

Variables of Job Satisfaction Mediate the Influence between Job Characteristics and Apparatus Performance at the National Narcotics Agency

Nur M Ridha Tarigan¹, Safrida², Yusrita³, Eddi Suprayitno⁴, Bakhtiar⁵, Ismail Nasution⁶

Abstract

This study aims to determine two antecedent variables of job satisfaction and the impact on the apparatus performance of National Narcotics Agency XYZ Province. The data used is the data by distributing questionnaires to 177 respondent of apparatus National Narcotics Agency XYZ Province. The data source is primary, the dissemination of questionnaires to respondents, the data collection technique used in this study is to use questionnaires is a series of questions that are submitted written and disseminated to respondents to get answers in writing from the National Narcotics Agency apparatus in XYZ Province. To analyze the data, the statistical analysis used structure equation modeling and processed with the help of the application Amos. In this study, the authors use the structural equation model method to test hypotheses, structural equation model is a set of statistical techniques that allows the simultaneous testing of a relatively complex series of relationships. What is meant by complicated is that simultaneous models are formed through more than one dependent variable at the same time acting as independent variables for other tiered relationships. The variables measured include work characteristics effect toward job satisfaction and then analysis of statistical test is work characteristics and job satisfaction effect toward of apparatus performance of national narcotics agency XYZ Province. The result job satisfaction variable effect of partial mediated on work characteristics toward to apparatus Performance of National Narcotics Agency XYZ Province.

Keywords: *Work characteristics, Job satisfaction and apparatus performance.*

INTRODUCTION

The National Narcotics Agency of XYZ Province requires to have reliable and professional human resources in dealing with the problems of circulation and prevention of nakotika in XYZ Province, the working characteristics of the national narcotics agency of XYZ province are part of the implementation of the work, the characteristics of the work are one that is used in the institution of the National Narcotics Agency of XYZ Province in order to improve the satisfaction and performance of the apparatus. The characteristics of the work itself, how the employee assesses the tasks in his work, the characteristics of the work is the attitude of the internal aspect of the work itself which consists of variations in the skills needed, procedures and clarity of tasks, authority and

¹ Management Study Program (S2), Faculty of Economics and Business, Universitas Islam Sumatera Utara, Indonesia

² Management Study Program (S2), Faculty of Economics and Business, Universitas Islam Sumatera Utara, Indonesia

³ Entrepreneurship Study Program (S1), Faculty of Economics and Business, Universitas Islam Sumatera Utara, Indonesia

⁴ Management Study Program (S2), Faculty of Economics and Business, Universitas Islam Sumatera Utara, Indonesia

⁵ Management Study Program (S1), Faculty of Economics and Business, Universitas Islam Sumatera Utara, Indonesia

⁶ Management Study Program (S1), Faculty of Economics and Business, Universitas Islam Sumatera Utara, Indonesia

responsibilities and the baiting of the tasks that have been carried out at the National Narcotics Agency (BNN) of XYZ Province.

Research by (Siahaan, 2017) the issue of job satisfaction of the apparatus at the National Narcotics Agency of XYZ Province is very important, this concerns the positive behavior and feelings of the BNN apparatus of XYZ Province towards the work, which is the result of an evaluation of every characteristics of the work carried out in the BNN institute of XYZ Province. Apparatuses who have a high level of job satisfaction have positive feelings for their work, there is vice versa someone who has a low level of job satisfaction has negative feelings towards his job (Luthans, 2015) (Gunawan et al., 2022), it is in accordance with the opinion of Sutrisno (2017), someone who has a high level of job satisfaction (Özdemir & Özaydın, 2014) (Maisa Putra et al., 2021) shows a positive attitude on his job.

BNN XYZ Province is committed to improving the performance is one of the primary individual-level outcomes in organizational behavior of its apparatus (Robbin, 2015) (Dharma Utamayasa, 2021), the performance of this apparatus is the result of a process that refers and is measured over a certain period of time based on the provisions or agreements that have been set previously by the head of the National Narcotics Agency (BNN) of XYZ Province. According to Sutrisno (2016) performance is the result of employee work in terms of quality, quantity, work time, and cooperation to achieve the goals set by the organization.

