2023. The following is the Employee Performance Assessment of the Cooperatives and SMEs Service of DKI Jakarta Province, PPKUKM, East Jakarta Administrative City, in 2020-2023, in Table 1 below:

Table 1 Employee Performance Assessment of PPKUKM Sub-Agency

Years	Target (%)	Performance Assessment Standards (%)	Average Performance Rating (%)	*Job Assessment Predicate*
2020	100	88.8	88.0	Excellent (A)
2021	100	88.8	79.6	Good (B)
2022	100	79.6	89.0	Excellent (A)
2023	100	89.0	87.8	Excellent (A)

Source: General Administration Sub-Section of PPKUKM Sukdin (2024)

Based on the data gathered from Table 1, the performance standard is determined by looking at the previous performance achievement value. The average assessment of the performance of PPKUKM Sukdin Employees in 2020 showed a figure of 88.0 percent (Excellent) even though it still decreased from the previous year in 2019, which was 88.8 percent, while in 2021 it decreased again by 79.6 percent (Good), in 2022 it increased again by 89.0 percent (Excellent), and in 2023 it decreased again by 87.8 percent (Excellent). Referring to the data above, it can be seen that the performance of PPKUKM Sukdin employees is still in the good performance category because it is in the range of 70-90 percent. However, if examined further, the performance of PPKUKM Sukdin employees from 2020-2023 has fluctuated. This shows that the fluctuations that occur can be

caused by problems in human resource management in the East Jakarta PPKUKM Sukdin. Therefore, the researcher intends to analyze further so that fluctuations occur through the variables that the researcher raised in this study.

In addition to the above phenomena, researchers have found a research gap related to the problems of Compensation, Work Environment and Human Resource Quality on Employee Performance and Employee Job Satisfaction. The variables raised in this study in influencing employee performance apparently cannot guarantee an increase in employee performance. An intervening variable is a variable whose position functions as an interrupter or intermediary located between the independent (free) and dependent (bound) variables so that the independent variable cannot directly influence the change or emergence of the dependent variable (Sugiyono, 2021). Robbins and Coulter (2018) describe job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. It is hoped that the presence of an intervening variable can be an academic innovation. The hypotheses built, supporting theories, and research methods used also mostly refer to the latest reference year. Based on the background above, this research aims to analyze each of the Compensation, Work Environment, and Human Resource Quality affects to the Employee Performance through Job Satisfaction as an Intervening Variable at the Sub-Agency of Industry, Trade, Cooperatives, Small and Medium Enterprises of East Jakarta Administrative City in 2024.

LITERATURE REVIEW AND RESEARCH FRAMEWORK MODEL
Human Resource Management
Andrew F. Sikula (Sikula, 1990, hal. 4), personnel administration is the implementation of human resources (man power) by and within an enterprise (personnel administration is the placement of people into a company). Implementation of human resources is the procurement, placement, indoctrination, training and education of human resources. Human Resource Management (HRM) generally refers to a strategic approach to managing human aspects in an organization (Mangkunegara, 2021, hal. 1). HRM involves planning, organizing, directing, and controlling various activities related to human resources in achieving organizational goals. According Schuler, HRM is a comprehensive arrangement effort to run a professional business and produce the desired business goals. HRM is

needed to achieve business goals both in terms of profit and other goals as desired by the business management. Management is needed so that organizational activities have clear corridors and rules, to be able to plan, to be able to achieve the desired targets and to be able to anticipate various possibilities of business risk (Sutrisno, 2019, hal. 12).

Compensation
Humans work also to earn money to meet their life needs. That is why an employee begins to appreciate hard work and increasingly shows loyalty to the organization so that the organization gives awards for employee work performance, namely by providing compensation. To increase employee productivity, compensation can be provided so that employees work enthusiastically in carrying out their duties. In essence, providing compensation is one of the steps in improving employee performance. According to Machmudah Enny Widyaningrum (2019, hal. 37), compensation can be defined as a form of reciprocity given to employees as a form of appreciation for their contribution and work to the organization. Compensation is all forms of financial returns and benefits received by employees as part of an employment relationship and the purpose of compensation is: (i) fulfillment of employee economic needs or as a guarantee of economic security for employees. (ii) encourage employees to be better and more active. (iii) show that the organization is making progress. (iv) show the organization's appreciation and fair treatment of its employees (there is a balance between the input given by employees to the organization and the output or the amount of compensation given by the organization to employees) (Akbar, 2021, hal. 125,127). According to Hadari Nawawi (Nawawi, 2017, hal. 101), compensation indicators are as follows: (1) Obeying the rules, namely employees are required to follow the rules that must be obeyed; (2) Having responsibility for the company, namely the responsibility given by the company; (3) Willingness to work together, namely the condition where coworkers can work together in completing work; (4) A sense of belonging to the existence of the company, namely a sense of belonging of employees to all developments that occur in the company; and (5) Harmonious interpersonal relationships in the company, namely the condition of the relationship between workers in the company

