

## The Influence of Work Ability on Employee Performance with Job Satisfaction as an Intervening Variable on Employees of the Perumda Tirta Mayang in Jambi City

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### ABSTRACT

This research investigates and tests the relationship between work ability and employee performance using job satisfaction as an intervening variable. The sample for this research which uses a quantitative analytic approach, consists of 75 employees. Using the PLS analysis technique in combination with the SmartPLS4 program. According to the results, work ability affects employee performance, work ability significantly and favorably affects job satisfaction, employee performance is impacted by job satisfaction and work ability affects employee performance with job satisfaction serving as a mediating factor.

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## INTRODUCTION

The most important resource needed in a company is human resources. The team that makes up human resources collaborates to accomplish the objectives of the business. In order to achieve the desired goals, the company must have human resources that have good performance.

Employee performance is a crucial component that any business needs to take into account. Identifying the elements that influence employee performance is one action a business can take to enhance worker performance. One of the elements influencing employee success is work ability according to (W Enny, 2019).

One of an employee's strengths that can determine how well they perform a job is their work ability. An employee's productivity has a big impact on how the business develops (Runda et al., 2024).

Researchers use job satisfaction as an intervening variable to mitigate the association between work ability and employee performance. Job satisfaction refers to how employees feel about their jobs. If the results they obtain are in line with the amount of effort they put in, then employees will be happy.

The purpose of the study is to elucidate the connection between job satisfaction, work ability, and employee performance. It also seeks to identify the elements of job satisfaction and work ability that affect employee performance. Furthermore, the research project aims to ascertain the impact of work ability on employee performance using job satisfaction as intervening variable, at the Perumda Air Minum Tirta Mayang in Jambi City.

## LITERATURE REVIEW

### *Employee Performance*

Employee performance is the culmination of the skills and efforts needed by employees to finish assigned tasks effectively and in line with business objectives (Ladjin et al., 2022). The output that employees produce after finishing the duties and work that are given to them is known as employee performance. Person performance is the capacity of a person to meet job requirements. The goal will be in accordance with the company's ethics and values if the work target is completed within the allocated time frame and does not surpass it (Husna & Prasetya, 2024). The two categories into which employee performance is divided are individual and organizational performance (Asri & Moderin, 2024).

According to (Sutrisno, 2016) work production, job knowledge, initiative, mental acuity, attitude, and time management are all measures that can be used to evaluate employee performance.

### *Work Ability*

Work ability is the capacity of an employee to carry out a task. The work capability of an employee is determined by their educational background and work experience (Santoso & Mariana, 2024). Work ability is the capacity that enables a person to carry out a task. Work ability is correlated with an employee's mental and physical capacities (Yunita & Melsan, 2023). The capacity to finish duties at work is known as "work ability". The employee's talent, interest, or potential may be the source of this ability. Workers must possess this competence

in order to finish the assigned tasks. The best job outcomes will come from maximizing this capacity. The performance of the business is determined by employee ability.

According to Robins dalam (Wardani, 2017) indicators of work ability include job ability, education and work experience.

### **Job Satisfaction**

Job satisfaction is the emotional attitude that employees have toward their work, regardless of whether they enjoy it or not. Poor discipline, high absenteeism, and even a desire to leave the company are common signs of disgruntled employees (Alvionita & Marhalinda, 2024). Because each employee's level of job satisfaction varies depending on their personal values, job satisfaction is an individual phenomenon (Rulianti & Nurpribadi, 2023). Job satisfaction is the term used to describe how employees feel about their employment and workplaces, and it is associated with the positive emotions that result from their hard work. Because happy employees will have a strong work ethic, businesses should care about their job satisfaction (Laily et al., 2023).

According to Luthans dalam (Seto et al., 2023) pay, the actual work, job promotion, co-workers and supervision all have an impact on job satisfaction.

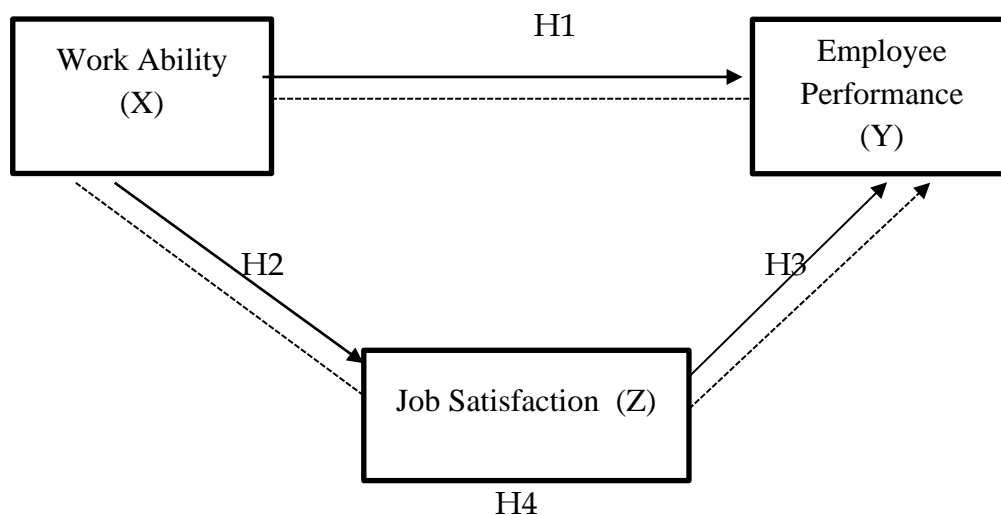


Figure 1. Theoretical Framework

### **METHODOLOGY**

Quantitative approaches are used in this investigation. 298 workers of the Perumda Air Minum Tirta Mayang in Jambi City made up the study's population. Using the slovin formula, a sampel of 75 workers was selected for this investigation.