According to Mangkunegara (2017) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Fahmi (2017) performance is the result of a process that refers and is measured over a period of time based on pre-established terms or agreements. According to Torang (2014) performance is the quantity or quality of work of individuals or groups within the organization in carrying out basic tasks and functions based on norms, operational standards of procedures, criteria and measures that have been established or applicable in the organization..

From the theories known above, researchers concluded that performance is a process or work produced by the apparatus of the National Narcotics Agency (BNN) of XYZ Province through several aspects that must be passed and has stages to achieve it and aims to improve the performance of the apparatus itself. Therefore, performance is an important element in the back and forth of the National Narcotics Agency (BNN) of XYZ Province in the framework of narcotics enforcement in XYZ Province.

The National Narcotics Agency Organization of XYZ Province currently has organizational resources that are very important for the survival of the BNN organization of XYZ Province in order to carry out the vision, mission and objectives that have been set by the head of the National Narcotics Agency of XYZ Province, the organizational resources owned are currently the main capital of the organization, while the resources in question are financial resources, time resources, and quality human resources.

Human resources management that have good performance (Ismail, 2021), is the main capital of the organization because it is the power of management in carrying out its main duties and functions in the institute of the National Narcotics Agency of XYZ Province, based on the above problems, then researchers are interested in conducting research with the title "antecedents of job satisfaction and its driver on the performance of the National Narcotics Agency apparatus of XYZ Province.

LITERATURE REVIEW

Theory of job characteristics

Job characteristics are a central point of attention in classic theories on employee motivation. The core of Hackman and Oldham's (1976) job characteristics theory is that the design of the job determines the motivational state of the worker. Employee motivation is dependent on a high degree of experienced meaningfulness of the work, a high degree of responsibility in the work, and knowledge of the actual results of work activities. (van der Voet & Steijn, 2021), job characteristics theory further asserts that core job characteristics help organizational members experience adaptive psychological states (e.g., meaningfulness, and responsibility toward and awareness about job outcomes), which in turn enhance work motivation and promote positive attitudes and behaviors. (Kim et al., 2020).

Theory of job satisfaction

Job satisfaction affects employee performance, meaning that an individual's performance will increase when the job satisfaction of individuals are at a high. A person tends to work with passion if satisfaction can be obtained from the work. Job satisfaction is a key driver of employee morale, discipline and work performance of employees in the company's goals in support. Job satisfaction is high, or both will make employees more loyal to companies or organizations. (Atmojo, 2012) (Matriadi et al., 2021). Job satisfaction is an analysis of employees' decisions about their labour force participation, whether to stay on at a job or to quit, and how much effort to contribute to their job. According to Mitchell and Lason (1987), it is commonly claimed that in the organisational behavior environment, job satisfaction is the most important and frequently studied component. (Peters et al., 2014).

Theory of apparatus performance

According Hasibuan (Hanafi, 2016) performance is a work achieved by employees in carrying out tasks assigned based on the employees' skills, experience, and sincerity and time. Performance is a combination of 3 (three) important factors, namely the ability and acceptance of the explanation of task delegation, as well as the role and level of motivation of an employee. The higher the numbers for these three factors, the greater the performance of the employees concerned. Meanwhile, according to Hariandja (2002) "the performance is the work produced by employees or real behavior that is displayed". Another opinion expressed by Mangkunegara (2005: 67) that performance is "the quality work achieved by an employee in performing their duties in accordance with the responsibilities given to him. (Ratna Pudyaningsih et al., 2020).