Work Environment
According to Afandi (2021, hal. 51), the work environment is something that exists in the workers' environment that can influence them in

carrying out their tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process (Karina, Gadzali, & Budiarti, 2020). The work environment is an atmosphere where employees carry out their daily activities. A conducive work environment provides a sense of security and allows employees to work optimally. Furthermore, work environment indicators according to Afandi (Afandi, 2021, hal. 70) are as follows: (1) Air; regarding this air factor, which is often the air temperature and the amount of water vapor in the air. (2) Color; is one of the important factors in increasing the efficiency of employee work, especially color will affect their mental state by using the right color on the walls of the room and other tools, the joy and calmness of the employee's work will be maintained. (3) Lighting; sufficient that emits appropriately will increase the efficiency of employee work because they can work faster, make fewer mistakes and their eyes do not get tired quickly. (4) Sound; to overcome the occurrence of noise, it is necessary to place tools that have loud sounds, such as typewriters, telephones, motorbike parking, and others. In a special room, so as not to disturb other workers in carrying out their duties.

Human Resource Quality

Considering the importance of the role of HR, every company must pay attention to the quality of its HR, because by maintaining the HR quality, employees can automatically contribute more optimally to the company. HR quality is the ability to carry out tasks and can be interpreted as employees who have knowledge and can help the company to compete (Aisyah, Utami, Sunardi, & Sudarsih, 2017). Human resource development is to improve the abilities of workers by equipping them with the information, abilities, and perspectives expected to carry out their responsibilities now and in the future. Human resource development helps representatives by working on their capacities, abilities, mentalities, and obligations to more likely achieve projects and organizational goals. Human asset enhancement is known by several names. The most common way to expand the information and abilities of representatives. Preparation and improvement are ways to further develop representative execution and company achievements (Monalis, Rumawas, & Tumbel, 2020). According Atika and Mafra

(Atika & Mafra, 2021, hal. 358), said that the indicators of human resource quality are as follows: (1) Intellectual quality; the capacity to perform various tasks such as thinking, reasoning, and solving problems is included in the category of intellectual quality. For various legitimate reasons, individuals in most civilizations place a high value on intelligence. (2) Education; job needs are the improvement of mastery of various skills, expertise, and knowledge based on real and regular work activities to be able to carry out and complete the tasks assigned to them. Education is an important part of this process. (3) Understanding the Field; every worker has the capacity and work skills, as well as integrity, to excel in a particular profession; with these talents and skills, he can commit to a particular task and achieve the best results. (4) Ability; to perform activities that require endurance, skill, strength, and other comparable attributes. Following extensive research into the various criteria required in hundreds of vocations, nine basic talents involved in carrying out tasks have been determined. (5) Work enthusiasm; spirit to work more actively and productively by eliminating errors in the workplace, strengthening the sense of responsibility, and completing tasks within the allocated time is what motivates people to complete their work.

Employee Job Satisfaction

Based from Robbins & Coulter (2018, hal. 111), job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. A person with high job satisfaction has positive feelings about the job, while a person with low job satisfaction has negative feelings. Satisfaction as an employee's pleasant or unpleasant feelings about their work, this feeling can be seen from the employee's good behavior towards their work and all things experienced in the work environment (Handoko, 2018, hal. 193). The indicators of job satisfaction include: (1) Work Content; does the work done by a person have satisfying elements? (2) Wages; the amount of payment received by a person as a result of the implementation of work is by the needs that are felt to be fair. (3) Promotion; the possibility of a person being able to develop through promotion. (4) Supervisor; a person who always gives orders or instructions in the implementation of work. (5) Coworkers; who help each other in completing work (Afandi, 2021, hal. 82).
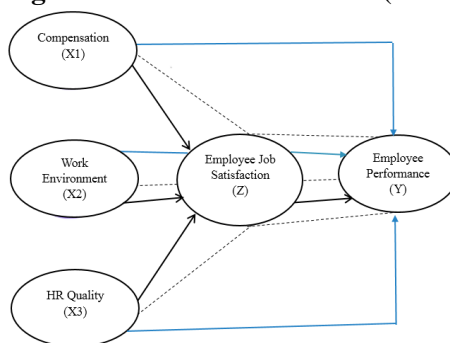
Employee Performance

