

# Exploring the Impact of Work Relationships on Employee Performance: The Mediating Role of Job Satisfaction

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## ABSTRACT

**Purpose:** The purpose of this study is to analyze the correlation of work relationships, and employee performance with job satisfaction as an intervening

**Design/methodology/approach:** The population in this study were all production employees of pallet plastic industries in Sidoarjo, east java with 36 people. Data collection in this research used a questionnaire and Data analysis in this research uses Partial Least Squares (PLS).

**Findings:** The result that work relations affect employee performance with job satisfaction as an intervening variable.

**Research limitations/implications:** This research is limited to doing regional pallet plastic industries in sidoarjo east java, Indonesia. For generalization so that further research can be carried out in different organizations or companies and in different regions (cities)

**Practical implications:** The results of this research can be used as a reference to improve of employee performance in pallet plastic industries or similar plastic industries.

**Originality/value:** The research results explain that among the variables work relationships, job satisfaction must be applied for increase of employee performance in pallet plastic industries or similar plastic industries.

**Paper type:** This paper can be categorized as research paper.

**Keyword:** *Work relationships, Job Satisfaction, Employee Performance*

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## I. INTRODUCTION

Companies must continue to enhance their performance and competitiveness in order to survive in the age of globalization and intensifying economic rivalry. Particularly in Sidoarjo's plastic pallet manufacturing industry, employee performance is a critical component that determines a company's success. Good human resource management is essential for businesses to meet objectives and adapt to ongoing change in today's dynamic workplace.

However, in the context of Indonesia's manufacturing business, particularly in the production sector, not much research has looked into the relationship between work relationships and employee performance. In order to close this gap in the literature, this study examines and evaluates how work dynamics and pay affect manufacturing workers' performance at Sidoarjo plastic pallet firms. Meanwhile, work happiness is the intervening variable that this study has brought up. The relationship between work relationships, salary, and employee performance is thought to be explained by job satisfaction, which acts as a mediator. Businesses can

create more successful management methods to raise employee performance by figuring out what variables can mediate this relationship.

Employee performance, according to Robbins (2018), is the outcome of an individual's labor within an organization. According to Robbins, employee performance in the context of management and organizational behavior encompasses how well each person accomplishes organizationally-set goals for their work. Mangkunegara (2017) defines employee performance as the quality and quantity of work that an employee achieves while performing his or her duties in accordance with the obligations assigned to them. Work relationships (Pratama and Wimar'ein, 2018; Prilian et al., 2014; and Rorong, 2016), compensation (Kasenda, 2013; Fauzi, 2014 ; Leonardo and Andreani, 2015; Dayanandan, 2017; Laksmana and Lopian, 2015), and other factors are some of the variables that have been found to influence employee performance.

According to Law of the Republic of Indonesia No. 13 of 2023 concerning Work, in Article 1 number 15, it is stated that a work relationship is a relationship between an entrepreneur and a worker or laborer based on a work agreement, which has the elements of work, wages, and orders.

According to Robbins and Judge's (2017) perspective, an individual's overall assessment of their work may be used to determine job satisfaction. This assessment takes into account the discrepancy between the awards they believe they should have received and the ones they actually receive. Because it incorporates affective or emotional reactions to different facets of work, job satisfaction is multifaceted. People could be content with certain facets of their jobs while being dissatisfied with others. Employees' positive attitudes about their work are reflected in their job satisfaction, which is determined by an evaluation of the working environment.

An evaluation of the work environment might center on a number of factors, including the kinds of duties performed or the acknowledgment of values that are deemed significant for the position. It is impossible to think of job satisfaction in this setting as a monolithic or uniform term. On the other hand, because it is subject to the effect of multiple work-related factors, job satisfaction is dynamic and complex. Workers who are happy in their positions typically express higher favorable preferences for their entire working environment. Their commitment to work, desire to do better, and increased contribution to company objectives all show this. On the other hand, unhappy workers could have less upbeat attitudes,

such as discontent, a lack of drive, and possibly even a propensity to look for new work possibilities. Therefore, comprehending and evaluating job happiness is essential to human resource management and creating organizational strategies that enhance both worker well-being and total workplace efficiency.

