The Effect of Job Satisfaction on Employee Performance Through Employee Involvement as Mediator Variables at Snack Food Distributors in Surabaya, Sidoarjo, and Gresik

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Abstract— **This study aims to analyze the performance, job satisfaction, and employee engagement in the retail distributor. The main theory and previous researchers used in this study are Performance by Na-Nan et al. (2018), Employee engagement by Schaufeli et al. (2022, as cited in Sidharta, 2018) and Job satisfaction by Spector (1997, as cited in Meier & Spector, 2015). The method used in this research is Structural Equation Modeling with Partial Least Square. The program used is SmartPLS 3.3.3. This research was conducted in a snack food retail distributor company located in Surabaya, Sidoarjo and Gresik with a sample of one hundred and ten respondents. The results of this study are job satisfaction has a significant but not significant effect on employee performance, employee involvement has a significant effect on employee performance, job satisfaction has a significant effect on employee engagement and employee involvement is the variable that mediates job satisfaction on employee performance.**

Keywords— *Performance, Job Satisfaction, Employee Engagement.*

1. Introduction

Based on the data, in the first quarter of 2020, the industry food and drink still grow more fast compared with sector national industry. Amount perpetrator industry food light cause competition be very tight. Enhancement performance company is one _ method in company in guard satisfaction consumers not to switch to competitors. One of them, research conducted by Colquitt et al. (2014) showed that that performance employee is a indicator from productivity from a company. Paparang et al. (2021) which explains performance employee influenced by satisfaction work. Shaper performance employee already once researched by experts, one of which is Anitha (2014) researched that involvement employee have impact significant to performance employees. Lienardo and Setiawan (2017) argues that satisfaction work could have impact positive to involvement employees.

UD. Tanjung Jaya, CV. Echoo Snack and Blessing together sell food identical light _ with different brands. UD. Tanjung Jaya, CV. Echoo snacks and UD. Blessings Together have the same management and system the same salary. UD. Tanjung Jaya, CV. Echoo snacks and UD. Blessing together can categorized identical food distributor business. _ Problems faced by UD. Tanjung Jaya, CV. Echoo Snack and UD. Shared Blessing is performance employee not yet as expected. _ UD employee KPI. Tanjung Jaya experienced drop since in 2018, as well as second food distribution company light other. Employee performance in To do display work with good, fast and neat very far from the UD standard. Tanjung Jaya. because of that effort in increase performance employee is a UD challenge. Tanjung Jaya in reach goals and success company.

2. Literature Review

2.1. Research Earlier

Research Na-Nan et al. (2018) covers dimensions of job time, job quality, and job quantity of performance employees. Result of study confirm validity from the questionnaire used, which includes three dimensions with 13 indicator items. On research this indicator from performance follow instrument research used by Na -Nan et al. (2018).

S. (2017) researched influencing factors satisfaction work with using the Job Satisfaction Survey (JSS) with destination knowing which factors influence satisfaction work employees and test connection Among satisfaction

work with performance employee through the Job Satisfaction Survey (JSS). The result, satisfaction work influenced by variable wages, promotions, supervision, benefits, rewards to results work, procedure surgery, comrade work, characteristics work, and communication. Whereas performance influenced by satisfaction work. Study the use variable satisfaction work and performance employees, who will also used by researchers.

Lewiuci and Mustamu (2016) did study the effect of employee engagement on performance with destination knowing is there is positive and significant influencebetween divided employee engagement be 3 dimensional that is vigor, dedication and absorption towards performance employee at subject research. Research results showing that vigor, dedication and absorption together Partial nor simultaneous have positive and significant influence _ to performance employees. Study Lewiuci and Mustamu (2016) this used by researchers as reference in formation hypothesis influence involvement employee to performance employees.

2.2. Base Theory

2.2.1. Social Exchange Theory (SET)

Based on SET theory, individual in incoming organization in connection exchange with other individuals because motivation for get reward. SET theory shows existence connection between behavior with environment organization and vice versa. Organization in general consist of individuals who have behavior each other affect what is element reward.