According to the Gibson *et al.* (2009), performance is the level of achievement of employees in achieving job requirements

efficiently and effectively, which is very important because the performance of the organization depends on the performance of its employees. Employee performance is the results produced by a particular job function or activities in a particular job during a certain period of time, which shows the quality and quantity of that work (Adhari, 2021, hal. 77). Organization leaders are very aware of the differences in performance between one employee and another. Even though the employees work in the same place, they still have different performances if they are different in different places. Performance indicators are quantitative and qualitative measures to describe the level of achievement of organizational goals and objectives, both at the planning stage, implementation stage, and post-activity stage. In addition, performance indicators are also used to ensure that day-to-day performance shows progress toward achieving the goals and objectives of the organization concerned. According to Yulianto (2020, hal. 9), there are five indicators used to measure an employee's performance, these indicators include: (1) Work Quality; which is measured through employee perceptions of quality/perfection that describe employee skills and abilities (2) Work Quantity; is the amount produced expressed in terms such as number, units, number of activity cycles completed. (3) Timeliness; is the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for activities. (4) Effectiveness; is the level of use of organizational resources (labor, money, technology, raw materials). (5) Independence; is the employee's ability to carry out their work functions.

Research Framework Model

Schindler (2022) explains that the model framework is a model concept to provides an overview of the relationship between factors that have been identified as being crucial to a problem in research. Research conducted by Sinollah (2011); Sulasri and Suhardi (2017); Sudaryana (2020) and concluded that compensation can significantly influence the improvement of employee performance, while research from Lakoy (2023), and Agung Aditya Saputra (2021) concluded contradictory results that compensation cannot significantly influence the improvement of employee performance. Furthermore, research from Wahyudi & Suryono (2006), and Yantika *et al.* (2018) also concluded that the Work Environment can significantly influence the improvement of employee performance, while research from Agustinus Setyawan (2018) concluded contradictory results that the work environment cannot significantly influence the improvement of employee performance. Then, research conducted by Apriansyah & Roni (2023) and Oktaviani *et al.* (2020) concluded that the human resources quality can significantly influence the improvement of employee performance, while research from Sibagarin (2013) concluded contradictory results that the human resources quality is not able to significantly influence the improvement of employee performance. The yields of the research gap above are one of the attractions for researchers to reduce the gap by including an intervening variable, i.e., Employee Job Satisfaction. The following is the framework model in this study in Figure 1 below:

Figure 1. Research Framework (2024)

The alternative hypothesis proposed by this study as a direct effect of employee job satisfaction and also employee performance variable is stated as follows:

$H_1 \rightarrow$ Compensation affects to increase the Employee Job Satisfaction

$H_2 \rightarrow$ Work Environment affects to increase the Employee Job Satisfaction

$H_3 \rightarrow$ HR Quality affects to increase the Employee Job Satisfaction

$H_4 \rightarrow$ Compensation affects to increase the Employee Performance

$H_5 \rightarrow$ Work Environment affects to increase the Employee Performance

$H_6 \rightarrow$ HR Quality affects to increase the Employee Performance

Research by Perkasa, Mariah, & Ajis (2019) found that compensation has a positive effect on employee performance, and job satisfaction also has a positive effect on employee performance. Both together significantly affect employee performance. This is reinforced by research conducted by Fauzi (2014) which shows that job satisfaction not only has a direct effect on performance but also strengthens the relationship between compensation and employee performance. This shows that employees who are satisfied with the compensation they receive tend to show better performance. A good work environment can affect employee performance and thus will increase employee job satisfaction. According to Alfi Rohmah's research (2018), it shows that the work environment has a positive and significant effect on employee performance, with job satisfaction as a mediating variable. Finally, with good quality human resources, employee job satisfaction can be increased and can influence employee performance. The alternative hypothesis proposed by this study using employee job satisfaction as an intervening variable is stated as follows:

$H_7 \rightarrow$ Compensation affects to increase the Employee Performance throught Employee Job Satisfaction

$H_8 \rightarrow$ Work Environment affects to increase the Employee Performance throught Employee Job Satisfaction

$H_9 \rightarrow$ HR Quality affects to increase the Employee Performance throught Employee Job Satisfaction

Research by Juniantara and Riana (2015) shows that job satisfaction has a positive and significant effect on employee performance, this is reinforced research by Iskhak (2022) also shows job satisfaction has a positive and significant effect on teacher performance, but different levels of significance. Thus, the last alternative hypothesis proposed in this study is:

$H_{10} \rightarrow$ Employee Job Satisfaction affects to increase the Employee Performance

RESEARCH METHODS

This study takes a causal research type by a quantitative approach in which identifies the extent and nature of cause-and-effect relationships between two or more variables (Mertler, 2022, hal. 108). A analysis quantitative is used to answer the aim research. The research instrument used a closed questionnaire given to PPKUKM Sub-Agency of on East Jakarta employees as respondents to obtain data on Compensation, Work Environment, and Quality through Employee Job Satisfaction towards Employee Performance.

The choice provided is the 'Likert' scale. According to Sugiyono (Sugiyono, 2021, hal. 147), this scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this study, researchers provided five alternative answers for respondents using a scale of 1-5 (Very Disagree until Very Agree). Measurement of the Compensation (X1) variable adopted five indicators with ten item statements: Obey the Rules, Be Responsible, Willingness to Work, Sense of Belonging, and Interpersonal Relationships (Nawawi, 2017). The measurement of the Work Environment (X2) variable uses four indicators with nine item statements: Air, Color, Lighting, and Sound (Afandi, 2021). The measurement of the HR Quality (X3) variable uses four indicators with ten item statements: Intellectual Quality, Education, Understanding the Field, Ability, and Work Spirit (Afandi, 2021). The measurement of the Employee Job Satisfaction (Z) variable uses five indicators with ten item statements: Job Content, Wage, Promotion, Supervisor, and Coworkers (Afandi, 2021). The measurement of the Employee Performance (Y) variable uses five indicators with ten item statements: Quality of Work, Quantity of Work, Punctuality, Effectiveness, and Independence (Yulianto, 2020). The sample in this study was 124 which was rounded off from the results of the calculation of the Slovin' formula at a score of 124.137 using a precision of 0.05. Based from the (Kaptein, Nass, & Markopoulos, 2010), the questionnaire as a means of collecting data is measured using an Ordinal scale. All of these instruments are measured using a Likert scale (Sani, Wiliani, & Husain, 2019).

The data analysis method in this study uses SEM (Structural Equation Modeling). SEM is a powerful analysis is powerful because it is not based on various assumptions, or it is a classification method where the dependent variable can only have two possible values, or logistic regression (Shah, Patel, Sanghvi, & Shah, 2020). This processing utilizes the SmartPLS Version 4.0 program; the phases of analysis carried out include outer model analysis (convergent validity, discriminant validity, and composite reliability), and inner model analysis to explain the causal relationship between variables X, Z, and Y. The SEM formulation is stated as follows:

$$Z : \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_1 \dots (1)$$
$$Y : \alpha + \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \beta_7 Z + e_2 \dots (2)$$

The hypothesis testing stage is carried out and decision-making is done by looking at the t-statistic value and probability value. The t-statistic value used is 1.96 so the criteria are Ha accepted and H_0 rejected when the t-statistic > 1.96 or if the p-value < 0.05 or vice versa.

RESULTS AND DISCUSSION
Results

Questionnaires were obtained from 124 employees from the PPKUKM Sub-Agency of East Jakarta.