Based on the production department phenomena, the Sidoarjo pallet plastic manufacture maintains a work connection akin to a work contract. In addition, pay adjustments will be required in 2024 due to the increase in the City/Regency Minimum Wage, in compliance with relevant rules. In order to create a safe and comfortable work environment, it is also vital to continuously enhance the workplace by consulting the Occupational Safety and Health Management System requirements. In addition to the phenomena mentioned above from a number of earlier investigations, there are still unanswered questions, as evidenced by the findings of Warongan et al.'s (2022) research. claimed that employee performance is unaffected by the workplace. The findings of Rianda and Winarno's (2022) demonstrate that employee performance is unaffected by salary. The findings of Fauziek and Yanuar's (2021) further demonstrate that employee performance is unaffected by work satisfaction. Consequently, research on the effects of work relationship characteristics, pay, and job satisfaction on employee performance continues to yield inconsistent results. To ensure that the research findings are accurate and applicable to a wide range of situations, more research must be done. We plan to carry out research on the subject, taking into consideration the background information, the phenomena that are present in the research object, and the gaps mentioned previously.

This research was conducted with the purpose to analyse the correlation of work relationships, and employee performance with job satisfaction as an intervening.

## **A. Literature Reviews and Hypotheses**

### **1. Employee Performance**

Performance, according to Rivai (2020), is the outcome or total degree of success an individual has during a specific time period when completing tasks in comparison to different possibilities, such as standard work results, targets, objectives, or criteria that have been decided upon beforehand and mutually agreed upon. According to Mangkunegara (2019), an employee's performance is determined by the quality and amount of work they accomplish and their capacity to complete duties in line with the obligations assigned to them by their superiors. Conversely, performance is defined by Dessler (2020) as the comparison of work performance, that is, the comparison of work outcomes with expected standards. Sondang (2018) expressed a similar viewpoint, stating that performance is a global idea that is the efficiency of employees' operations. organizational components as well as components that follow predetermined guidelines and norms. According to Bernardin and Russell (as cited in Faryandi, 2017), "performance is defined as the record of outcomes produced on a specified job function or

*activity during a specified time period.*" In other words, performance is defined as a record of the work completed on a certain task within a given time frame. As per Hasibuan (2017), an individual's performance is determined by his ability, experience, seriousness, and time spent on the tasks allocated to him.

Mangkunegara (2019) lists the following as some of the attributes of employee performance: 1. Exercise a great deal of personal accountability 2. Is able to accept and tolerate the hazards. 3. Set reasonable objectives. 4. Create a thorough work plan and make an effort to achieve its objectives. 5. Apply specific feedback to every task you complete at work. According to the criteria given above, performance is defined as how employees show up or manifest while doing their jobs. When someone can do their work effectively—that is, when they meet the goals or standards established and even go above and beyond those criteria—that person is considered to have strong work performance.

Several performance goals are explained by Rivai (2020), and they essentially consist of:

1. To assess the degree of accomplishment within the workforce.
2. Offering corresponding incentives, such as monetary bonuses and a raise in base pay.
3. Push for accountability from staff members.
4. Boost your motivation at work.
5. Strengthen the ethic of effort.
6. To set one employee apart from the others.
7. Fortify staff bonds by having candid conversations regarding their development on the job.
8. As an informational resource for career planning and human resources.
9. Help in assigning workers based on their productivity.

According to Mathis and Jackson (2019). Employee performance is influenced by the following factors:

1. Individual abilities, which are made up of a variety of elements such as talents, hobbies, and personality traits.
2. The effort is comprised of task design, work ethics, motivation, and attendance.
3. Work standards, technology and equipment, management, coworkers, and training and development comprise the organizational support it receives.

