

# **The Role of Job Satisfaction in Mediating the Quality of Work Performance of Employees at the Medan Sunggal Sub-district Office**

**Siti Arnisah, Mesra B., Elfitra Desy Surya**

## **Abstract**

*This study aims to analyze the influence of work quality on employee performance, both directly and indirectly through job satisfaction as an intervening variable at the Medan Sunggal Sub-district Office. This study uses a quantitative approach with a survey method. The population in this study is all State Civil Apparatus (ASN) at the Medan Sunggal Sub-district Office, as many as 90 people. The data analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of the SmartPLS 3.0 application. The results of the study show that work quality has a positive and significant effect on employee performance both directly and through job satisfaction. In addition, job satisfaction has been proven to have a positive and significant effect on employee performance. Job satisfaction also significantly mediates the influence of work quality on employee performance. These findings indicate that improving good work quality will drive higher job satisfaction, which ultimately improves employee performance.*

**Keywords:** Work Quality, Job Satisfaction, Employee Performance

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## Introduction

Quality public services are one of the indicators of the success of government agencies at the sub-district level. The Sub-district Office, as the spearhead of government services at the sub-district level, is required to have employees with good work quality in order to provide excellent service to the community. Work quality includes the ability of employees to complete tasks well, accuracy, punctuality, and responsibility in carrying out work (Sutrisno, 2020).

According to Wibowo (2021), the good quality of employee work does not only depend on technical competence, but also on attitudes and work behaviors that support the achievement of organizational targets. However, high work quality does not always automatically improve employee performance, because there are psychological factors that play an important role, namely job satisfaction.

Job satisfaction describes the extent to which employees feel happy and satisfied with their work, working conditions, and the rewards they receive from the organization. Robbins and Judge (2022) explain that satisfied employees will show higher loyalty, motivation, and work productivity. Employees who have good work quality, but do not feel satisfied, have the potential to not be optimal in showing their best performance.

Recent studies support this linkage. Research by Dewi and Pratama (2020) shows that work quality has a significant effect on employee performance through job satisfaction as a mediating variable in local government agencies. Likewise, a study by Sari and Ramadhan (2022) found that job satisfaction mediates the relationship between work quality and employee performance in the public sector. Research by Nasution and Siregar (2023) also confirms that high work quality increases job satisfaction, which has an impact on better employee performance.

However, at the Medan Sunggal Sub-district Office there are still several problems, such as delays in administrative completion, inaccuracies in document services, and lack of initiative by some employees to improve service quality. This shows that even if employees have adequate skills, their job satisfaction may not be fully formed, resulting in suboptimal performance.

Based on this description, this study was conducted to analyze the role of job satisfaction in mediating the influence of work quality on employee performance at the Medan Sunggal Sub-district Office. The results of this study are expected to be an input for sub-district leaders to pay attention to work quality and job satisfaction factors in an effort to improve employee performance, so that public services can run more effectively and professionally.

## Literature Review

### Employee Performance

#### Definition of Employee Performance

According to Mangkunegara (2017) "employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

### Employee Performance Indicators

According to Mangkunegara (2017), employee performance indicators include:

1. **Quality of Work**  
Quality of work measures how well an employee does what is supposed to be done, including thoroughness, neatness, and accuracy in working according to set standards.
2. **Working Quantity**  
Quantity of work measures how much work an employee produces in a given time, which can be seen from the speed at which each employee works.
3. **Task Execution**

Task execution measures how accurate an employee is in performing his or her duties and free from errors.

4. Responsibility

Responsibility refers to the awareness of the obligation to carry out the work properly and in accordance with the responsibilities given.

## **Job Satisfaction**

### **Definition of Job Satisfaction**

Greenberg and Baron (2020) job satisfaction is a worker's attitude towards their job as a whole and towards specific aspects of work, such as the type of job, the compensation system, and social relations in the workplace.