The outputs SmartPLS Ver4.0 produce aged category among 20-35 years with 66 percent, with the majority of Bachelor degree of 58 percent. Based on the working period, the majority produce of 2-5 years is 48 percent. The cross loading value requires that the indicators in the questionnaire distributed to respondents have a value above 0.70. The loading factor in the final testing in Table 2 below:

Table 2 Loading Factor

	Z	Y	X1	X2	X3
X1.1	0.842	0.327	0.381	0.409	0.305
X1.2	0.754	0.294	0.256	0.283	0.221
X1.3	0.792	0.411	0.413	0.411	0.381
X1.4	0.826	0.453	0.429	0.47	0.443
X1.5	0.76	0.295	0.272	0.312	0.253
X1.6	0.742	0.244	0.222	0.222	0.216
X1.8	0.742	0.327	0.321	0.368	0.306
X3.1	0.334	0.583	0.778	0.774	0.535
X3.2	0.318	0.53	0.783	0.64	0.656
X3.3	0.32	0.575	0.789	0.778	0.546
X3.5	0.375	0.742	0.727	0.731	0.663
X3.6	0.383	0.695	0.808	0.756	0.629
X3.7	0.258	0.501	0.76	0.59	0.639
X3.8	0.308	0.661	0.751	0.633	0.633
X3.9	0.334	0.582	0.736	0.524	0.761
X3.10	0.412	0.739	0.833	0.736	0.744
Z_1	0.334	0.632	0.75	0.793	0.567
Z_2	0.367	0.618	0.801	0.793	0.582
Z_4	0.319	0.583	0.79	0.778	0.577
Z_5	0.363	0.635	0.66	0.761	0.543
Z_6	0.456	0.673	0.657	0.794	0.528
Z_7	0.349	0.585	0.609	0.816	0.457
Z_9	0.433	0.661	0.567	0.775	0.544
Y.2	0.337	0.589	0.733	0.513	0.769
Y.3	0.389	0.671	0.692	0.61	0.86
Y.5	0.349	0.638	0.585	0.583	0.771
Y.6	0.364	0.635	0.675	0.611	0.817
Y.7	0.233	0.511	0.658	0.48	0.786
Y.9	0.259	0.5	0.633	0.435	0.831
Y10	0.35	0.648	0.716	0.641	0.806
X2.1	0.236	0.793	0.541	0.486	0.526
X2.2	0.305	0.728	0.487	0.511	0.487
X2.3	0.445	0.803	0.636	0.69	0.572
X2.4	0.256	0.8	0.547	0.498	0.515
X2.5	0.267	0.778	0.482	0.524	0.494
X2.6	0.406	0.798	0.562	0.624	0.547
X2.7	0.357	0.709	0.778	0.712	0.626
X2.9	0.409	0.771	0.822	0.746	0.753

Source: Recapitulation from SmartPLS *Ver4.0* (2024)

The loading factor scoring (Table 2) in each variable is greater than the cross-loading value. Therefore, this shows that all indicators of all variables used in this study are declared 'valid'. So, the test can be continued to the next phase.

Table 3 Reliability and Validity Test

Variable Construct	Average Variance Extracted (AVE)	Cronbach's Alpha	rho_A	Composite Reliability (CR)
Employee Job Satisfaction (Z)	0.609	0.895	0.914	0.916
Employee Performance (Y)	0.598	0.904	0.910	0.922
Compensation (X1)	0.600	0.916	0.918	0.931
Work Environment (X2)	0.620	0.898	0.900	0.919
HR Quality (X3)	0.651	0.910	0.913	0.929

Source: Recapitulation from SmartPLS *Ver4.0* (2024)

Besides that, it also shows the results of the AVE score on each latent variable has a value > 0.5. Likewise Cronbach's alpha, rho_A, and CR of each variable. The smallest score is 0.895 is owned by Employee Job Satisfaction as an intervening variable from Cronbach's Alpha score. From these yields, Table 3 infers that internal consistency level can be said to be good and the statements used are reliable according to the field.

The SEM from the inner model is used to determine how well the designed model can explain the correlation between latent variables in the study (Hair, Black, Babin, & Anderson, 2019) (Evaluation of the structural model can be done by testing the Determination Coefficient (R^2), Predictive Relevance (Q^2), and Path coefficient (β),

Table 4 R-*Square*

	R-*Square* Score	*Adj.* **R-*Square*** Score
Employee Job Satisfaction (Z)	0.712	0.704
Employee Performance (Y)	0.825	0.809

Source: Recapitulation from SmartPLS *Ver4.0* (2024)

Table 4 is the produces of the *Adj.* R-*Square* using SmartPLS *Ver*4.0 is 0.704, meaning that the dependent variable Z (Employee Job Satisfaction) can describe 70.4 percent of its independent variables (Compensation, Work Environment, and HR Quality). While other variables exlude the model and error elucidate the remaining 29.6 percent. 2) The *Adj.* R-*Square*

score of the Employee Performance variable is 0.809, meaning that the dependent variable (Y) can describe 80.9 percent of its independent variables (Compensation, Work Environment, and HR Quality). While other variables exlude the model and error elucidate the remaining 19.1 percent.

