



## Mediation Model of Job Satisfaction Determinants

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### ABSTRACT

The interest in employee job satisfaction continues as it affects many outcomes. The general purpose of this study is to examine the mediating model of job involvement variables, and burnout on the effect of job characteristics having an influence on job satisfaction on employees. The population of this study were employees of a timber company in the city of Semarang, with a sample of 140 respondents. This study uses PLS to test the hypothesis. The results showed that the combination of job characteristics and work involvement and burnout as a mediator can affect job satisfaction, and it was concluded that it was concluded that job characteristics had a significant negative effect on burnout, job characteristics had a significant positive effect on job involvement, job characteristics had no effect on job satisfaction, job involvement work has a significant negative effect on burnout, burnout has a significant negative effect on job satisfaction, job involvement has a significant positive effect on job satisfaction, there is an influence of job characteristics on burnout through job involvement, there is an influence of job characteristics on job satisfaction through burnout, job characteristics on job satisfaction through work engagement.

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## INTRODUCTION

Employees are considered one of the most important organizational assets for companies to create a work atmosphere that supports welfare (Charoensukmongkol et al., 2016). One of the things that are considered important by employees is their satisfaction with the job as a whole. There is supporting evidence about the role of burnout on job satisfaction. Especially preventing burnout at work is one of the important tasks that managers must accomplish to help employees reduce negative feelings of stress in the workplace. The incorporation of the three burnout dimensions, namely emotional exhaustion, depersonalization, and perceived lack of personal achievement, into one measure, which is combined as a single outcome variable (Charoensukmongkol et al., 2016)

The study, which surveyed salespeople across the US, found a negative effect of burnout (emotional exhaustion and perceived lack of personal achievement) on job satisfaction; however, they found no significant effect of depersonalization (Shepherd et al., 2011). The results of the study

on selected Korean companies showed that the three burnout subscales had a negative effect on job satisfaction levels (Kim et al., 2017).

Job involvement also has a role in the level of job satisfaction (Ghosh et al., 2019). Companies can seek to increase employee engagement through a number of strategies. Companies can engage employees by providing clear managerial expectations and subsequent feedback. Ensuring that each party provides feedback to the other can increase individuals' recognition of the value they provide to the organization, while a better understanding of career development opportunities can be provided in return (Lu et al., 2016).

Furthermore, there is also a relationship between job characteristics and job satisfaction (Kahya, 2007). The results of research on the Indian banking industry and its human resources determined that job characteristics positively affect job satisfaction (Rai & Maheshwari, 2020). Occupational characteristics that promote health trigger an employee's critical psychological state, and are therefore related to employee functioning. Job characteristics have a significant effect on job satisfaction (Kahya, 2007), it can be concluded that the higher the role of job characteristics perceived by employees.

There is something interesting about the relationship between job characteristics and job satisfaction. The previous research discussed found that there was a positive influence between job characteristics on job satisfaction. Some of these studies are different from the results of research that job characteristics have no effect on job satisfaction (Harahap et al., 2016). This means that there is an inconsistency of the effect of job characteristics on job satisfaction. The existence of inconsistencies needs to be modeled so that job characteristics can consistently affect job satisfaction, namely by including burnout variables and work involvement as mediating variables.

Job satisfaction is important in the company. By improving the level of job satisfaction, not only workers who get welfare, but the company also has the advantage of obtaining optimal work output. In companies engaged in the wood processing industry, employee job satisfaction is also a concern, including in one of the wood companies in the city of Semarang.

Preliminary research on one of the timber companies in Semarang, found that there is a phenomenon that employees often resign. The reasons for resigning are quite diverse, including the amount of income, there is a conflict with the work environment, and also having a desire to get a job at another company with more interesting work challenges. These reasons are in accordance with job satisfaction indicators including, satisfaction with income, satisfaction with working conditions, and also satisfaction with work that is felt to be challenging.

Various factors can affect employee job satisfaction with various combinations, including job characteristics, job involvement, and burnout. Furthermore, the importance of employee job satisfaction at a timber company in the city of Semarang, so it is necessary to research the mediation model of factors that affect job satisfaction.

