



# Effect of job satisfaction on employee performance with motivation as a moderating variable at Sekolah Menengah Kerjuruan Swasta (SMKS) Ki Hajar Dewantoro Tangerang City using the Structural Equation Modeling (SEM) method

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## ABSTRACT

SMKS Ki Hajar Dewantoro was established in 1986 located at Tangerang City. Maintaining the quality of education is the biggest challenge for every school in Indonesia where there are around 127 Vocational Schools in Tangerang City that have the potential to become competitors. Based on data from 2018 to 2021 there is a decrease in employee performance of 15% when compared to 2018, where employee performance in 2021 is 70%. Job satisfaction is a factor that influences employee performance, according to Endra (2021) states that job satisfaction has a significant effect on employee performance. On the other hand, motivation from 2018 to 2021 is known to have decreased employee motivation by 19% when compared to 2018 where employee motivation was only 65%. Based on these problems, it is known that there has been a decrease in employee performance in 2021 by 15%. Based on the calculation results using the Structural Equation Modeling (SEM) method, it can be concluded that a) job satisfaction has no effect on employee performance; b) Motivation has no effect on Employee Performance; and c) Motivation as a moderating variable strengthens the effect of Job Satisfaction on Employee Performance with a p-value of 0.028.

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## INTRODUCTION

SMKS Ki Hajar Dewantoro Tangerang City was founded in 1986 by Mr. Drs. H Muhidin on Jalan Buana Agung Raya No. 7 Pinang District, Tangerang City. The number of employees at the Ki Hajar Dewantoro Private Vocational High School (SMKS) in Tangerang City is 76 employees. Based on data from the Tangerang City Education and Culture Office, there are 127 Vocational High Schools (SMK), divided into 118 SMKs and 9 SMKN. This is certainly a challenge for the Ki Hajar Dewantoro Vocational School to be able to maintain the quality of education provided to students considering the large number of Vocational Schools in Tangerang City.

Nurjaya (in (Octavianti & Hamni, 2022) explains that performance is the real behavior displayed by each person as work achievement produced by employees in accordance with their role in the company. Robbins (in Paparang et al., 2021) states that employee performance is a function of the interaction between ability and motivation. Based on data on employee performance achievements at Ki Hajar Dewantoro Vocational School where there has been a decline in employee performance in the last 4 years, this can be seen from the average employee performance achievement which only reached 70%.

One of the factors that influences employee performance is Job Satisfaction, according to Abdurrahmat (in Paparang et al., 2021) job satisfaction is a form of emotional attitude that is pleasant and loves the work one does. Based on the results of previous research, it is known that job satisfaction has a significant effect on the performance of PT employees. Post Indonesia in Manado (Paparang et al., 2021). Research conducted at the Dazzel Company Yogyakarta shows that motivation and satisfaction have a positive and significant effect on employee performance (Paparang et al., 2021).

On the other hand, one factor that influences employee performance besides job satisfaction is motivation, motivation is an encouragement with the aim of being an encouragement or activator for someone as an effort in positive and even negative things (Haryadi et al., 2020). Based on employee motivation data at SMKS Ki Hajar Dewantoro from 2018 to 2021 it is known that there has been a decrease in employee motivation by 19% when compared to 2018 where the achievement of employee motivation in 2021 is only 65%.

Based on previous research at PT. Hasta Pusaka Sentosa Purbalingga knows that motivation has a significant effect on employee performance (Alfianika Maharani et al., 2023). Research conducted at PT. It is known that at Bank Rakyat Indonesia Tahuna Branch, motivation has a significant effect on employee performance (Goni et al., 2021).

Based on the problems above, it is known that the Ki Hajar Dewantoro SMKS is a decrease in employee performance that will occur in 2021 where one of the factors that affect employee performance based on previous research is Job Satisfaction and Motivation (Marseilla, 2022). Testing of job satisfaction and motivation variables carried out in previous research was to look directly at these two variables on employee performance, but in this study, researchers wanted to test the motivation variable as a moderating variable which would strengthen or weaken the influence of job satisfaction on employee performance (Gunawan et al., 2020). Therefore the title of the research taken is **“The Effect of Job Satisfaction on Employee Performance with Motivation as a Moderating Variable at Ki Hajar Dewantoro Private Vocational High School (SMKS) Tangerang City Using the Structural Equation Modeling (SEM) Method”**.