Table 5 *Predictive Relevance* (Q^2)

	SSO	SSE	Q^2 (=1-SSE/SSO)
Employee Job Satisfaction (Z)	868,000	868,000	
Employee Performance (Y)	992,000	992,000	
Compensation (X1)	1116,000	1116,000	
Work Environment (X2)	868,000	444,399	0,488
HR Quality (X3)	868,000	474,841	0,453

Source: Recapitulation from SmartPLS *Ver4.0* (2024)

Table 5 is the produces of the Q2 test using SmartPLS Ver4.0 which overall has a value of more than 0. The Work Environmnt variable has a Q^2 score of 0.488 and the HR Quality variable is

0.453, which signifies that the model can elucidate the information in the data or has a good observation value.

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Table 6 Path Coefficients Yields

Path (Sign)	Coefficient	*Prob.* Significance (5%)	Inferes of Testing
X1 → Z	0.088	0.207	H_1 Reject
X2 → Z	0.837	0.000	H_2 Accept
X3 → Z	0.249	0.005	H_3 Accept
X1 → Y	0.204	0.022	H_4 Accept
X2 → Y	−0.228	0.039	H_5 Accept
X3 → Y	0.656	0.000	H_6 Accept
X1 → Z → Y	0.000	0.998	H_7 Reject
X2 → Z → Y	−0.070	0.225	H_8 Reject
X3 → Z → Y	−0.120	0.023	H_9 Accept
Z → Y	0.030	0.040	H_{10} Accept

Source: Data was processed using Smart-PLS *Ver*4.0 (2024)

Discussions

Compensation is often considered to be one of the main factors in job satisfaction. This includes salary, benefits, bonuses, and other benefits. However, if the results of the study show that compensation does not have a significant effect on job satisfaction, this could indicate that other factors may be more dominant. Many factors influence job satisfaction, including but not limited to the work environment, relationships with superiors and coworkers, opportunities for career development, work-life balance, and tasks and responsibilities that match interests and abilities. The coefficient score gathered for Compensation (X1) and Employee Job Satisfaction (Z) was 0.088 with a probability significant of 0.207, which inferred that Compensation is no affects to increase the Employee Job Satisfaction. Therefore, H_1 is Rejected. This study is strengthened by the statement according to Sedarmayanti (2019, hal. 263) that compensation is everything that employees will receive as a form of reward for employee work. Then, research by (Bunawan & Turangan, 2021), stated that compensation does not have a significant influence on job satisfaction, which in line with this study. Compensation refers to any form of reward received by employees in return for the work they do for the organization. Compensation includes not only salary or wages but also various other forms of rewards given to employees. Intellectual Stimulation Employees who are satisfied with their jobs or have a good work-life balance may be more focused on achieving their goals without relying too much on compensation If the compensation offered is not competitive or does not meet industry standards, employees may feel less motivated, but if it is by the standards, the difference may not be too significant. The coefficient score gathered for Compensation (X1) and Employee Performance (Y) was 0.204 with a probability significant of

0.022, it inferred that Compensation affects to increase the Employee Performance. Therefore, H_4 is Accept. This study is strengthened by the opinion according to Akbar, *et al.* (2021, hal. 125), compensation is all forms of financial returns and benefits received by employees as part of an employment relationship. Furthermore, according to Sutrisno (Sutrisno, 2019, hal. 181), "compensation is one of the important functions in human resource management (HRM)". Then, research by (Sulasri & Suhardi, 2017); (Sudaryana, 2020) stated that compensation can significantly influence the improvement of employee performance, which in line with this study.