Employee performance is dynamic and can have great impact on the overall performance of any organization and its sustainability (Bhatti et al., 2013). This is understood by companies, and human resource management departments are responsible for measuring the performance of the employees. One of their key objectives is to develop methods and policies for improving their performance constantly. (Alefari et al., 2020)

Conceptual framework

The relationship between job characteristics and job satisfaction

In (van der Voet & Steijn, 2021), Sopiah (2008) of Marbawi (2018) research, job characteristics variables have a positive and significant influence to employee satisfaction, this can be seen from the values and indicators that measure job characteristics that the better the job characteristics variables, the higher the job characteristics. Also the level of employee satisfaction. Job characteristics have certain aspects that accompany individual characteristics in doing work in an organization, these aspects can make individuals work well, based on theories and opinions of experts and experts, and the research hypothesis is:

H₁: Job characteristics affect job satisfaction of the XYZ Province National Narcotics Agency apparatus.

The relationship of job characteristics to the performance of the apparatus

Based on the results of the analysis in previous research that it turns out that job characteristics affect the performance of the apparatus, the results of the study support the research of Budi (2020) and Lumbanraja (2007), Nasir (2021) and Siahaan (2018), if the results of this study are related to reality or actual conditions. in agencies and organizations, the results of the study indicate that job characteristics are able to affect the performance of employees or apparatus, based on theories and opinions of experts and experts, the research hypothesis is :

H₂: Job characteristics affect the performance of the XYZ Province National Narcotics Agency apparatus.

The relationship of job satisfaction to the performance of the apparatus

Based on previous research, the results of the analysis prove that there is a significant effect of job satisfaction on performance, the results of this study support the research of Lumbanraja (2009), Marbawi (2018), Siahaan (2017), Robbins (2015) and Luthan (2013). This condition can be explained if an employee is satisfied with the job, promotion opportunities, supervision, co-workers and appropriate rewards, then this condition will provide a guarantee of security for the employee concerned, based on the theory and opinions of experts and experts, the research hypothesis is:

H₃: Job satisfaction affects the performance of the XYZ Province National Narcotics Agency apparatus.

Job satisfaction mediates the relationship between job characteristics and apparatus performance.

To support the mediation relationship in testing in this study, the authors examine the results of the analysis of job characteristics affecting performance, the results of this study do not support the research of Mulia (2020) and Lumbanraja (2009), Majid (2019), if the results of this study are related to reality or actual conditions in government agencies, the results of the study indicate that job characteristics are able to affect the performance of the apparatus. Based on the theories and opinions of experts and experts, the research hypothesis is:

H₄: Job satisfaction mediates the relationship between job characteristics and the performance of the XYZ Province National Narcotics Agency apparatus.

Based on the development of hypotheses, the research concept framework can be arranged as follows, as shown in Figure 1 below:

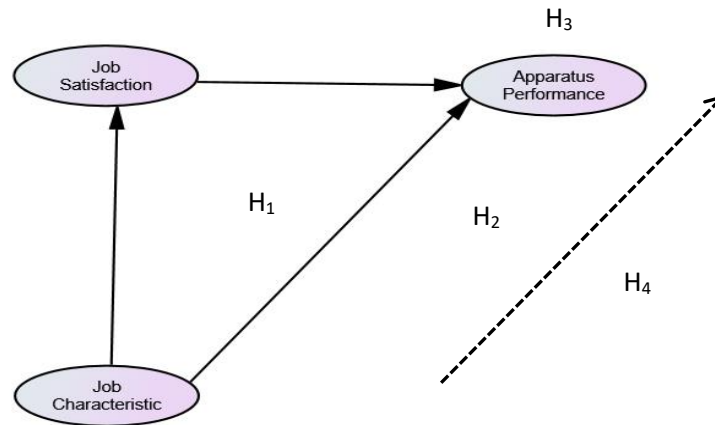


Figure 1: Conceptual framework

RESEARCH HYPOTHESIS

METHODS

Location

The location in this study is the National Narcotics Agency regency / city in XYZ Province, while the object in this study is the entire apparatus of the National Narcotics Agency Regency / city in charge at this time.

Population and Sample

According to Ferdinand (2014) population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. So the population in this study is the entire apparatus of the National Narcotics Agency Regency / City in XYZ Province as many as 227 people.