Both primary as well as secondary sources provided the data for this investigation. While books and journals supplied secondary data, questionnaires provided primary data. Interview and questionnaires were employed in this study to gather data.

Data analysis techniques were carried out using Structural Equation Methods (SEM) using the Partial Least Square (PLS) analysis tool using SmartPls 4 software. Both direct and indirect tests were conducted using four hypotheses.

**RESEARCH RESULT AND DISCUSSION**

*Validity and Reliability Test*

Table 1 Validity and Reliability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability (<math>\rho_a</math>)</b>	<b>Composite Reliability (<math>\rho_c</math>)</b>	<b>Average Variance Extracted (AVE)</b>
Employee Performance (Y)	0,939	0,942	0,947	0,599
Work Ability (X)	0,844	0,848	0,885	0,562
Job Satisfaction (Z)	0,920	0,923	0,933	0,583

It is evident from the data in the above table that every variable in the investigation had composite reliability and Cronbach's alpha values greater than 0,70. The variables included in this investigation therefore have reliable dependability values, it can be said. It is also evident from the table's contents that each variable's average variance extracted (AVE) values is greater than 0,50. This implies that the validity structure of the investigation is sound.

*Test R-Square*

Table 2 Test R-Square

<b>Variable</b>	<b>R-Square</b>	<b>Adjusted R-Square</b>
Employee Performance (Y)	0,555	0,542
Job Satisfaction (Z)	0,277	0,267

The employee performance variable has a moderate r-square value of 0,555 or 55,5 %, as can be seen from the data in the above table. At 0,277 or 27,7 % the job satisfaction variable r-square value is in the weak category.

*Bootstrapping Hypothesis Testing*

Table 3 Bootstrapping Hypothesis Testing

<b>Variable</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T-Statistic ( O/STDEV )</b>	<b>P-Values</b>
Work Ability -> Employee Performance	0,342	0,353	0,087	3,932	0,000
Work Ability -> Job Satisfaction	0,526	0,548	0,082	6,414	0,000
Job Satisfaction -> Employee Performance	0,506	0,508	0,088	5,764	0,000

Based on the data in the previous table, the bootstrapping hypothesis test yielded the following results:

1. Work Ability on Employee Performance  
 The table's data clearly shows that the p-values are less than 0,05 and the t-statistic is more than 1,96. These data corroborate the first hypothesis, which asserts that work ability considerably and favorably affects employee performance.
2. Work Ability on Job Satisfaction  
 The table's data clearly shows that the p-values are less than 0,05 and the t-statistic is more than 1,96. These results corroborate the second hypothesis, which holds that work ability has a considerable and positive impact on job satisfaction.
3. The table's data clearly shows that the p-values are less than 0,05 and the t-statistic is more than 1,96. These findings support the third hypothesis, which maintains that employee performance is significantly and favourably impacted by job satisfaction.

**Indirect Testing Hypothesis**

Table 4 Indirect Testing Hypothesis

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic ( $\frac{O}{STDEV}$ )	P - Values
Work Ability -> Job Satisfaction -> Employee Performance	0,266	0,278	0,065	4,101	0,000

It is evident from the data in the above table that the p-values are less than 0,05 and the t-statistic is more than 1,96. As a result, one could contend that job satisfaction acts as a mediating factor in the connection between work ability and performance. This implies that the connection work ability as well as employee performance may be mediated by job satisfaction.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Conclusions***

The study's conclusions, which are predicated on the conversation and research findings, are as follows:

1. Work ability significantly and favorably affects employee performance
2. Work ability has a good and considerable impact on job satisfaction
3. Job satisfaction has a positive and considerable impact on employee performance
4. The relationship between work ability and employee performance is mediated by job satisfaction.

### ***Recommendations***

The researcher's suggestions for this study are as follows:

1. To sustain and improve employee performance, job satisfaction and work ability, business can utilize this research as learning resources in order for employees to provide the company and its PDAM users with the best service possible.
2. Future researchers wishing to add information on work ability, employee performance, and job satisfaction can use this study as a reference. Future researchers can add variables that were not examined in this study.

## **ADVANCED RESEARCH**

The study is far from perfect, and the researcher admits that there are still issues with it. Therefore, more research is needed to ascertain how "Work ability affects employee performance with job satisfaction functioning as an intervening variable in order to improve this study and make it advantageous for everyone. Future research should consider incorporating more advanced methodologies, such as longitudinal studies to observe changes over time, structural equation modeling (SEM) for deeper analysis of causal relationships, and the inclusion of moderating variables like organizational culture, leadership style, or work environment. In addition, expanding the sample across various industries and geographic regions may offer broader generalizability. Qualitative approaches such as in-depth interviews or focus groups could also complement the quantitative findings, providing richer insight into the dynamics between work ability, job satisfaction, and performance.

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