### **Job Satisfaction Indicators**

Indicators of job satisfaction according to Greenberg & Baron (2020):

- 1) The nature of the work
- 2) Working conditions
- 3) Pay and benefits
- 4) Social relationships at work
- 5) Opportunities for advancement
- 6) Organizational justice

## **Quality of Work**

### **Definition of Work Quality**

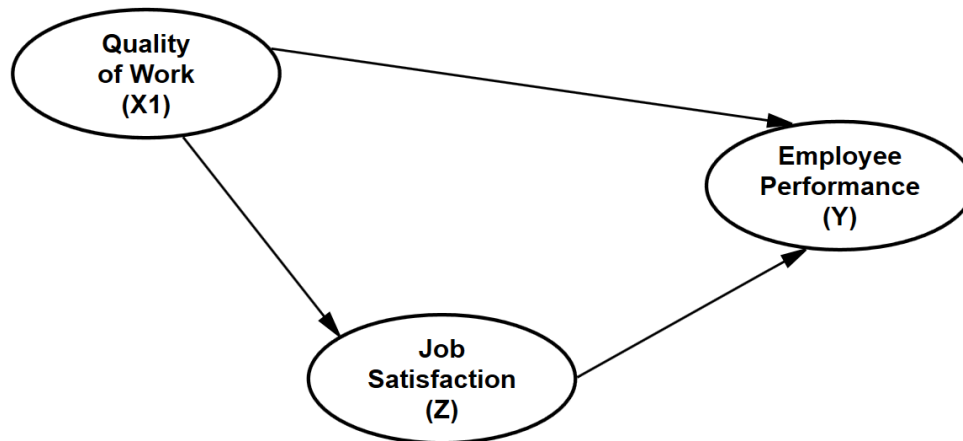
Robbins and Judge (2020) work quality as "the degree to which work outcomes meet performance standards and contribute to organizational goals," i.e. the extent to which work outcomes meet performance standards and support the achievement of organizational goals.

### **Work Quality Indicators**

Indicators of work quality according to Robbins (2020):

- 1) Timeliness  
The extent to which the work is completed according to the predetermined time.
- 2) Accuracy  
The level of error in the execution of the task; The fewer errors, the higher the quality of work.
- 3) Conformity to Standards  
Whether the work results are in accordance with the standards or procedures that have been set by the organization.
- 4) Productivity  
The amount of work that can be completed in a given time, while maintaining quality.
- 5) Responsibility for work  
The level of care and commitment of the individual in completing his or her duties and responsibilities.
- 6) Initiative  
The ability to take action without always having to be directed, including in overcoming work problems.

## Conceptual Framework



**Figure 1. Research Conceptual Framework**

## Research Hypothesis

- H1: The quality of work has a positive and significant effect on the performance of employees at the Medan Sunggal Sub-district Office.
- H2: Work quality has a positive and significant effect on job satisfaction at the Medan Sunggal Sub-district Office.
- H3: Job satisfaction has a positive and significant effect on employee performance at the Medan Sunggal Sub-district Office.
- H4: The quality of work has a positive and significant effect on employee performance through the job satisfaction of the Medan Sunggal Sub-district Office.

## Methods

### Types of Research

The type of research that the researcher uses is quantitative research. This type of quantitative research is carried out to make a study that aims to adjust a research and to analyze the quality of work on employee performance through job satisfaction at the Medan Sunggal Sub-district Office.

### Research Location and Research Time

The location of the research was conducted at the Medan Sunggal Sub-district Office, which is located on Jl. T.B. Simatupang No.193, Sunggal, Medan Sunggal District, Medan City. The research period was carried out for 3 months, from April to June 2025.

### Population and Sample

The population and sample in this study are all permanent employees at the Medan Sunggal Sub-district Office. The number of employees at the Medan Sunggal Sub-district Office is 90 ASN and 168 Honorary. However, the sampling was only for 90 employees with ASN status.

### Research Data Sources

The data source used in this study is primary data.