Meanwhile according to Gomes (2018), a number of variables that affect how well employees perform at work are predicated on:

1. Quantity of Work: This refers to the total amount of output produced in a certain amount of time.
2. Work Quality, or the level of output attained in accordance with appropriateness and preparedness requirements.
3. Job knowledge: in-depth expertise in both job and abilities.
4. Creativity, or the sincerity of the concepts put forth and the steps made to address issues as they emerge.
5. Cooperative, which refers to the readiness to collaborate with others (fellow organization members). Dependability, or consciousness and reliability in terms of showing up and finishing assignments,
6. Initiative, or the drive to take on more responsibilities and new duties.
7. Personal attributes, including kindness, leadership, personality, and moral integrity.

## **2. Work Relationships**

A reference is required to serve as the foundation for this writing in order to attempt to approach writing to current concerns. A theoretical foundation for work relationships, work discipline, motivation, and performance, as well as an analysis of earlier research, make up the references used in this study. According to Law No. 13 of 2003 covering work, work relationship is defined as a (legal) relationship founded on an work agreement between an employer and worker or laborer (employee). Consequently, the work agreement is something tangible and real, whereas the work relationship is something abstract. An agreement will be made using a work agreement. Stated differently, work relationship is one that results from an work agreement. Aloewir (2012), on the other hand, defines work connection as the one that results from agreements made for a specific or indefinite amount of time and involves both employers and workers.

Moreover, work relations are as follows, according to Law Number 13 of 2003 regulating Work, articles 50 to 62:

Article 50: A work agreement between an employer and employee or laborer is the basis for work relations.

Article 51: (1) The agreement for work is formed either orally or in writing. (2) The written work agreement is completed in compliance with all relevant laws and regulations.

Article 52: 1. The work agreement is based on the following: a) a mutual agreement between the parties; b) the parties' capacity or competence to pursue legal action; c) the work agreement's existence; and d) the work agreement's non-violation of applicable laws, morals, or public order. 2. Work agreements entered into by the parties that are in disagreement with the clauses envisaged by paragraph (1) letters a and b may be terminated. 3.

Work agreements signed by the parties that legally contradict the terms specified in paragraph (1), letters c and d, are void.

Article 53: The entrepreneur is in charge of and accountable for all things and/or expenses necessary for the work agreement's implementation.

Article 54 (1) The following elements must be included in a written work agreement: a. the employer's name, address, and type of business; b. the worker or laborer's name, gender, age, and place of work; c. the position or type of work; d. the place of work; e. the amount of wages and mode of payment; f. the terms and conditions of work, which outline the rights and obligations of both the employer and the worker or laborer; g. the start and duration of the work agreement; h. the place and date the work agreement was made; and dani. the signatures of the parties. (2) The terms of the work agreement as stated in paragraph (1) letters e and f cannot be in conflict with rules set forth by the employer, collective bargaining agreements, or any other applicable laws or regulations. (3) The worker/laborer and the entrepreneur each get one (one) work agreement, and the work agreement as envisaged in paragraph (1) is made in at least two (two) copies, which have the same legal force.

Article 55 Without the parties' consent, the work agreement cannot be revoked or altered.

Article 56: (1) A labor arrangement is made for a specific period of time or for an unlimited period of time. (2) The labor agreement for a specific amount of time, as stated in paragraph (1), is dependent upon either the accomplishment of a specific task or the time period.

Article 57: (1) A written work agreement for a specific duration must be written in both Indonesian and Latin characters. (2) A labor agreement for an unlimited period of time is defined as one that is drafted for a certain duration and does not contradict with the requirements as intended by paragraph (1). (3) If a work agreement is made in a foreign language and Indonesian, and there is a discrepancy in how the two are interpreted, the Indonesian work agreement will take precedence.

Article 58: (1) A work trial term cannot be required under a labor agreement that lasts for a specific amount of time. (2) If the work agreement specifies a work trial time as intended in paragraph (1), the required work trial period is legally void.