Sampling technique is carried out by stratified random sampling method, this sample withdrawal technique was carried out in strata populations in this study with sample size of 180 respondents (18 indicators x 10 observations) according to sem model requirements (Ferdinand, 2014) in this study sample back from the spread of questionnaires amounting to 177 respondents at the National Narcotics Agency Regency / City in XYZ Province.

Technique of Data Collection

This study uses primary data obtained through the dissemination of questionnaires to respondents, where respondents will respond in writing in response to statements given to the variable analysis (Bhattacharjee, 2012) of National Narcotics Agency District / City in XYZ Province.

In this study using the structural equation modeling (SEM) analysis model based on the evaluation of interdependence relationships, Ferdinand (2014) path diagram compiled will make it easier to see the causality relationship of the construct to be tested, based on the study of existing theoretical theories and theoretical frameworks then made a diagram diagram of causality relationship path between variables and indicators, as for the form of full model flowcharts with mediation variables of this research (Bhattacharjee, 2012). It's like in Figure 2 below.

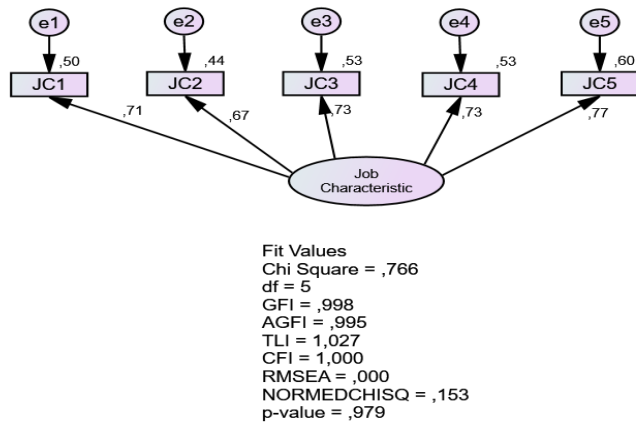


Figure 3. Exogen confirmatory factor analysis

Confirmation analysis of endogenous construct confirmatory factor analysis can be concluded that the loading factor value of the job satisfaction indicator and the performance of the apparatus of all loading factors >0.60 so that the indicator is in accordance with the requirements of the CFA model, for more details can be seen in Figure 4 below:

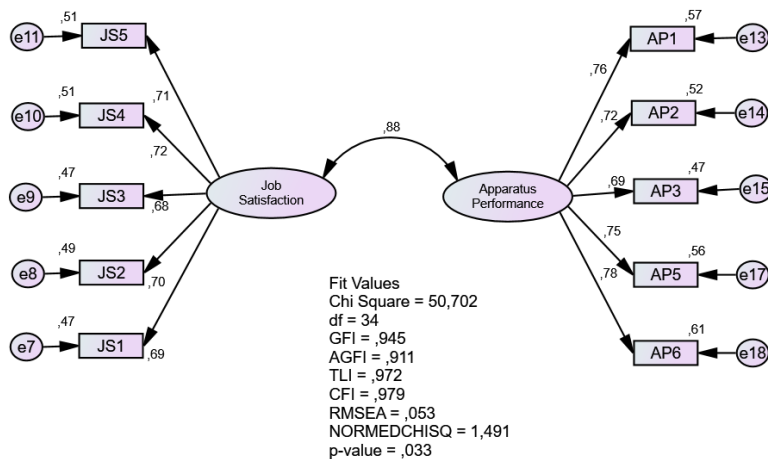


Figure 4. Endogen construct confirmation factor analysis

Based on Figure 5 it can be explained that the goodness of fit structural model as required in the structural equation modeling model the results of data analysis with the structural equation modeling as seen in Figure 5 below, it can be explained that all exogenous variables have a significant effect on endogenous variables so that this model has been able to test the research hypothesis that has been formulated in the previous part of this study.