2.2.2. Performance

Performance is results achieved someone at the job concerned in accordance with applicable size. Employee Performance is a indicator from productivity companies (Colquitt et al., 2014). Performance or performance is description about level achievement implementation a program of activities or policy in realize goals, objectives, vision and mission organization that is poured through planning strategic something organization (Abdullah, 2014).

2.2.3. Involvement Employee

Mujiasih (2015) defines employee engagement as something state where man feel herself find meaning by whole, have motivation in work, able accept Support from other people positive and able work by effective and efficient in the environment work. As for three dimensions from involvement employee is vigor, dedication, absorption.

2.2.4. Satisfaction Work

Badriyah (2015) is attitude or feeling employee to fun aspects or no pleasant about suitable job with assessment of each worker. indicator from variable satisfaction work employee covers as follows (1) wages; (2) promotion position; (3) supervision boss; (4) allowance; (5) award to results work; (6) procedure operation; (7) partner work; (8) nature job; and (9) communication.

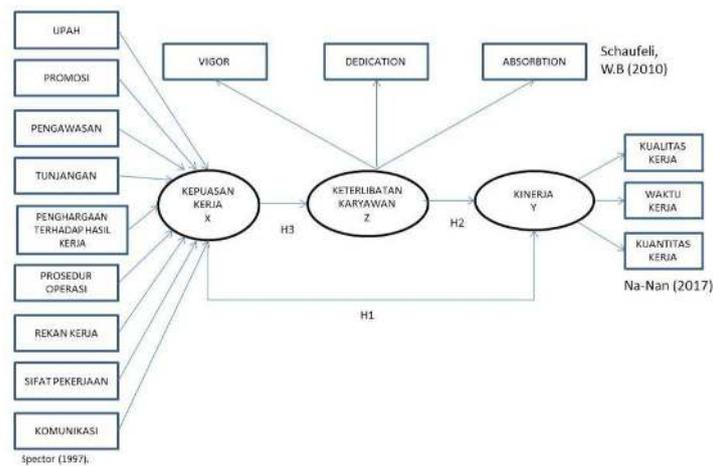## 3. Research Methods

3.1. Analysis Model

Figure 3.1. Analysis Model

Based on base theory and research before as written on relationship between variable, hypothesis study is as following :

H1: Satisfaction work employee take effect significant to performance employees.

H2: Engagement employee take effect significant to performance employees.

H3: Satisfaction work employee take effect significant to involvement employees.

3.2. Research Approaches

Type research used in study this is quantitative with approach descriptive. In study This is an indicator and measurement of satisfaction work taken from research by Spector (1997, as cited in Meier & Spector, 2015). Performance indicators and measurements taken from Na-Nan et al. (2018). Indicators and measurement of satisfaction work taken from Schaufeli et al. (2022, as cited in Sidharta, 2018). Study this use PLS-SEM analysis. Population study this is employees at the company with characteristics condition same job with employees at the company UD. Tanjung Jaya, CV. Echoo Snack and UD. Blessings Together and food distributors light others, amounting to 110 people. Method election sample is with use method sample saturated. In study this sample taken is whole UD employees. Tanjung Jaya, UD. Blessings Together and CV Echoo Snack as many as 100 people. Type of data in study this are primary data. Primary data sources are obtained through activity Interview with subject research and with observation or observation directly in the field.