## Result and Discussion

### Outer Model *Analysis*

The *Outer Model* analysis using the *PLS Algorithm* yielded:

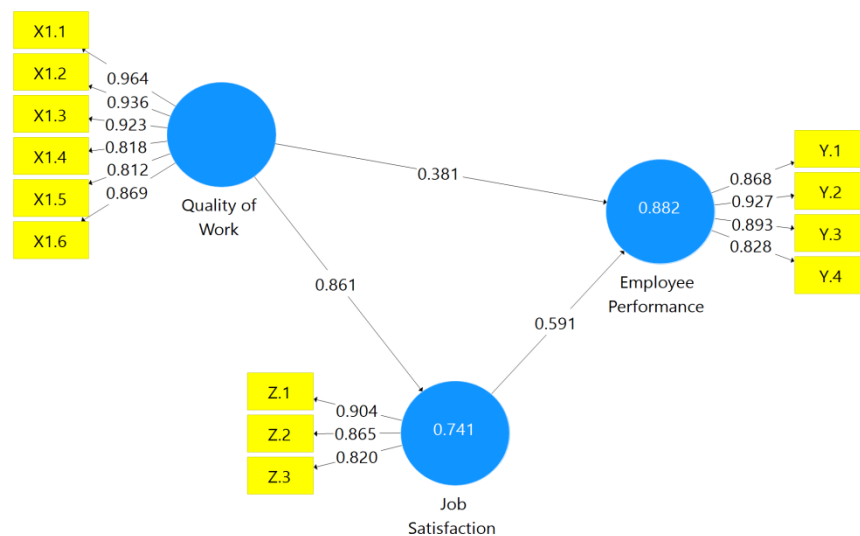
#### Validity Test

**Table 1. Value of Outer Loadings**

|      | Employee Performance | Job Satisfaction | Quality of Work |
|------|----------------------|------------------|-----------------|
| X1.1 |                      |                  | 0,964           |
| X1.2 |                      |                  | 0,936           |
| X1.3 |                      |                  | 0,923           |
| X1.4 |                      |                  | 0,818           |
| X1.5 |                      |                  | 0,812           |
| X1.6 |                      |                  | 0,869           |
| Y.1  | 0,868                |                  |                 |
| Y.2  | 0,927                |                  |                 |
| Y.3  | 0,893                |                  |                 |
| Y.4  | 0,828                |                  |                 |
| Z.1  |                      | 0,904            |                 |
| Z.2  |                      | 0,865            |                 |
| Z.3  |                      | 0,820            |                 |
|      |                      |                  |                 |

Source: PLS Smart Output, 2025

Based on the values in Table 1 above, showing the results of the outer model test through the loading factor / outer loadings value, all indicators in each variable have a loading value  $\geq 0.70$ . This shows that each indicator is able to represent a measured construct validly and robustly. Therefore, it can be concluded that all items in the questionnaire have met the criteria of convergent validity and can be used in subsequent analysis. For more details on the above values, you can see the following figure.



**Figure 1. Outer Loadings**

## Reliability Test

**Table 2. Construct Reliability and Validity Test**

|                      | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------------|------------------|-------|-----------------------|----------------------------------|
| Employee Performance | 0,902            | 0,906 | 0,932                 | 0,774                            |
| Job Satisfaction     | 0,828            | 0,829 | 0,898                 | 0,746                            |
| Quality of Work      | 0,946            | 0,950 | 0,957                 | 0,790                            |

Source: PLS Smart Output, 2025

From Table 2 above, the reliability test results show that Cronbach's Alpha and Composite Reliability values on all constructs have values above 0.70. This shows that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and feasible for use in structural model testing.

## Coefficient of Determination (R<sup>2</sup>)

In assessing a model with PLS it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

**Table 3. R Square Results**

|                      | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Job Satisfaction     | 0,741    | 0,737             |
| Employee Performance | 0,882    | 0,879             |

Source: Smart PLS, 2025

In table 3, there is an R square value in both dependent variables for the job satisfaction variable, there is an R square value of 0.821, meaning that the influence of work quality is 0.821 or 82.1%, the rest is in other variables outside the model. The R square value of employee performance is 0.871, meaning that the influence of work quality and job satisfaction is 0.891 or 89.1%, the rest is on other variables outside the model.

## Structural Model Testing (Inner Model)

Internal testing of the model or structural model is carried out to see the relationship between the constructs, the significance value of the research model. The structural model is evaluated by using R-square for dependent constructs.