**Conceptual Framework**

The conceptual framework is presented in Figure 1:

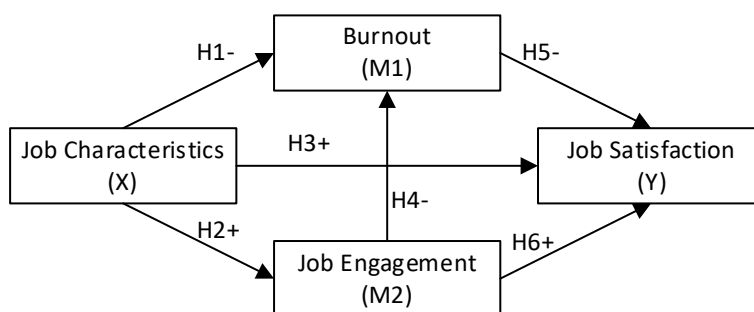


Fig 1 Conceptual framework

## Hypothesis Research

### a. Job characteristics on burnout

Chambel, et al in their research explain the relationship between employee perceptions of several job characteristics and their effect on burnout. Where the more appropriate the characteristics of the work felt by employees, the more negative it will be on burnout (Chambel et al., 2017). Nguyen & Chang explain their findings that support the hypothesis that job characteristics lead to burnout levels, where the direction of influence of the relationship is negative (Nguyen & Chang, 2018). Thus H1: Job characteristics have a negative effect on burnout.

### b. Job characteristics on job involvement.

Job characteristics reinforce workers' prosocial motivation, which in turn is associated with feelings of more involvement at work. Characteristics of work by highlighting the role in determining the meaningfulness of their involvement in the work experienced (Castanheira et al., 2016). Core job characteristics, including task significance, were also positively related to job engagement; if employees perceive their work to be meaningful, they are also more likely to apply all of their capacities to the fullest, where meaningfulness is positively related to job involvement. Task significance can play an important role by generating meaningful work experiences, it can increase employees' internal work motivation which gives them higher energy and enthusiasm for their work (Grobelsna, 2019). Thus, H2: Job characteristics have a positive effect on job involvement

### c. Job characteristics on job satisfaction

In several studies from the fields of sociology and economics that have proven the relationship between job characteristics that require a certain education and job satisfaction, including Groeneveld and Hartog and Voon and Miller (Kahya, 2007). Indeed, it seems that jobs that require higher education will be more prone to moral problems, not to be rewarded with higher salaries will lead to higher dissatisfaction. The relationship between job characteristics and job satisfaction was proposed in the job characteristics model and corroborated in the existing literature. The job characteristics model asserts that five core job characteristics lead to job satisfaction among employees (Rai & Maheshwari, 2020). Thus, H3: Job characteristics have a positive effect on job satisfaction

### d. Work engagement on burnout

Employees who are not engaged in work have a higher risk of burnout, whereas employees who are highly engaged show lower burnout (Santhanam & Srinivas, 2020). Research on Penang Preschool shows that strength and determination as components of work involvement directly contradict or have a negative effect on burnout (Ahmad et al., 2020). Thus, H4: Work involvement has a negative effect on burnout

### e. Burnout on job satisfaction

There are certain factors that cause job satisfaction and dissatisfaction in the workplace. A company that devotes insufficient resources or creates an unethical environment can lead to employee cynicism and will subsequently have a significant and positive relationship with workplace dissatisfaction (Kim et al., 2017). A study found that burnout has created various negative conditions that reduce employees' motivation to do their jobs, which can be a factor that significantly reduces employee job satisfaction (Charoensukmongkol et al., 2016). Thus, H5: Burnout has a negative effect on job satisfaction

### f. Job involvement on job satisfaction

Employees who show passion and dedication and are absorbed in their work tend to experience high levels of job satisfaction. Engaged employees find their work interesting, meaningful and energizing, and experience positive emotions such as happiness, joy, and enthusiasm. These positive emotional experiences tend to increase job satisfaction. That job involvement is a proximal antecedent to job satisfaction (Ghosh et al., 2020). This interactive mode

of work engagement mainly contributes to employee job satisfaction (Lu et al., 2016) Thus H6: Job involvement has a positive effect on job satisfaction.

## RESEARCH METHOD

This research is an explanatory research, which focuses on analyzing a particular situation or problem to explain the pattern of relationships between variables. This study examines the relationship between the influence of several research variables, including characteristics, job involvement, burnout, and job satisfaction.

The research was conducted in June-August 2022, at the research location at a timber company in Semarang, which is located in the Terboyo Industrial area, Semarang City. The population in this study were all employees of the company, amounting to 422 people. Determining the sample size requires at least 5 times the number of indicators (Ferdinand, 2014). This research has 28 indicators. Means the number of samples taken is 140 samples or respondents.