Good relationships with coworkers and superiors can increase job satisfaction. A work environment that supports collaboration, open communication, and social support can create a positive atmosphere and increase satisfaction. Effective, fair, and communicative leadership and management styles also have a big influence. Leaders who understand employee needs, provide constructive feedback and appreciate team contributions can increase job satisfaction. A work environment that provides opportunities for personal and career development, such as training, promotions, and skill enhancement, can increase job satisfaction. Employees feel more motivated when they see growth opportunities. The coefficient score gathered for Work Environment (X2) and Employee Job Satisfaction (Z) was 0.837 with a probability significant of 0.000, which inferred that Work Environment is affects to increase the Employee Job Satisfaction. Therefore, H_2 is Accept. This study is strengthened by the statement according to Rahmawati *et al.* (2014) that The work environment is a social, psychological and physical life within a company that influences employees in carrying out their duties. Then, research by (Pangestu, Mukzam, & Ruhana, 2017), stated that work environment can

significantly influence the improvement of employee job satisfaction, which in line with this study. Employees have different needs and preferences when it comes to their work environment. Some employees may be greatly affected by factors such as lighting or noise, while others may not notice them. The work environment is inadequate or not varied enough to have a significant impact on performance. For example, if the work environment has only a small variation in terms of facilities or working conditions, then the differences may not be significant enough to affect performance. The coefficient score gathered for Work Environment (X2) and Employee Performance (Y) was minus of 0.228 with a probability significant of 0.039, which inferred that Work Environment is affects to decrease the Employee Performance. Therefore, H_5 is Accept. This study is strengthened by the statement according to Afandi (2021, hal. 65) that work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them. Then, research by (Subakti & Ma'ruf, 2021), stated that work environment does not have a significant influence on employee performance.

Quality human resources have good skills and abilities, which enable them to complete tasks efficiently and effectively. Employees who feel competent in their jobs tend to feel more satisfied because they feel capable of facing challenges and achieving expected results. Quality human resources are often more motivated and engaged in their work. They have the drive to achieve goals and make meaningful contributions to the organization. Employees who feel engaged and motivated are usually more satisfied with their jobs because they feel their work has meaning and impact. The coefficient score gathered for HR Quality (X3) and Employee Job Satisfaction (Z) was 0.249 with a probability significant of 0.005, which inferred that HR Quality is affects to increase the Employee Job Satisfaction. Therefore, H_3 is Accept. This study is strengthened by the statement according to Sedarmayanti (2019, hal. 59) that put forward Quality is a measure that states how far various requirements, specifications, and expectations have been met. While the general definition of Human Resources is power that comes from humans. Power that comes from humans can also be called energy or strength (energy or power). In essence, HR is in the form of humans who are employed in an organization as a driver to achieve the goals of the organization. Then, research by (Pratama & Katto, 2023), stated that HR can significantly influence the

improvement of employee job satisfaction, which in line with this study. HR quality also includes factors such as motivation and engagement. Motivated and engaged employees tend to be more committed to their work, show initiative, and strive harder to achieve organizational goals. High motivation can have a direct impact on performance. And HR quality in terms of leadership and management greatly influences employee performance. Effective leaders can provide clear direction, support, and constructive feedback, all of which can improve team and individual performance. The coefficient score gathered for HR Quality (X3) and Employee Performance (Y) was 0.656 with a probability significant of 0.000, which inferred that HR Quality is affects to increase the Employee Performance. Therefore, H_6 is Accept. This study is strengthened by the statement according to Edy Sutrisno (2019, hal. 20), "Human resources are the only resources that have feelings, desires, skills, knowledge, drive, power, and work (ratio, feeling, and will). All of these HR potentials influence the organization's efforts in achieving goals". But, research by (Sibagariang, 2013), stated that the human resources quality is not able to significantly influence the improvement of employee performance.

The coefficient score for Compensation (X1) and Employee Performance (Y) was 0.000 with a significance of 0.988 through Employee Job Satisfaction (Z), which means that Compensation has a positive and no significant influence on Employee Performance through Employee Job Satisfaction. Thus, H_7 is Rejected. Not all types of compensation have the same impact. Direct financial compensation such as salary may not always be directly related to job satisfaction or performance, while non-financial compensation such as recognition, development opportunities, or work flexibility may have a greater impact. If job satisfaction is not an effective mediator, there may be other, more relevant factors. Job satisfaction may not be the only or primary mediator between compensation and employee performance. This disagreed with research conducted by Fauzi (2014) which shows that job satisfaction not only has a direct effect on performance but also strengthens the relationship between compensation and employee performance. The coefficient score for Work Environment (X2) and Employee Performance (Y) was minus of 0.070 with a significance of 0.225 through Employee Job Satisfaction (Z), which means that Work Environment has a negavive and no significant influence on Employee Performance through