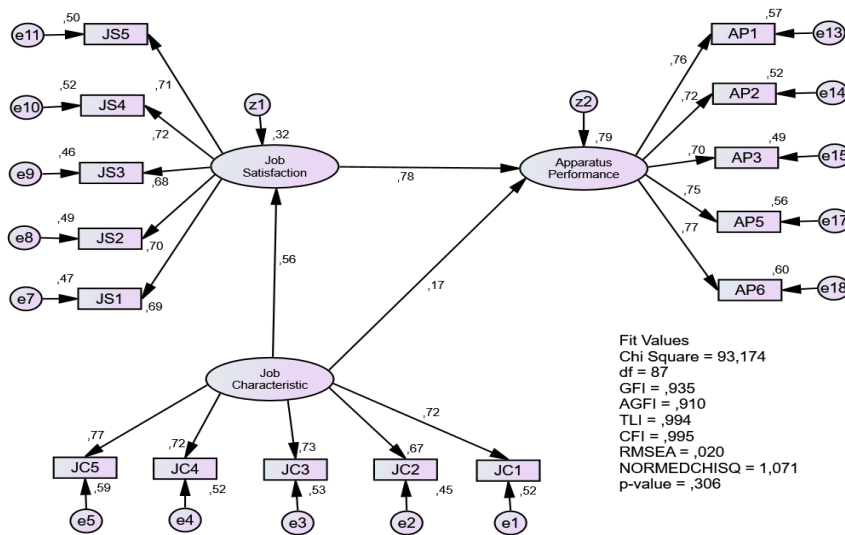


Figure 5. Structural equation modeling

Table 2. Goodness of Fit Index t results

Goodness of Fit Index	Cut-off Value	Results of analysis	Model evaluation
X ² -Chi-Square	Diharapkan Kecil	93,174	Good
Probability	≥ 0.05	0.306	Good
GFI	≥ 0.90	0.935	Good
AGFI	≥ 0.90	0.910	Good
CFI	≥ 0.95	0.995	Good
TLI	≥ 0.95	0.994	Good
CMIN/DF	≤ 2	1.071	Good
RMSEA	≤ 0.08	0.020	Good

Based on Table 2 of the results of the AMOS analysis, it can be explained that all exogenous variables have a significant effect on endogenous variables, the results of this study can already test the hipetesis of the study.

Table 3. Effect of exogen variables on endogen variables

Endogen Variabel		Exogen Variabel	Std.Est.	Est	S.E.	C.R.	P
Job satisfaction	<---	Job characteristics	,562	,551	,094	5,855	***
Apparatus Performance	<---	Job satisfaction	,783	,821	,114	7,194	***
Apparatus Performance	<---	Job characteristics	,171	,176	,080	2,205	,027

Sources: Primary data processed amos (2021)

DISCUSSION

After analyzing based on the primary data that has been collected as mentioned above, this discussion will be explained in more detail to the results of research that has been analyzed through the analysis of the structural equation modeling, then in this discussion will be associated with the theory and results of previous research and emphasize on

testing the hypothesis that has been prepared before, as for the purpose of this research discussion to get answers to the research hypothesis statement, It can be delivered as follows.

1. The effect of job characteristics on job satisfaction

The results of the data analysis in this study proved that job characteristics have a positive and significant influence on job satisfaction, the results of the analysis prove that the P value value resulting from the SEM model is $0.000 < 0.05$ so that it can be stated that there is a significant influence of job characteristics on job satisfaction, this means that the better the work done and in accordance with the character of the work done by the apparatus, the more satisfied the Agency apparatus will be. National Narcotics of XYZ Province in carrying out its duties. The results of this study are also in line with research conducted by Nasir (2021), Chandra (2017), Prawira (2010) and Spector (2008) found a significant influence between the characteristics of work and job satisfaction where the skills of the apparatus, the significant finishing of the tasks carried out and the details of the task are very good and can be implemented smoothly in preventing the circulation of narcotics so as to provide satisfaction to the apparatus of the National Narcotics Agency of XYZ Province (Fahreni et al., 2021).