Article 59: (1) A work agreement for a specific duration may only be made for specific types of work that, based on their nature and type, will be finished within that duration. These types of work include: a. work that is temporary or once completed; b. work that is estimated to be finished in a short amount of time, up to three (three) years; c. seasonal work; or d. work pertaining to novel products, novel endeavors, or extra products that are presently undergoing testing or investigation. (2) For permanent work, a labor agreement for a specific duration cannot be signed. (3) A labor agreement may be renewed or extended for a specific amount of time. (4) A work agreement with a set duration that is fixed-term in nature may be signed for a maximum of 2 (two) years and may only be renewed once for a maximum of 1 (one) year. (5) An employer who plans to prolong a fixed-term work agreement must give written notice to the worker or laborer in question at least seven (seven) days prior to the agreement's expiration. (6) Renewing a fixed-term work agreement can only be done once, up to a maximum of two (2) years, and only after the previous fixed-term work agreement's grace period of thirty (30) days has passed. (7) If a labor agreement for a specific duration fails to comply with the terms and conditions stated in paragraphs (1), (2), (4), (5), and (6), it will legally transform into a work agreement for an infinite duration. (8) The Ministerial Decree will further regulate other topics that are not covered in this item.

Article 60: (1) A work trial period of no more than three months may be necessary for a labor agreement for an indefinite period of time. (2) As stipulated in paragraph (1), employers are not allowed to pay employees less than the applicable minimum wage during the work trial period.

Article 61 (1) The work agreement terminates if one of the following occurs: a. the employee passes away; b. the work agreement's term expires; c. a court decision or an industrial relations dispute resolution institution's decision or determination has permanent legal force; or d. specific events or circumstances specified in the work agreement, company policies, or collective work agreement can result in the termination of the work relationship. (2) The termination of the work agreement does not occur upon the entrepreneur's death or upon the transfer of rights to the business through a gift, sale, or inheritance. (3) Unless otherwise specified in the transfer agreement, which does not diminish the rights of the workers or laborers, the new entrepreneur assumes responsibility for the workers' or laborers' rights in the case of a company transfer. (4) After consulting with the employee or laborer, the heirs of the individual entrepreneur may end the work arrangement in the event of the entrepreneur's death. (5) In the case that a worker or laborer passes away, their heirs are entitled to receive their rights as stipulated by applicable laws and regulations, as well as any rights outlined in the work agreement, corporate policies, or collective work agreement.

Article 62: The party ending the work relationship must compensate the other party in the amount of wages to workers or laborers until the end of the work agreement if one of the parties ends the relationship before the end of the period specified in the work agreement for a specific period of time, or if the termination is not due to the provisions as intended in Article 61 paragraph (1).

Several studies conducted by Pratama dan Wimar'ain (2018), Prilian et al. (2014), and Rorong (2016) have proved that work relationship have influenced employee performance. Thus, a hypothesis can be made as follows:

H1: work relationship influences employee performance

### 3. Job Satisfaction

Job satisfaction is a common hope for working individuals, but the realization of this satisfaction is a long and gradual process. Job satisfaction is basically subjective because each individual has a different level of satisfaction according to their values and expectations. The more aspects of a job match an individual's preferences, the higher the level of satisfaction that can be felt. Job satisfaction describes positive and loving feelings towards one's work, and this is reflected in work morale (Hasibuan, 2017).

According to Gomes (2018), job satisfaction may be understood as the outcome of comparing an employee's expectations and hopes for what they believe is worthy or suitable for them with what they receive from their work. In the context of the workplace, job satisfaction encompasses gratitude for output, as well as favorable equipment, treatment, placement, and working conditions. It can also be described as how people feel about different facets or dimensions of the tasks they have to perform at work, whether positively or negatively (Hariandja, 2016).

Although compensation is still vital, workers who are happier in their jobs will place more emphasis on the work itself than on it. Outside of the workplace, job satisfaction include fulfillment from outside sources, such as monetary compensation that enables one to meet one's needs. A balanced emotional attitude toward rewards and work performance is reflected in job satisfaction, which is a composite of both internal and external factors. People who experience this combination will feel content if they believe their work results and rewards are just and suitable.