4. Results and Discussion

4.1. Characteristics of Respondents

Based on data Of the 110 respondents who filled out this questionnaire, 6.4% or 7 people 18-24 years old, 58.2% or 64 people 25-34 years old, 34.5% or 38 people aged 35-44 years and 0.9% or 1 person aged 45-54 years. Based on data from 110 respondents who filled in the questionnaire this could concluded 13 people with level junior high school education or 11.8%, 66 people with level high school education or 60%, 9 people with undergraduate education level or 8.2% and 22 people with education other or 20%. Based on data from 110 respondents who filled out the questionnaire there are 3 people or 2.7% of employees working not enough from one year, 38 people or 34.5% of employees working one until two year, 57 people or 51.8% of employees working two until three years and 12 people or 10.9% of employees who work more from four year. Based on positions, there are 10.9% or 12 admins, 11% or 10 cashiers, 6.4% or 7 heads shop, 30% or 33 employees shop, 31.8% or 35 percent employee warehouse. Based on amount employee the place work, number employees in place working 21-30 as many as 15 people or 13.6%, 31-40 people or 86.4%. Based on location jobs, 69 people or 67.2% of employees working in Surabaya, 14 people or 12.7% of employees working in Gresik, and 27 people or 24.5% of employees working in Sidoarjo. Based on total income per month, 13 employees or 11.8% employees get total income per month under one million rupiah, 58 employees or 52.7% employees get total income per month one million rupiah up to with one million four hundred thousand rupiah, 22 employees or 20% of employees get total income per month one million

four hundred thousand rupiah up to with two million nine hundred thousand rupiah, 17 employees or 15.5% of employees get total monthly income more from three million rupiah.

4.2. Data processing with PLS-SEM

4.2.1. Evaluation Outer Model Measurement
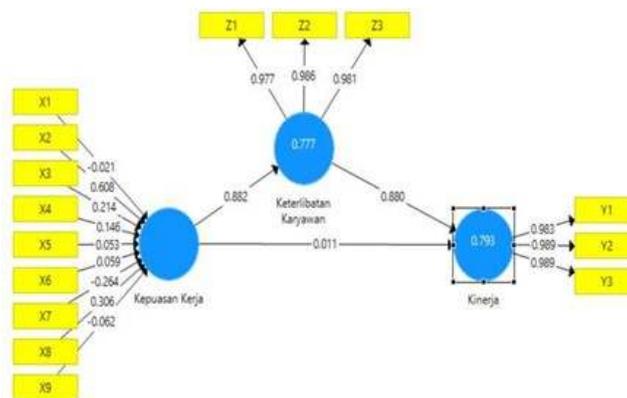
Picture 4.1 *Evaluation Outer Model Measurement*
Source **: Processed data (2021)**

After making model drawing, next to do algorithm calculation with destination could evaluate the measurement model of the outer model. Whole outer model inside research this character reflective.

4.2.2. Validity

1. Convergent Validity
   Convergent validity testing includes two terms, namely factor loading and AVE.

Table 4. 1 *Test the Validity of Iteration Loading Factor Value Second*

Measurement Model	Items	Outer Model			Rule of Thumb	Model Evaluation
		Satisfaction Work	Involvement Employee	Performance		
Convergent Validity	X1	0,926			>0.7	Good
	X2	0,976				
	X3	0,958				
	X4	0,833				
	X5	0,899				
	X6	0,914				
	X7	0.748				
	X8	0,818				

X9	0,897				
Y1			0,983	>0.7	Good
Y2			0,989		
Y3			0,989		
Z1		0,977		>0.7	Good
Z2		0,986			
Z3		0,981			

Sumber**: Processed Data, 2021 (Lampiran C)**

Table 4.2 *Average Variance Extracted (AVE)*

Variable	*Average Variance Extracted* (AVE)
Employee Engagement	0,702
Work satisfaction	0,616
Quality of Work Life	0,683

Sumber**: Processed data, 2021**

Could concluded that all factor loading every more indicators and Average Variance Extracted (AVE) of 0.5. Thing the show that variable involvement work and performance meet the validity test.

2. Validity Discriminant

Validity discriminant could be measured using cross loading and root square of AVE. In the measurement of cross loading, each indicator is expected have more value big to measured and compared constructs to loading value to another construct.