## RESULTS AND DISCUSSIONS

### Analisa Outer Model

a. Convergent Validity

The result of processing is known that the value of the outer model or the correlation between the construct and the variable has met convergent validity because it has a loading factor value of 0.70, the conclusion is that constructs for all variables can be used to test hypotheses.

b. Discriminant Validity

It is known that the loading factor value for the indicator of the latent variable has a loading factor value that is greater than the loading factor value of other latent variables. That is, the latent variable has good discriminant validity.

c. Evaluating Reliability and Average Variance Extracted (AVE)

It can be concluded that all constructs meet the reliable criteria, this is indicated by the value of composite reliability 0.70 and AVE 0.50 as recommended criteria.

### Analisa Inner Model

Inner Model analysis can be seen in Figure 2.

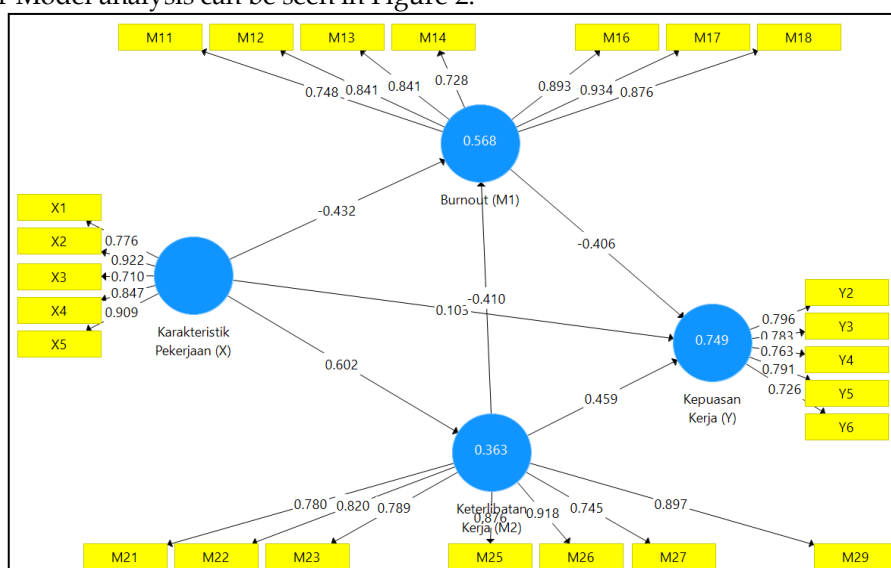


Figure 2 Model Struktural

This study uses three variables that are influenced by other variables, namely:

a. Burnout (M1)

The value of R Square is 0.568, this means that 56.8% of variations or changes in Burnout (M1) are influenced by Job Characteristics (X) and Work Involvement (M2), while the remaining 43.2% is explained by other factors.

b. Work Engagement (M2)

The R Square value is 0.363, this means that 36.3% of the variation or change in Work Involvement (M2) is influenced by Job Characteristics (X), while the remaining 63.7% is explained by other factors.

c. Job Satisfaction (Y)

The R Square value is 0.749, this means that 74.9% of the variation or change in Job Satisfaction (Y) is influenced by Job Characteristics (X), Burnout (M1) and Job Involvement (M2), while the remaining 25.1% is explained by other factors.

**Direct Effect Hypothesis Testing.**

a. Testing Hypothesis 1: Job characteristics have a negative effect on burnout

The effect of job characteristics on burnout shows the path coefficient value of -0.432 with a P Values of  $0.000 < = 0.05$ , which means that Hypothesis 1 is accepted. Based on these results, it can be interpreted that job characteristics have a negative and significant effect on burnout, which means that it is in accordance with the first hypothesis where job characteristics can reduce burnout.

b. Testing Hypothesis 2: Job characteristics have a positive effect on job involvement

The effect of job characteristics on job involvement shows a path coefficient value of 0.602 with a P Values of  $0.000 < = 0.05$ , which means that Hypothesis 2 is accepted. This result means that job characteristics have a significant positive effect on job involvement, which means that it is in accordance with the second hypothesis where job characteristics can increase job involvement.

c. Testing Hypothesis 3: Job characteristics have a positive effect on job satisfaction

The effect of job characteristics on job satisfaction shows the path coefficient value of 0.103 with a P Values of  $0.053 > = 0.05$ , which means that Hypothesis 3 is rejected. This result means that job characteristics have no significant effect on job satisfaction, which means that it is in accordance with the third hypothesis where job characteristics are not able to increase job satisfaction.

d. Hypothesis Testing 4: Job involvement has a negative effect on burnout

The effect of job involvement on burnout shows the path coefficient value of -0.410 with a P Values of  $0.000 < = 0.05$ , which means that Hypothesis 4 is accepted. This result means that job involvement has a significant negative effect on burnout, which means that it is in accordance with the fourth hypothesis where job involvement can reduce burnout levels.