There are 3 formulations of the problem that will be analyzed in this study including (Ayu et al., 2020): 1) Is there an effect of Job Satisfaction on Employee Performance?; 2) Is there an effect of motivation on employee performance?; and 3) There is an effect of Job Satisfaction on Employee Performance with Motivation as a moderating variable?

## RESEARCH METHOD

### Type of Research

The type of research used is quantitative research, the quantitative method is a research method that is based on the philosophy of positivism, the purpose of using this method is to conduct research on a particular population or sample by collecting data using research instruments (Sedarmayanti, 2017).

### Research Variables

a. Independent Variable

The independent variable in this study is job satisfaction. Job satisfaction is an attitude of employees towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sedarmayanti, 2017).

b. Dependent Variable

The dependent variable in this study is employee performance. Employee performance has been widely used by experts in research in the field of human resource science besides that it is also widely used by practitioners in organizational decision making (Sedarmayanti, 2017)

c. Moderating Variable

The Moderating Variable in this study is Motivation. Motivation is an encouragement with the aim of being an encouragement or activator for someone as an effort in positive and even negative things (Sedarmayanti, 2017).

### Research Framework

The thinking framework in this study can be seen in the figure below where the Job Satisfaction variable has 5 indicators (Sherlie & Hikmah, 2020), the Motivation variable has 5 indicators and the performance variable has 5 indicators.

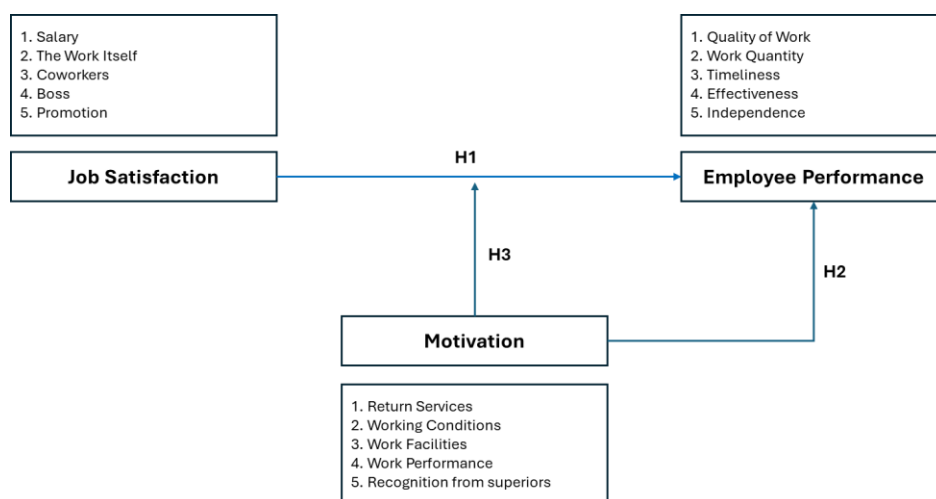


Figure 1. Research Framework

### Hypothesis Development

The hypothesis is a temporary answer to the formulation of the problem that has been stated in the form of a sentence (Hasibuan;Malayu, 2017). The hypotheses put forward in this study include:

- Ho1 : There is no significant influence between Job Satisfaction on Employee Performance at SMKS Ki Hajar Dewantoro
- Ha1 : There is a significant influence between Job Satisfaction on Employee Performance at SMKS Ki Hajar Dewantoro
- Ho2 : There is no significant effect between motivation on employee performance at SMKS Ki Hajar Dewantoro
- Ha2 : There is a significant influence between motivation on employee performance at SMKS Ki Hajar Dewantoro
- Ho3 : There is no significant effect between Job Satisfaction on Employee Performance and Motivation as a Moderating Variable at Ki Hajar Dewantoro Vocational High School
- Ha3 : There is a significant influence between Job Satisfaction on Employee Performance and Motivation as a Moderating Variable at Ki Hajar Dewantoro Vocational High School

### Population and Sample

The population used was all employees at SMKS Ki Hajar Dewantoro, Tangerang City, totaling 76 employees.