Table 4. 3 *Cross Loading*

	Satisfaction Work	Involvement Employee	Performance
X1	0.926	0.835	0.708
X2	0.976	0.861	0.769
X3	0.958	0.849	0.750
X4	0.833	0.731	0.660
X5	0.899	0.778	0.725
X6	0,914	0,805	0,721
X7	0.748	0,642	0,609
X8	0,818	0,708	0,659
X9	0,897	0,790	0,707
Y1	0,788	0.883	0,983
Y2	0,769	0.871	0,989
Y3	0,776	0.883	0,989
Z1	0.894	0,977	0,850
Z2	0.864	0.986	0.875
Z3	0.837	0.981	0.897

Source **: Processed data, 2021**

Table 4. 3 *Fornell-Larcker Criterion*

	Work Satisfaction	Involvement Employee	Performance
Work Satisfaction			
Involvement Employee	0.882	0.981	
Performance	0.788	0.891	0.987

Source **: Processed data, 2021**

4.2.3. Reliability

1. Cronbach's Alpha

Table 4. 4 *Cronbach's Alpha*

Cronbach's Alpha		Rule of Thumb	Model Evaluation

Involvement Employee	0.981		
Performance	0.987	0.7	Good

Source **: Processed data, 2021**

2. Composite Reliability

Table 4. 5 *Composite Reliability*

Composite Reliability		Rule of Thumb	Model Evaluation
Involvement Employee	0.987		
Performance	0.991	0.7	Well

Source **: Processed data, 2021**

Based on the data, the results of the Cronbach's Alpha and Composite Reliability measurements meet the reliability test criteria, ie the resulting value is greater than 0.7 for exploratory research. This measurement was carried out to prove the suitability of the model, namely the accuracy, consistency and accuracy of the instrument in measuring the construct.

4.2.4. *Structural Model Evaluation*

1. R-Square Value

Table 4. 6 *R-Square Value*

	R-Square
Involvement Employee (Z)	0.777
Performance (Y)	0.793

Source **: Processed data, 2021**

The R-Square value on the job satisfaction variable is 0.777, indicating that the job satisfaction variable has an influence on the employee involvement variable of 77.7%. Meanwhile, the R-Square value of employee involvement is 0.793, indicating that the employee engagement variable has an effect of 79.3% on the performance variable. According to the starndart applied by Hair Jr et al. (2016) R-Square with a value above 0.75 has a strong value. This shows that job satisfaction affects employee engagement, and engagement affects performance.

2. F-square value

Table 4. 6 *f-Square. Value*

Variable Exogenous To Endogenous Variables			Effect Predictive f-square	Cohen Category
Work Satisfaction	To	Involvement Employee	3,491	Big
Work Satisfaction	To	Performance	0	Not Influence
Involvement Employee	To	Performance	0.834	Big

Source **: Processed data, 2021**

Based on the data obtained, it can be seen that effect predictor satisfaction work to involvement employee ie 3,491 categorized big. Involvement employee to performance 0.834 categorized big. Whereas connection satisfaction work and performance is 0, p the showing that satisfaction work no take effect to performance.

3. Q-Square. Value

Table 4. 7 *Q-Square. Value*

Involvement	SSE	Q^2 (=1-SSE/SSO)		
Employee	88,922	0.731	$0<Q^2<1$	Well
Performance	78,724	0.761	$0<Q^2<1$	Well

Source **: Processed data, 2021**

Based on the data obtained, the value of Q2 between satisfaction work and engagement employee is 73.1%, it means variables in the structural model can be explain that involvement 73.1% employees can explained by satisfaction work. The remaining 26.9% is explained by other variables outside the model. Based on the data obtained, it can be concluded structural model has meet a good goodness fit.

Based on the data obtained, the value of Q2 between involvement employees and performance is 76.1%, it means variables in the structural model can be explain that performance 76.1% can explained by engagement employees. The remaining 23.9% is explained by other variables outside the model. Based on the data obtained, it can be concluded structural model has meet a good goodness fit.