e. Hypothesis Testing 5: Burnout has a negative effect on job satisfaction

The effect of burnout on job satisfaction shows the path coefficient value of -0.406 with a P Values of  $0.000 < = 0.05$ , which means that Hypothesis 5 is accepted. This result means that burnout has a significant negative effect on job satisfaction, which means that it is in accordance with the fifth hypothesis where a decrease in burnout can increase the level of job satisfaction.

f. Hypothesis Testing 6: Job involvement has a positive effect on job satisfaction

The effect of job involvement on job satisfaction shows the path coefficient value of 0.459 with a P Values of  $0.000 < = 0.05$ , which means that Hypothesis 6 is accepted. This result means that job involvement has a significant positive effect on job satisfaction which means that it is in accordance with the sixth hypothesis where job involvement can increase the level of job satisfaction.

**Indirect Effect Hypothesis Testing**

a. Job Characteristics of Burnout through Job Engagement

The effect of job characteristics on burnout through work involvement shows a path coefficient value of -0.247 with a t statistic of 5.071, the value is greater than t table (1.665), and P Values of  $0.000 < = 0.05$ , which means that an increase in Job involvement will increase the indirect negative effect of job characteristics on burnout.

b. Job Characteristics on Job Satisfaction through Burnout

The effect of job characteristics on job satisfaction through burnout shows the path coefficient value of 0.175 with a t-statistic value of 4.512, the value is greater than t table (1.665), and P Values of  $0.000 < = 0.05$ , which means that it can be interpreted that a decrease in burnout will increase the indirect positive effect of job characteristics on job satisfaction.

c. Job Characteristics on Job Satisfaction through Job Engagement

The effect of job characteristics on job satisfaction through job involvement shows the path coefficient value of 0.276 with a t statistic of 5.059, the value is greater than t table (1.665), and P Values of  $0.000 < = 0.05$ , which means that an increase in Job involvement will increase the indirect positive effect of job characteristics on job satisfaction

### Discussions

a. Effect of Job Characteristics on Burnout

Based on the results of hypothesis testing, it can be concluded that job characteristics have a significant negative effect on burnout. These results indicate that the characteristics of work that are suitable for employees tend to reduce the level of burnout. Overall, employees have a good perception of job characteristics. This is reflected in the magnitude of the average value, which is 3.76 which indicates that the respondents agree on the indicators for measuring the variable of job characteristics. While overall employees have a low perception of burnout. This is reflected in the large average value, which is 2.55 which indicates that the respondents disagreed about the indicators to measure the burnout variable. Indicator of variation in employment, gets the highest rating. Employees who feel their jobs require different skills, and they feel capable of doing them, are less likely to feel pressured. The feeling of not being pressured by a variety of jobs makes their burnout rate relatively low. They tend to have a feeling of competence at work, which is one indicator of low burnout.

b. Effect of Job Characteristics on HR Job Engagement

Based on the results of hypothesis testing, it can be concluded that job characteristics have a significant positive effect on job involvement. These results indicate that employees feel that the characteristics of the job suit them, will tend to be involved with the work. Overall, employees have a good perception of job characteristics. This is reflected in the magnitude of the average value, which is 3.76 which indicates that the respondents agree on the indicators for measuring the variable of job characteristics. While overall employees have a good perception of work involvement. This is reflected in the large average value, which is 3.22 which indicates that the respondents agree on the indicators to measure the work involvement variable. The task identification indicator has a high rating by the respondents. This means that the work that employees do can be identified as well as possible. The ease of identification indicates the characteristics of the job at the appropriate level for the employee, which will encourage employees to be involved in their work. They will feel very mentally tough at work, which indicates a good level of work involvement.

c. The Effect of Job Characteristics on Job Satisfaction

Based on the results of hypothesis testing, it can be concluded that job characteristics have no effect on job satisfaction. These results indicate that the level of suitability of job characteristics by employees does not affect the tendency of employees to feel satisfied. The results of this study do not support several studies from the fields of sociology and economics that have proven the relationship between job characteristics that require a certain education and job satisfaction, including Groeneveld and Hartog and Voon and Miller (Kahya, 2007). As well as other studies that explain that the core characteristic model causes job satisfaction among employees (Rai & Maheshwari, 2020)