Kreitner and Kinicki (2016) define job satisfaction as an individual's emotional reaction to different facets of their work. According to Davis (2015), job satisfaction refers to people's perceptions of how fun their work is or is not. As per Robbins (2017), job satisfaction may be defined as the discrepancy between an individual's perceived value from their work and the actual quantity they get.

According to each person's evaluation of the work environment, job satisfaction is a subjective or affective reaction to several aspects of one's job. People may find themselves content with certain facets of their jobs while being unsatisfied with others, so job happiness is not a singular notion. Values that people hold dear and that support them in meeting their basic needs are a key component of job satisfaction. Thus, the degree to which people believe their work reflects their beliefs and expectations determines their level of job satisfaction, which is determined by their particular work drive. When someone is happy with their work, it's because they feel that their work environment meets their needs. This is known as job satisfaction. Sentiment When it comes to job satisfaction and discontent, people's evaluations of their past and present work experiences typically come through more than their hopes for the future. It follows that the notion of job satisfaction is comprised of two key components: an individual's basic requirements and work values. These two components together shape an individual's attitude toward their work.

Twenty dimensions are measured by the Theory of Work Adjustment model (Cascio, 2015), which explains twenty unique factors or conditions that are critical to fostering job happiness. A succinct description of these dimensions is provided below:

1. Ability utilization: the application of a person's unique skills to their job.
2. Achievement: The caliber of success attained at job.
3. Activities: Kinds of tasks performed in the workplace.
4. Progress: The degree of growth or advancement attained while working.
5. Authority: The degree of power used to accomplish tasks.
6. Company Policies and Practices: The equitable application of company policies to employees.
7. Remuneration: Kinds of pay that employees receive.
8. Coworkers: Interactions with coworkers who assist with tasks directly.
9. Creativity: The degree to which one is able to use creativity in the workplace.
10. Independence: The degree of autonomy that employees possess in their work.
11. Moral Values: Moral principles, such as guilt or compulsion, are utilized in the performance of tasks.
12. Recognition: Acknowledgment for the accomplished effort.
13. Responsibility: The degree of accountability one possesses or exercises in work.
14. Security: Having a sense of safety at work.
15. Social Service: Attitudes regarding the workplace from the public.
16. Social prestige: The sense of self-worth and social prestige that comes from one's job.
17. Human Relations in Supervision (Human Relations in Supervision): Management assistance to employees.
18. Counseling: workers receive direction and technical support from their superiors.

19. Variety: The degree of variety that is practicable in the workplace.
20. Working Conditions: The environment in which one works while doing their duties.

The primary tenet of the Theory of Work Adjustment is that an individual's needs and the elements that motivate them at work determine how satisfied they are with their jobs.

Affecting Factors for Job Satisfaction As to Kreitner and Kinicki's (2016) findings, job satisfaction can be influenced by five elements, which can be summed up as follows:

1. Need Fulfillment: The degree to which work affords people the chance to meet their needs is a key factor in determining job happiness.
2. Discrepancies: Individual expectations are met to varying degrees, which determines satisfaction. This illustrates the discrepancy between what people believe they get from their professions and what they really get. When expectations are not fulfilled, people get disappointed; when expectations are exceeded, they get satisfied.
3. Value Attainment: People's opinions of how much their work represents the fulfillment of important work values have an impact on their level of job satisfaction.
4. Justice (equity): The degree to which people believe they are treated fairly at work is correlated with their level of job satisfaction.
5. Genetic Components: Individual personality traits and genetic factors can have an impact on job satisfaction. This shows that, in addition to work environment variables, individual variability in qualities also play a significant role in explaining job satisfaction.

There are variables that can decide one's degree of job satisfaction in addition to the aspects that contribute to it. Among these are:

1. Type of Job (Work Itself): The degree to which a job requires certain, industry-appropriate talents affects how satisfied one is with their work. The degree of job satisfaction can be influenced by the job's difficulty and the perception of the necessity for the employee's talents.
2. Aspect is the relationship with supervisors: Work satisfaction can be influenced by positive connections between bosses and subordinates, particularly when it comes to consideration. The degree to which employers support employees in achieving their personal work values is reflected in functional connections.
3. Coworkers: Whether or whether coworkers perform similar or different kinds of work, relationships with them can have an impact on how satisfied one is with their career.
4. Promotion: Opportunities to advance your career while at work, like promotions, are also linked to job satisfaction.
5. Pay or Wages (Pay): The degree to which an employee's pay or wages are deemed sufficient to cover their living expenses has an impact on their job satisfaction. Therefore, a person's degree of job satisfaction in their workplace is influenced by a combination of these different elements.