4.2.5. *Hypothesis Test*

Table 4. 8 *Path Coefficients*

Hypothesis	Coefficient	t-Statistics
Satisfaction Work -> Engagement Employee	0.882	32.82
Satisfaction Work -> Performance	0.011	0.1
Involvement Employees -> Performance	0.88	7,133

Source **: Processed data, 2021**
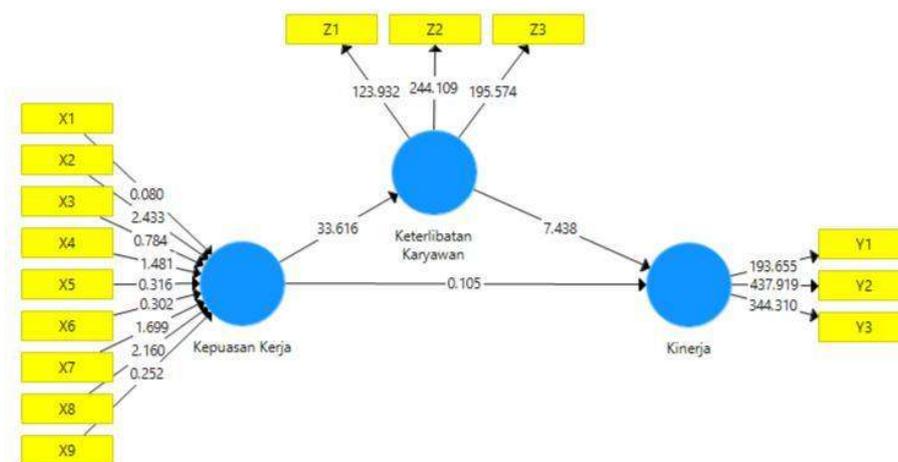
Source **: Processed data, 2021**

Coefficient value satisfaction work to involvement employee is of 0.882 with t - statistic of 3.82. Measurement result shows t - statistics > t - table (level significance 5% = 1.96%). From the results of these data could interpreted sample data variable satisfaction work succeed prove connection with variable involvement employees, then hypothesis study this accepted.

Coefficient value satisfaction work to performance is of 0.011 with t - statistics of 0.1. Measurement result shows t - statistic < t - table (level significance 5% = 1.96%). From the results of these data could interpreted sample data variable satisfaction work no succeed prove connection with variable performance, then hypothesis study this no accepted.

Coefficient value involvement employee to performance is of 0.88 with t - statistics of 7.13. Measurement result shows t - statistics > t - table (level significance 5% = 1.96%). From the results of these data could interpreted sample data variable involvement employee succeed prove connection with variable performance, then hypothesis study this accepted.

5.   Conclusions and Practical Implication

5.1.   Conclusions

After done study so could concluded that satisfaction work influence performance, however no significant. Satisfaction work by significant influence involvement employees, and engagement employee by significant

influence performance employees. It can also be said the more increase wages, promotions, supervision, benefits, rewards to results work, procedure surgery, comrade work, characteristics work, and communication then, employee will the more passion, dedication, and employees the more merges in company. When employees passionate, dedicated and united in company, employee the will produce a large volume of work, quality good work and time fast work. That thing prove that satisfaction work no could direct affect performance employees, but must through involvement employees. Satisfaction work no could direct influence performance however must through involvement employee showing that involvement employee mediate satisfaction work and performance employees.

In study this could concluded that no whole population research on food distributors light that has satisfaction work confirmed have performance good. Employee with satisfaction high work not yet of course have good performance. However, employees with satisfaction high work and involved in company will have good performance. That thing showing that theory this only confirmed part on character subject research.

5.2. Practical Implication

Implementation in increase satisfaction work is with implication satisfaction work to involvement employee with increase involvement employee for employee with impose rewards and punishments. Employees who achieve sales targets will get bonus percent additional. Hope, with there are rewards and punishments, employees will excited for get a bonus so produce results work with good quality, a lot of volume and just right time.

implications that can be conducted is with give appreciation and appreciation to enthusiastic and possessive employees good performance, hope with give appreciation could push employee for have more behavior and attitudes positive in work and improve performance. With Thus, competition healthy between employee for get appreciation will increase performance company in Fulfill satisfaction customer.

Satisfaction work give impact to engagement employee by significant. Employee will feel passionate and dedicated when have procedure good operation. Because of that, implementation managerial with upgrade to machine repackin could give procedure more operational good and efficient to satisfaction work.

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