Sample is the number and characteristics possessed by the population. In this study, the samples obtained were 76 respondents or employees of SMKS Ki Hajar Dewantoro, Tangerang City (Soedarso, 2016).

**Data Collection Techniques**

- a. Primary data: Questionnaires are an efficient data collection technique if the researcher knows with whom the variables will be measured and what is expected of the respondents (Zebua et al., 2021). The questionnaire was made in the form of statements with answers referring to the Likert scale: Strongly Disagree (Score 1); Disagree (Score 2), Disagree (Score 3); Agree (Score 4) and Strongly Agree (Score 5)
- b. Secondary Data: The secondary data used is data sourced from literature studies and data originating from companies such as employee performance, attendance and other data that supports research (Saputro & Darda, 2020).

**Data Analysis Techniques**

Data analysis is an activity carried out after data from all respondents or other data sources has been collected. Activities carried out in conducting data analysis include grouping, tabulating data, performing calculations to answer the specified problem formula and carrying out calculations to test the research hypotheses that have been proposed (Ghozali, 2008). Structural Equation Modeling (SEM) is a combination of two analytical methods, namely factor analysis and path analysis into one comprehensive statistical method. Some of the steps carried out in the Structural Equation Modeling (SEM) method include (Desfitriady & Pandini, 2023):

- a. Validity test can be seen in the factor loading weight value of 0.50 or more which is considered to have strong enough validity to explain the latent construct (Ghozali, 2008).
- b. The reliability test can be seen if the Construct Reliability (CR) value is  $\geq 0.70$  and the variance extracted value is  $\geq 0.50$  (Ghozali, 2008).
- c. The Moderation Test is an approach that allows a relationship between an independent variable and the dependent variable that is influenced by other latent variables. Variables that allow the relationship between one variable and another variable are called moderating variables. One method that can estimate the moderating effect on a complex SEM is the Ping method. Ping (1995) in (Ghozali, 2008) states that a single indicator should be used as an indicator of a moderating latent variable. This single indicator is a multiplication between the indicator of the exogenous latent variable and the indicator of the moderator variable. For example, the relationship between X and Y is influenced by the latent variable Z. where Y is the manifest dependent variable while X and Z are latent variables and each has an indicator (Rozali & Kusnadi, 2020).
- d. Hypothesis testing is done by looking at the significant level of relationship between variables by looking at the P-value  $< 0.05$  (Ghozali, 2008).
- e. Goodness of Fit is used to test the model used in the study. According to (Ghozali, 2008), In the SEM analysis technique, several statistical tests are used to test the hypotheses of the developed model. The statistical test used to measure the level of fit of the model in research after the assumptions in the SEM are met. The criteria for Goodness of Fit are as shown in the table below.