d. Effect of Work Engagement on Burnout

Based on the results of hypothesis testing, it can be concluded that job involvement has a significant negative effect on burnout. These results indicate that employees who are more involved with their work will tend to have lower burnout. Overall, employees have a good perception of job

involvement. This is reflected in the large average value, which is 3.22 which indicates that the respondents agree on the indicators to measure the work involvement variable. While overall employees have a good perception of job satisfaction. This is reflected in the large average value, which is 3.96 which indicates that the respondents agree on the indicators to measure the job satisfaction variable. The time elapsed indicator when the respondent worked, got the highest rating from the respondent. This is because the respondents were so involved in their work that they did not feel that time had passed. The existence of a sense of being dissolved in the work shows that employee work involvement is quite good. The existence of good involvement will increase employee satisfaction, which can be seen from the infrequent employees feel bored with work.

e. Effect of Burnout on job satisfaction

Based on the results of hypothesis testing, it can be concluded that burnout has a significant negative effect on job satisfaction. These results indicate that employees who have a high level of burnout will tend to have low job satisfaction. Overall, employees have a low perception of burnout. This is reflected in the large average value, which is 2.55 which indicates that the respondents disagreed about the indicators to measure the burnout variable. While overall employees have a good perception of job satisfaction. This is reflected in the large average value, which is 3.96 which indicates that the respondents agree on the indicators to measure the job satisfaction variable. The emotionally drained indicator received the lowest ratings. This means that respondents do not feel emotionally drained by their work, which indicates that their burnout level is low. The low level of burnout will have an impact on high job satisfaction, which is indicated by they feel happy almost every day with their work.

f. Effect of Job Engagement on Job Satisfaction

Based on the results of hypothesis testing, it can be concluded that job involvement has a significant positive effect on job satisfaction. These results indicate that employees who have a high level of work involvement will tend to have high job satisfaction as well. Overall, employees have a good perception of job involvement. This is reflected in the large average value, which is 3.22 which indicates that the respondents agree on the indicators to measure the work involvement variable. While overall employees have a good perception of job satisfaction. This is reflected in the large average value, which is 3.96 which indicates that the respondents agree on the indicators to measure the job satisfaction variable. The indicator can continue to work for a very long time, gets a fairly high rating. The enthusiasm to work for a very long time shows they have high work involvement. High involvement makes employees feel valued, so they feel satisfied with their work. This makes them not consider changing jobs.

g. Indirect Effect of Job Characteristics on Burnout through Job Engagement

Based on the test results, it can be concluded that there is an effect of job characteristics on burnout through work involvement. These results indicate that increasing job involvement will increase the indirect negative effect of job characteristics on burnout. Employees who feel that their work has a great influence on their lives, it means that they feel that they fit the existing work characteristics, so they will try to be involved with the work. High enough involvement will make them have low burnout, so that indirectly the suitability of job characteristics will affect burnout.

h. Indirect Effect of Job Characteristics on Job Satisfaction through Burnout

Based on the test results, it can be concluded that there is an effect of job characteristics on job satisfaction through burnout. These results indicate that low burnout will increase the indirect effect of job characteristics on job satisfaction. Respondents who judged that they were given the freedom to decide their work methods would consider their job characteristics appropriate or suitable. The existence of suitable job characteristics will make their burnout level low, so that their satisfaction will be at a good level. Job satisfaction is shown by their liking for work more than people in general.

i. Indirect Effect of Job Characteristics on Job Satisfaction through Job Engagement

Based on the test results, it can be concluded that there is an effect of job characteristics on job satisfaction through job involvement. These results indicate that high job involvement will increase

the indirect effect of job characteristics on job satisfaction. Respondents who feel that their work can be identified as well as possible, means that they have appropriate job characteristics. The suitability of job characteristics makes them feel that the work they do is meaningful, it will increase their job satisfaction, which is indicated by they feel they get something more than material in their work.

## CONCLUSIONS

Referring to the results of the analysis and interpretation of the results, the authors can produce a conclusion drawn from this study is Characteristics of work that are suitable for employees tend to reduce the level of burnout, employees who feel the characteristics of the job suit them, will tend to be involved with the job. The level of suitability of job characteristics by employees does not affect the tendency of employees to feel satisfied, Employees who are more involved with their work will tend to have low burnout. Employees who have a high level of burnout will tend to have low job satisfaction. Employees who have a high level of work involvement will tend to have high job satisfaction as well. High enough involvement will make them have low burnout, so that indirectly the suitability of job characteristics will affect burnout. Low burnout will increase the indirect effect of job characteristics on job satisfaction. High job involvement will increase the indirect effect of job characteristics on job satisfaction

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