2. Influence of job characteristics on the performance of the apparatus

Based on the results of the research proved that the characteristics of the work had a positive and significant effect on the performance of the apparatus of the National Narcotics Agency of XYZ Province, the results of the analysis proved that the value of the P value produced was $0.000 < 0.05$ so that there can be a significant influence of work characteristics on the performance of the National Narcotics Agency apparatus of XYZ Province, this means that it is more in accordance with the characteristics of the work carried out by the National Narcotics Agency apparatus. XYZ Province is increasing the performance of the National Narcotics Agency apparatus of XYZ Province. This study supports previous research where the results of the analysis prove that it turns out that the characteristics of the work affect the performance of the apparatus, the results of this study support the research of Nasir (2021) Budi (2010), Lumbanraja (2009) and Siahaan (2018) if the results of this study are associated with actual reality or conditions in the institution or organization, then the results of the study show that the characteristics of the work are able to affect performance, This condition occurs because indeed in an organization that has job characteristics skills, task identity, task significance, feedback and details of tasks and in accordance with the work will have an impact on improving the performance of the apparatus of the National Narcotics Agency of XYZ Province.

3. Effect of job satisfaction on the performance of the apparatus

Based on the results of research that job satisfaction has a positive and significant effect on the performance of the National Narcotics Agency apparatus of XYZ Province, the results of the analysis prove that the value of P Value produced in the model is $0.027 < 0.05$ so that there is a significant influence on job satisfaction on the performance of the National Narcotics Agency apparatus of XYZ Province, this means that the more satisfied the results of the work of the apparatus in the prevention of narcotics circulation in XYZ Province, It will improve the performance of the National Narcotics Agency apparatus of XYZ Province. This research supports the results of nasir (2021) Marbawi (2018), Muzakir (2019), Siahaan (2018) and Lumbanraja (2009), Robbins (2015) and Luthans (2013), if an apparatus of the National Narcotics Agency of XYZ Province who feels satisfied with work, promotion opportunities, supervision, peer-employment relationships and decent rewards, then the performance of the apparatus and organizational performance at the National Narcotics Agency of XYZ Province will increase in the direction of increasing job satisfaction.

4. Job satisfaction mediated the relationship of job characteristics to the performance of the apparatus

The results of the mediation effectiveness test conducted by the sobel test method an interactive calculation tool for mediation tests where the test statistic value was obtained a value of $4,509 > 2.00$. p-value of $0.000 < 0.05$ and standard error value of 0.097 , based on the results of calculation of P Value value with a value of 0.000 for path analysis c' and coefficient with a value of $0.440 > 0.171$ path c, from the results of calculation and analysis of data using sobel test, then all significant values for all path analysis (A, B, C, and C') can be concluded work satisfaction mediating partially the relationship of work characteristics to the apparatus performance of the National Narcotics Agency apparatus of XYZ Province.

CONCLUSION

Based on the formulation of the problems, objectives and research hypotheses that have been outlined before, it can be put forward some conclusions in this study as follows:

1. Individual characteristics have a positive and significant effect on the job satisfaction of the National Narcotics Agency Apparatus of XYZ Province.
2. Job characteristics have a positive and significant effect on the job satisfaction of the National Narcotics Agency Apparatus of XYZ Province.
3. Individual characteristics have a positive and significant effect on the performance of the National Narcotics Agency Apparatus of XYZ Province.
4. Job satisfaction partially mediates the relationship of job characteristics to the performance of the National Narcotics Agency Apparatus of XYZ Province.

References

- Alefari, M., Almani, M., & Saloni, K. (2020). A system dynamics model of employees' performance. *Sustainability (Switzerland)*, 12(16). <https://doi.org/10.3390/su12166511>
- Atmojo, M. (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance. *International Research Journal of Business Studies*, 5(2).
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6). <https://doi.org/10.1037//0022-3514.51.6.1173>
- Bhattacharjee, A. (2012). *Research: Social Science Principles, Methods and Practices (Second Edition)*.
- Bhatti, M. A., Kaur, S., & Battour, M. M. (2013). Effects of individual characteristics on expatriates' adjustment and job performance. *European Journal of Training and Development*, 37(6), 544–563. <https://doi.org/10.1108/EJTD-02-2013-0013>
- Dharma Utamayasa, I. G. (2021). Effect Physical Activity and Nutrition During The Covid-19 Pandemic. *International Journal of Engineering, Science and Information Technology*, 1(1). <https://doi.org/10.52088/ijesty.v1i1.58>
- Fahreni, F., Mardina, V., Indriaty, I., & Ramadani, R. (2021). Examination of Gel Hand Sanitizer from Mangrove Leaves and Patchouli Oil Against *Staphylococcus Aureus*. *International Journal of Engineering, Science and Information Technology*, 1(4). <https://doi.org/10.52088/ijesty.v1i4.139>
- Gunawan, C. R., Nurdin, N., & Fajriana, F. (2022). Design of A Real-Time Object Detection Prototype System with YOLOv3 (You Only Look Once). *International Journal of Engineering, Science and Information Technology*, 2(3), 96–99. <https://doi.org/10.52088/ijesty.v2i3.309>