**Table 1.** Goodness of Fit criteria

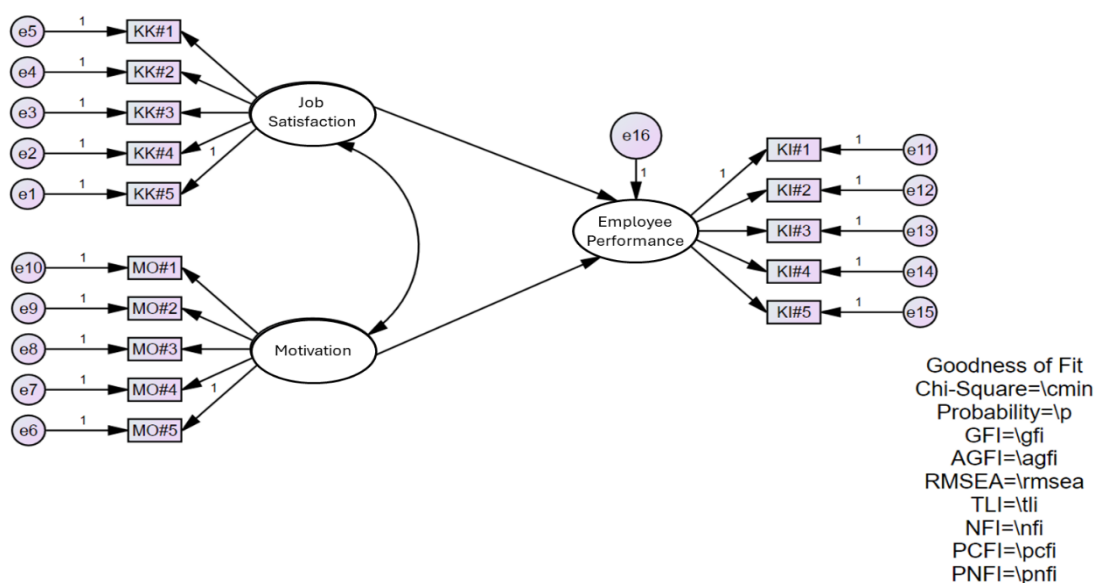
Criteria	Value
Chi-Square	0: Perfect FIT, the bigger the less fit
Probability	$\geq \alpha$ : FIT, the value of $\alpha$ that can be used is 5%, 1% and 10%
GFI	0: Unwell; 1: Perfect FIT; $\geq 0.9$ : FIT
AGFI	0: Unwell; 1: Perfect FIT; $\geq 0.9$ : FIT
RMSEA	$\leq 0,05$ : FIT ; $> 0,1$ : No FIT
TLI	0: Not FIT; 1: Perfect FIT; $\geq 0.9$ : FIT

NFI	0: Not FIT; 1: Perfect FIT; ≥0.9 : FIT
PCFI	0: Not FIT; the bigger the fit
PNFI	0: Not FIT; the bigger the fit

## RESULTS AND DISCUSSIONS

### Early Models

There are 5 indicators of Job Satisfaction, 5 indicators of Motivation and 5 indicators of Employee Performance as shown in figure 1 above(Mangkunegara, 2015).



**Figure 2.** Initial Research Model

### Validity Test

At this stage a validity test will be carried out where the test is carried out to find out whether the statements used in the questionnaire can be used on the research object being carried out and provide accurate results. Based on the output results generated using the AMOS application, it is known that all indicators in the variables used in the research are said to be VALID, this can be seen from the estimated value > 0.50(Aryata et al., 2023).

**Table 2.** Validity Test

				Estimate
KK#5	<---	Job Satisfaction		0,734
KK#4	<---	Job Satisfaction		0,594
KK#3	<---	Job Satisfaction		0,543
KK#2	<---	Job Satisfaction		0,741
KK#1	<---	Job Satisfaction		0,555
MO#5	<---	Motivation		0,724
MO#4	<---	Motivation		0,688
MO#3	<---	Motivation		0,68
MO#2	<---	Motivation		0,68
MO#1	<---	Motivation		0,577
KI#1	<---	Employee performance		0,794
KI#2	<---	Employee performance		0,806
KI#3	<---	Employee performance		0,585
KI#4	<---	Employee performance		0,921
KI#5	<---	Employee performance		0,848

**Reliability Test**

In the next stage, a reliability test will be carried out to check the consistency of the results throughout the research time, in various places and researchers, and in all parts of the test itself. Based on the test results using the AMOS software, it is known that all indicators in the Job Satisfaction and Motivation variables are declared unreliable because they have a CR value of <0.50. So it is necessary to do analysis to remove outlier data in order to obtain data reliability (Marendra et al., 2023).

**Table 3. Reliability Test**

Component	Job Satisfaction	Motivation	Employee Performance
CR	0,7723	0,8034	0,8962
AVE	0,4087	0,4510	0,6379

By looking at the outlier data, it was found that 10 data had a high Mahalanobis d-squared value so that data was removed in the study, namely respondent No. 49, 5, 37, 48, 59, 18, 27, 47, 36, 12. So that from 76 respondents, 66 respondents were obtained, which were then processed by data.

**Table 4. Data Outlier**

Observation number	Mahalanobis d-squared	p1	p2
49	51,429	0	0,001
5	51,069	0	0
37	46,356	0	0
48	46,055	0	0
59	39,684	0,001	0
18	37,655	0,001	0
27	36,981	0,001	0
47	33,796	0,004	0
36	33,382	0,004	0
12	31,473	0,008	0

After removing the data, it is tested for validity again and the output results obtained using the AMOS application are known that all indicators in the variables used in the study are said to be VALID, this can be seen from the estimated value > 0.50.