## Hypothesis Testing

### Direct Influence Between Variables

The direct influence between variables can be seen in the value of *path coefficients*. The results of the data processing show the value of direct influence can be seen in the following table.

**Table 4. Path Coefficients (Direct Influence)**

|  | Original Sample | T Statistics | P Values | Conclusion |
|--|-----------------|--------------|----------|------------|
| Quality of Work -> Job Satisfaction      | 0,861           | 17,844       | 0,000    | Accepted   |
| Job Satisfaction -> Employee Performance | 0,591           | 3,486        | 0,001    | Accepted   |
| Quality of Work -> Employee Performance  | 0,381           | 2,082        | 0,038    | Accepted   |

Source: PLS Smart Output, 2025

In the results of Table 4, there are the following direct influence values:

1. Work quality has a positive and significant effect on job satisfaction with a t-statistical value of 17.844 above 1.96 and a significance of 0.000 below 0.05, meaning that work quality has a positive and significant effect on job satisfaction because the significance value is below 0.05. The results of this study are in accordance with the results of previous research, namely that work quality has a positive and significant effect on job satisfaction (Priyono, 2020).
2. Work quality has a positive and significant effect on employee performance with a t-statistical value of 3.486 above 1.96 and a significance of 0.001 below 0.05, meaning that work quality has a positive and significant effect on employee performance because the significance value is below 0.05. This research is in line with research conducted by Nasution (2020) which states that work quality has a positive and significant effect on employee performance at PT. Tamarind.
3. Job satisfaction has a positive and significant effect on employee performance with a t-statistical value of 2.082 above 1.96 and a significance of 0.038 below 0.05, meaning that job satisfaction has a positive and significant effect on employee performance because the significance value is below 0.05. Research by Basri & Rauf (2021) also states that job satisfaction has a positive and significant effect on employee performance.

### Indirect Influence Between Variables

The indirect influence between variables can be seen in the value of *specific indirect effects*, which can be seen in Table 5 below.

**Table 5. Specific Indirect Effects**

|   | Original Sample | T Statistics | P Values | Conclusion |
|---|-----------------|--------------|----------|------------|
| Quality of Work -> Job Satisfaction -> Employee Performance | 0,509           | 3,342        | 0,001    | Accepted   |

Source: Smart PLS, 2025

In table 5, there is an indirect influence between variables which will be explained as follows: Work quality has a positive and significant effect on employee performance through job satisfaction with a t-statistical value of 3.342 and a significance value of 0.001, meaning that job satisfaction plays an intervening variable between work quality and employee performance. Fajar & Susanti (2023) also stated in their research that work quality has a positive and significant effect on employee performance through job satisfaction.

### Conclusion

1. The quality of work has a positive and significant effect on the performance of employees at the Medan Sunggal Sub-district Office.
2. The quality of work has a positive and significant effect on job satisfaction at the Medan Sunggal Sub-district Office.
3. Job satisfaction has a positive and significant effect on employee performance at the Medan Sunggal Sub-district Office.
4. The quality of work has a positive and significant effect on employee performance through the job satisfaction of the Medan Sunggal Sub-district Office.

### Suggestion

1. In the work quality variable, it turns out that the indicator that has the lowest value is the statement "I am fully responsible for the results of my work". Agencies need to build a work culture that emphasizes the importance of individual responsibility for their work results, for example through performance-based evaluation systems, work ethics training, and rewarding employees who demonstrate high integrity. Thus, employee work ethic can continue to be systematically improved.
2. For job satisfaction with the statement "I have a good opportunity to develop a career where I work". Agencies are advised to continue to provide career development opportunities for employees, such as advanced training, fair promotions, and clear career paths. This will encourage employees to be more motivated in improving performance and loyalty to the organization.
3. Employee performance with the statement "I am always responsible for the work I do". Agencies should continue to encourage and maintain a work culture that emphasizes individual responsibility by giving appreciation to employees who show dedication and integrity in completing their tasks. This will strengthen work ethic and professionalism.

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