Employee Job Satisfaction. Thus, H_8 is Rejected. The specific context of the company or industry in which the research is conducted may influence the relationships between the variables. The work environment in a particular industry may not have a significant impact on employee job satisfaction or performance in that context. This disagreed with research conducted by Alfi Rohmah's (2018) which shows that the work environment has a positive and significant effect on employee performance, with job satisfaction as a mediating variable. The coefficient score for HR Quality (X3) and Employee Performance (Y) was minus of 0.120 with a significance of 0.023 through Employee Job Satisfaction (Z), which means that HR Quality has a negavive but significant influence on Employee Performance through Employee Job Satisfaction. Thus, H_9 is Accept. Human resource quality covers various aspects, such as skills, knowledge, experience, and individual competencies in the organization. High-quality human resources usually have good abilities, are knowledgeable, and experienced, all of which contribute to better work performance. positive or negative feelings of an employee towards their job. This can be influenced by various factors, such as the work environment, relationships with coworkers, compensation, and opportunities for self-development. Job satisfaction is often considered a mediator between human resource quality and employee performance. Employee performance refers to the extent to which an employee meets or exceeds expectations in their job. This involves productivity, work quality, efficiency, and contribution to organizational goals.

Employees who are satisfied with their jobs tend to be more motivated to perform their tasks well. Job satisfaction often increases morale and engagement, which in turn can improve performance. Job satisfaction can increase employees' emotional attachment to the company. Satisfied employees are more likely to have a sense of loyalty. Satisfied employees tend to have a higher commitment to their jobs. They may be more compliant with company policies and more willing to go above and beyond standard expectations, which contributes to increased performance. high, which can have a positive impact on their productivity and performance. The coefficient score gathered for Employee Job Satisfaction (Z) and Employee Performance (Y) was 0.030 with a probability significant of 0.040, which inferred that Employee Job Satisfaction is affects to increase the Employee Performance. Therefore, H_{10} is Accept. This study is strengthened by the statement according to Edy Sutrisno (2019, hal. 74), Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors. Then, research by (Riana & Juniantara, 2015), shows that job satisfaction is able to significantly the influence the improvement of employee performance.

CONCLUSION

This research aims to analyze the several factors for increasing Employee Performance through Job Satisfaction as an intervening variable at the Sub-Agency of Industry, Trade, Cooperatives, and Small and Medium Enterprises of East Jakarta Administrative City in 2024, where: (1) Each of the Work Environment and HR Quality variables affects to increase Employee Job Satisfaction, and also to Employee Performance significantly. (2) Compensation variables affect increased Employee Performance significantly, but not significantly for Employee Job Satisfaction. (3) Employee Job Satisfaction affects increased Employee Performance significantly. (4) Each of the Compensation and Work Environment variables does not affect an increase in Employee Performance significantly through Employee Job Satisfaction intervening, but HR Quality variables affect increased Employee Performance through Employee Job Satisfaction.

The results of this study can provide insight into the Sub-Agency of Industry, Trade, Cooperatives, Small and Medium Enterprises of East Jakarta Administrative City in 2024 about more effective leadership practices and strategies to improve employee performance so that employees can feel satisfied with their performance. Then, can maintain and improve the Compensation system by making efforts such as providing adequate and fair compensation to meet basic needs. This is done so that employee performance remains good because considering compensation is the main goal of employees who want to work and what happens if there is no improvement will greatly affect the performance of employees who may be worse than in previous years or even lose employees. Efforts to continue to provide a comfortable work environment must also be carried out because employee work results also depend on their emotional state which is largely influenced by the situation and conditions around the work environment. To maintain the human resources quality in an agency, this can be done by holding activities aimed at improving the human resources quality, for example by providing

training, giving awards to high-achieving employees, providing opportunities for potential employees to pursue education, and so on. These results indicate that increasing job satisfaction can be an effective strategy that can be implemented for employees, then emphasize making employees feel cared for and appreciated before they feel satisfied with their positions nowadays, giving them opportunities to carry out career development

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