- Hanafi, A. (2016). Influence of Individual Characteristic and Organization Climate on Job Satisfaction and Its Impact on Employee Performance. *Sains Humanika*, 8(4), 37–44. <https://doi.org/10.11113/sh.v8n4.843>
- Ismail, D. (2021). Recognition System Of The Al Qur'an Surah Al-Falaq Verse 1-5 Through Voice Using Ada-Boost. *International Journal of Engineering, Science and Information Technology*, 1(3). <https://doi.org/10.52088/ijesty.v1i3.85>
- Joseph F. Hair JR. (2017). Multivariate Data Analysis. In *Food Chemistry* (Vol. 232). <https://doi.org/10.1016/j.foodchem.2017.03.133>
- Kim, M., Ik Baek, S., & Shin, Y. (2020). The effect of the congruence between job characteristics and personality on job crafting. *International Journal of Environmental Research and Public Health*, 17(1). <https://doi.org/10.3390/ijerph17010052>
- Luthans, F. (2015). Organizational Behavior. In *Hospital Administration*. https://doi.org/10.5005/jp/books/10358_23
- Maisa Putra, D., Oktamianiza, O., Yuniar, M., & Fadhila, W. (2021). Study Literature Review On Returning Medical Record Documents Using HOT-FIT Method. *International Journal of Engineering, Science and Information Technology*, 1(1). <https://doi.org/10.52088/ijesty.v1i1.102>
- Matriadi, F., Ikramuddin, I., Adamy, M., & Chalirafi, C. (2021). Implementation of Digital Leaderships on Pertamina Hulu Energy in Aceh. *International Journal of Engineering, Science and Information Technology*, 1(2), 125–129. <https://doi.org/10.52088/ijesty.v1i2.132>
- Özdemir, Ö., & Özaydın, M. M. (2014). The Effects of Employees Individual Characteristics on Job Satisfaction: A Public Bank Case. *Journal of Business Research - Turk*, 6(1), 251–251. <https://doi.org/10.20491/isader.2014115974>
- Peters, S., Lau, T.-C., & Ng, C.-Y. (2014). Determinants of Job Satisfaction and Ethical Behaviour towards Organisational Commitment – A Review. *International Journal of Academic Research in Business and Social Sciences*, 4(7), 573–592. <https://doi.org/10.6007/ijarbss/v4-i7/1052>
- Ratna Pudyarningsih, A., Dwiharto, J., & Ghifary, M. T. (2020). The role of work satisfaction as a mediation leadership on employee performance. *Management Science Letters*, 10(16). <https://doi.org/10.5267/j.msl.2020.7.039>
- Robbin, S. P. (2015). Organization Behaviour.
- Siahaan, E. (2017). ANTECEDENTS OF EMPLOYEE PERFORMANCE AND THE INFLUENCE ON EMPLOYEE JOB SATISFACTION IN BANKING SERVICE SECTOR IN INDONESIA. *Banks and Bank Systems*, 12(4), 75–89.
- van der Voet, J., & Steijn, B. (2021). Relational Job Characteristics and Prosocial Motivation: A Longitudinal Study of Youth Care Professionals. *Review of Public Personnel Administration*, 41(1). <https://doi.org/10.1177/0734371X19862852>