**Table 5. Validity Test 66 Data**

		Estimate
KK#5	<---	Job Satisfaction 0,833
KK#4	<---	Job Satisfaction 0,739
KK#3	<---	Job Satisfaction 0,657
KK#2	<---	Job Satisfaction 0,792
KK#1	<---	Job Satisfaction 0,575
MO#5	<---	Motivation 0,751
MO#4	<---	Motivation 0,747
MO#3	<---	Motivation 0,793
MO#2	<---	Motivation 0,769
MO#1	<---	Motivation 0,554
KI#1	<---	Employee performance 0,837
KI#2	<---	Employee performance 0,828
KI#3	<---	Employee performance 0,802
KI#4	<---	Employee performance 0,94
KI#5	<---	Employee performance 0,854

After testing again, the results of testing using the AMOS software found that all indicators in the study were declared RELIABLE, this can be seen from the values CR> 0.70 and AVE> 0.50.

**Table 6. Reliability Test 66 Data**

Component	Job Satisfaction	Motivation	Employee Performance
CR	0,8451	0,8475	0,9304
AVE	0,5259	0,5298	0,7285

**Test Moderation**

At this stage interaction testing will be carried out by looking at the effect of motivation as a moderating variable in strengthening or weakening the relationship between the independent and dependent variables which in this case is Job Satisfaction on Employee Performance(jhon fernos, 2023). Following below is the SEM model where motivation acts as a moderating variable.

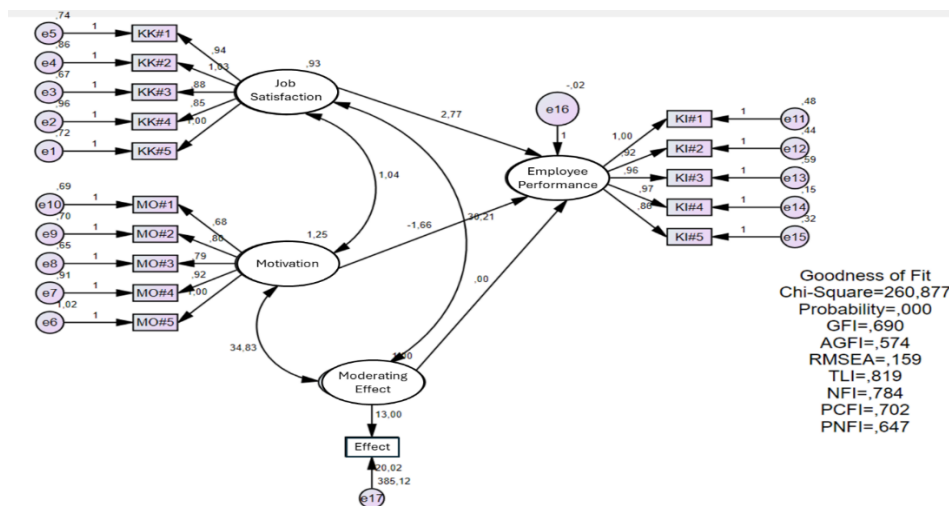


Figure 3. Moderation Effect

**Hypothesis Test**

Based on the results of tests conducted using the AMOS software, it was found that Job Satisfaction has no effect on employee performance. This can be seen from the p-value of 0.253 so that Ho1 is accepted while motivation has no effect on employee performance(Salim & Ernanda, 2023). This can be seen from the p-value of 0.427 so that Ho2 accepted. However, motivation also strengthens the effect of Job Satisfaction on Employee Performance, this can be seen from the p-value of 0.028 so that Ho3 is accepted.

Table 7. Hypothesis Test

			Estimate	S.E.	C.R.	P
Employee performance	<---	Job Satisfaction	2,774	2,425	1,144	0,253
Employee performance	<---	Motivation	-1,661	2,09	-0,795	0,427
Employee performance	<---	Moderation Effect	0,003	0,001	2,202	0,028

**Goodness of Fit**

At this stage a model suitability test will be carried out against the model being developed, from the results of the Goodness of Fit test it is found that most of the criteria have been declared Fit as shown in the table below.