Methods to Improve Workplace Contentment Riggio (2015) states that the following actions can be taken to increase job satisfaction: Modifications to the work structure:

1. Approach is through modifications to the way work is organized, like job rotation, where tasks are performed in accordance with the job description and alternate between different types of work. Another strategy is to broaden the job's scope, or add different jobs to their existing workload. This increases employees' sense of worth and engagement inside the company.
2. Modification of Payment Structure: Several approaches are available in this situation. First, there is a skill-based compensation structure, in which employees are compensated for their abilities and knowledge rather than their role within the organization. The second type of pay structure is merit pay, in which an employee's salary is determined by their performance and personal financial accomplishments. The third option is gainsharing, in which each group member receives a payment determined on the group's success and earnings are divided equally.
3. Offering Flexible Work Schedules: It's critical to offer flexibility in work schedules, particularly to employees who have family responsibilities or work in congested regions. There are a number of ways to accomplish this, including a compressed work week, in which employees work more hours each day in order to take extra days off. Another approach is flextime, in which employees choose when to start and end their workdays in addition to having a fixed amount of hours each week.
4. Employee Support Programs: Employers can boost employee happiness by offering benefits like profit-sharing, health centers, and employee-sponsored child care. Companies can help improve their employees' well-being and job happiness by putting this step into practice.

Empirical research on the influence of work relationships on employee performance has been carried out by several previous researchers, including Pratama and Wimar'ain (2018), Prilian et al. (2014), and Rorong (2016). The results of this research show that work relationships influence employee performance.

Previous empirical research on the influence of work relationships on job satisfaction has been carried out by several previous researchers, including Yeniarti et al. (2022), Izhatullaili et al. (2022), and Merta et al. (2019). The results of this research prove that work relationships influence employee performance. Thus, a hypothesis can be made as follows:

H2: work relationship influences job satisfaction

Besides that, there are several previous studies which state that job satisfaction influences employee performance (Azhari et al, 2021; Paparang et al, 2021; Adha et al, 2019; Hendrayana et al, 2021). Thus, a hypothesis can be made as follows:

H3: satisfaction influences employee performance

H4: work relationship influences employee performance with job satisfaction as an intervening variable.

Referring to the background of the problem and research objectives, as well as the results of previous empirical research, a conceptual framework was created so that this research was more focused on achieving the research objectives. The conceptual framework in this research is as follows:

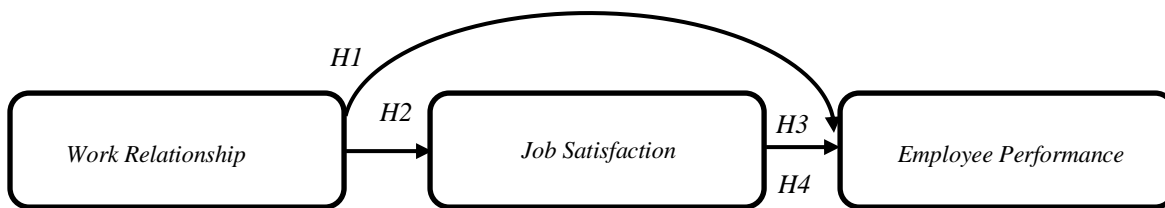


Figure 1. Research Model

## II. METHODS

This type of research is quantitative. Quantitative research methods can be defined as "research methods based on the philosophy of positivism, used for research on certain populations or samples, data collection using research instruments, and quantitative or statistical data analysis with the aim of testing predetermined hypotheses" (Sugiono, 2018). There is a research population that will serve as the study's subject. Sugiono (2018) defines population as the entirety of the substance or element under investigation. Therefore, population refers to all of the qualities of the persons or objects under study, not just the total number of them. The 36 participants in this study were all factory workers at the Pallet plastic industries in Sidoarjo, East Java. The 36 production workers of Pallet plastic industries in Sidoarjo, East Java were all selected as samples for this study since it employed a saturation sampling technique. This is consistent with Sugiono's (2018) assertion that the entire population is gathered and used as a research sample if the population does not reach 100 individuals. A questionnaire was used in this study's data collection process. A questionnaire is a method for gathering data in which participants are provided with a set of questions or written statements to complete (Sugiyono, 2018). The Questionnaire Using a Likert scale that goes from 1 (strongly disagree) to 5 (strongly agree), the questionnaire is set up as a closed statement with five (five) possible answers. Data analysis in this research uses Partial Least Square (PLS).

## III. RESULTS AND DISCUSSION

The research findings from processing questionnaire data, which included respondent characteristics, variable descriptions, and statistical tests utilizing SEM PLS analysis, are provided in this sub-chapter. This research's hypothesis can be addressed by referring to the outcomes of the data processing that has been done. In this study, T-statistics and P-values were examined in order to do hypothesis testing. According to Yamin and Kurniawan (2011), if the P-value is less than 0.05, the research hypothesis can be deemed accepted. The following are the findings from the hypothesis testing that this study's inner model enabled:

**Table 1. Hypothesis Testing**

Hypothesis	Influence	Original Sample	T-statistics	P-Values	Result
H1	Work Relationship → Employee Performance	0,322	2,947	0,003	Accepted
H2	Work Relationship → Job Satisfaction	0,448	3,023	0,003	Accepted
H3	Job Satisfaction → Employee Performance	0,22	3,231	0,001	Accepted
H4	Work Relationship → Job Satisfaction → Employee Performance	0,144	1,985	0,048	Accepted

Based on table 1 above, it can be concluded as follows:

1. The P value for the association between work relationships on employee performance is 0.003, which is less than 0.05. This indicates that employee performance is influenced by the work relations variable.
2. The P value for the link between work relationships on job satisfaction is 0.003, which is less than 0.05. This indicates that job satisfaction is influenced by the work relations variable.
3. The P value for the relationship between job satisfaction on employee performance is 0.001, which is less than 0.05. This indicates that employee performance is influenced by job satisfaction variable.
4. The P value for the impact of work relationship on employee performance through job satisfaction is 0.048, which is less than 0.05. This indicates that work relationship influences employee performance with job satisfaction.

#### IV. CONCLUSION

Based on the findings of the research and the talks that have taken place, the following conclusions can be drawn:

Referring to the results of hypothesis testing, it can be concluded that employment relationships have an influence on employee performance. The relationship between these two variables is positive. These results indicate that changes that occur in employment relationships will have an effect on changes that are in line with employee performance. If work relations improve, it will trigger an increase in employee performance. On the other hand, if work relations are low, it will have a negative impact on employee performance by resulting in a decrease in quality.

Based on the results of hypothesis testing, it was revealed that work relationships have a significant influence on job satisfaction with a positive relationship direction. These results indicate that changes in the work relationship variable have a direct impact on changes in job satisfaction. Satisfactory working relationship conditions tend to have a positive influence on the level of job satisfaction, while unsatisfactory working relationships can have a negative impact on job satisfaction.

The results of the research hypothesis test confirm that Job Satisfaction has a significant influence on Employee Performance with a positive relationship direction. These results indicate that changes in the Job Satisfaction variable will have a proportional impact on changes in the Employee Performance variable; An increase in Job Satisfaction encourages increased Employee Performance, while low Job Satisfaction has the potential to result in decreased performance.

Based on the results of the hypothesis analysis, it was found that work relationships have a significant influence on employee performance through job satisfaction. The relationship between these three variables leads in a positive direction, indicating that changes in the Job Satisfaction variable will increase the impact of Work Relations on Employee Performance proportionally.

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