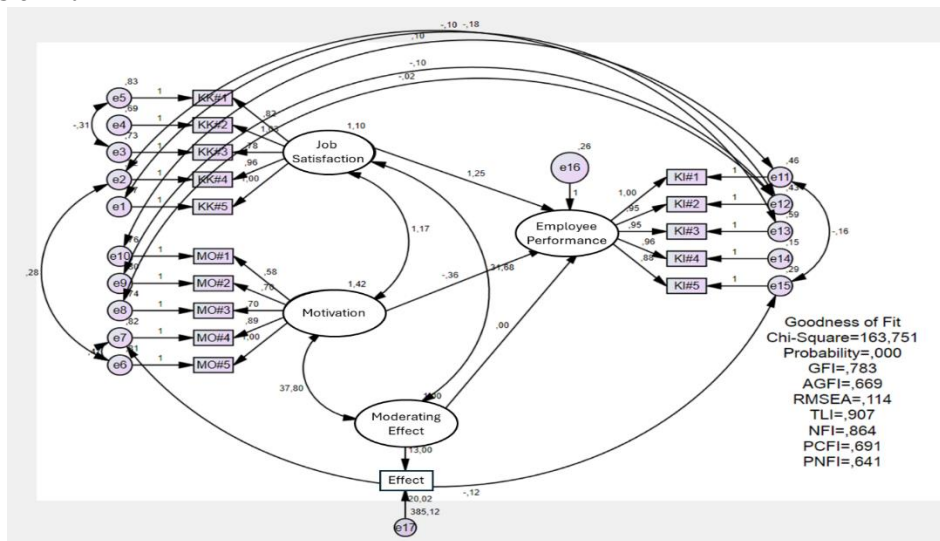
Table 8. Goodness of Fit Initial Model

Criteria	Test Value	Information
Chi-Square	260,877	FIT
Probability	0,000	NOT FIT
GFI	0,690	NOT FIT
AGFI	0,574	NOT FIT
RMSEA	0,159	NOT FIT
TLI	0,819	MARGINAL FIT
NFI	0,784	MARGINAL FIT
PCFI	0,777	FIT
PNFI	0,717	FIT

Based on the table above, it is known that there are several criteria that are not FIT, including: a probability value that is smaller than the  $\alpha$  value of 0.000; the GFI value is 0.690 which is less than 0.9; the AGFI value is 0.574 where the value is smaller than 0.9 and the RSMEA value is  $> 0.10$  with the value obtained being 0.159; the TLI value is 0.819 where the value is less than 0.9 and the NFI value is 0.784 where the value is less than 0.9.

**Model Modification**

Model modifications were made to obtain compatibility between the sample data used and the expected data. The image below is a modification of the model made to obtain conformity or Goodness of Fit



**Figure 4.** Model Modification

From the modifications made to the model, it was found that overall, almost all parameters are said to be Fit and Marginal Fit, although there are several criteria under the specified parameters.

**Table 9.** Goodness of Fit Modified Model

Criteria	Test Value	Information
Chi-Square	163,751	FIT
Probability	0,000	NOT FIT
GFI	0,783	MARGINAL FIT
AGFI	0,669	NOT FIT
RMSEA	0,114	NOT FIT
TLI	0,907	FIT
NFI	0,864	MARGINAL FIT
PCFI	0,691	FIT
PNFI	0,641	FIT

## CONCLUSION

From the results of the research conducted, it is known that job satisfaction and work motivation do not directly influence employee performance with p-values of 0.253 and 0.427 respectively. However, motivation can strengthen the influence of job satisfaction so that it is found that job satisfaction has a significant effect on employee performance with a p-value of 0.028. So the results of this research can provide input for schools to strengthen employee motivation so that they can increase employee job satisfaction which has an impact on employee performance (Yuningsih et al., 2020). In this research, we only tested the variables of job satisfaction and motivation so that it does not rule out the possibility that there are other variables that also influence employee performance.



Therefore, it is necessary to carry out further research to identify other variables that influence employee performance (Trisna & Guridno, 2021).

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