

# The Influence of Job Satisfaction on Employee Performance and Turnover Intention Through Job Happiness as a Mediating Variable

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## Abstract.

*This study aims to analyze the effect of job satisfaction on employee performance and turnover intention with job happiness as a mediating variable. The study was conducted on Tunggak Semi "Bamboo Handicraft" employees with a total of 135 respondents, selected using a saturated sampling technique. The data collection method used a Likert scale questionnaire distributed online. Data analysis was carried out using path analysis and the Sobel test. The results showed that job satisfaction had a positive and significant effect on employee performance, job satisfaction had a negative effect on turnover intention, job happiness had a positive effect on employee performance, job happiness had a negative effect on turnover intention, job satisfaction had a positive effect on job happiness, job happiness mediated the effect of job satisfaction on employee performance, and job happiness mediated the effect of job satisfaction on turnover intention. These findings provide important implications for human resource management in efforts to improve employee retention and work performance.*

**Keywords:** Job Satisfaction; Employee Performance; Turnover Intention and Job Happiness.

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## I. INTRODUCTION

Human resources are a vital asset for any organization in achieving its goals. Job satisfaction and happiness have been shown to play a crucial role in supporting employee performance and reducing employee turnover intentions. Turnover intention is a key concern in HR management because it can impact the continuity of an organization's operations and productivity. This study replicates and expands on Al-Ali et al.'s (2019) work, which examined the role of job happiness as a mediator between job satisfaction, performance, and turnover intention. By examining actual data at Tunggak Semi "Bamboo Handicraft," this study aims to address the gap in previous research that showed inconsistencies between the relationship between job satisfaction, employee performance, and turnover intention. **Job satisfaction:** Job satisfaction is defined as a person's positive or negative feelings about their job. According to Luthans (2006), job satisfaction consists of five dimensions: the work itself, pay, promotion opportunities, supervision, and coworkers.

**Employee performance ;** Performance reflects the quality and quantity of work results achieved by an employee. Factors influencing performance include ability, motivation, and organizational support (Mangkunegara, 2017).

**Turnover Intention:** Turnover intention is an employee's desire to leave an organization, which is often caused by job dissatisfaction, an unsupportive environment, or a lack of work-life balance (Mobley, 1986).

**Job Happiness :** Job happiness refers to the positive feelings employees experience while carrying out their duties. This happiness is influenced not only by material factors but also by emotional and psychological aspects (Pryce-Jones, 2010).

### **H1: Job satisfaction has a significant positive effect on employee performance.**

Susanto et al. (2022) stated that job satisfaction has a positive and significant effect on performance. Aung et al.'s (2023) study also found that job satisfaction has a positive and significant effect on performance, as job satisfaction is essential for employees to improve their individual performance, even though job satisfaction itself is highly relative and varies from person to person.

### **H2: Job satisfaction has a negative effect on turnover intention**

The relationship between job satisfaction and turnover intention has been explored in numerous previous studies. Most scholars agree that job satisfaction and turnover intention are negatively related (Sutikno 2020) and that turnover intention is inversely related to job satisfaction.

### **H3: Job happiness has a positive effect on employee performance.**

Job happiness has a positive and significant impact on employee performance (Yasa et al. 2021). An employee's well-being or happiness is interconnected with their work performance (Daniels and Harris 2000). Researchers have found that employees who exhibit happy characteristics are the highest-performing and most efficient workers (Daniels and Harris 2000).

### **H4: Job happiness has a negative effect on turnover intention.**

Happy employees are more likely to understand the organization's goals and objectives and exhibit a specific set of behaviors in terms of tangible outcomes and physiological domains (Awang 2014). Happy employees have reduced turnover intentions because they are treated fairly and appreciated by the organization.

### **H5: job satisfaction has a positive effect on job happiness**

Job satisfaction reflects how employees feel about their jobs and related aspects (Cook D, 2015) and the extent to which employees like or dislike their jobs. Therefore, job dissatisfaction and job satisfaction can arise in any work situation. Job satisfaction is a combination of positive and negative feelings expressed at work and is closely related to employee behavior at work. The number of determinants of job satisfaction is increasing and includes salary and income levels, promotion opportunities, coworkers, working conditions, communication, personal growth, security, and the work environment (Wu, 2012; Govender, 2014; Cook, 2015).

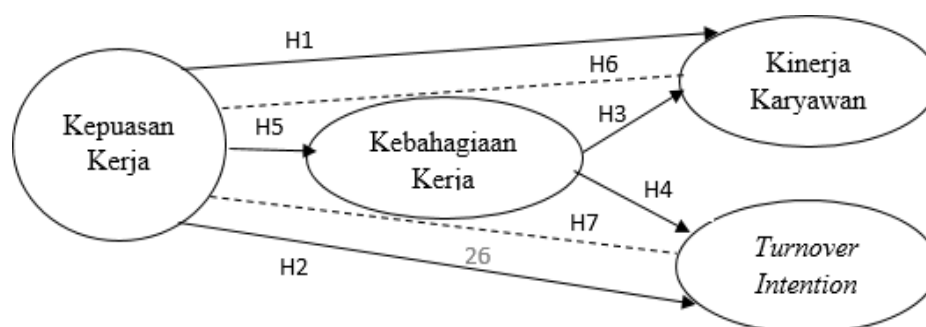
### **H6: Job happiness mediates the influence of job satisfaction on employee performance.**

According to (Al-Ali et al., 2019), the results show that job happiness plays a mediating role between job satisfaction and employee performance. Job happiness acts as a mediator between job satisfaction and employee performance. In other words, job satisfaction influences employee performance through its influence on job happiness.

### **H7: Job happiness mediates the influence of job satisfaction on turnover intention.**

According to (Al-Ali et al., 2019), the results show that job happiness plays a mediating role between job satisfaction and turnover intention. Job happiness acts as a mediator between job satisfaction and turnover intention. Job satisfaction influences turnover intention through its influence on job happiness. If employees are satisfied with their jobs, they tend to feel happier, and this happiness can, in turn, reduce turnover intention.

This conceptual model is a replication of (Al-ali et al., 201



## **II. METHODS**

In this study, the researcher used a quantitative approach. This quantitative approach is used because it can fully explain the hypothetical relationship between each variable used in this study. In this case, the research sample that the author will use is the employees of Tunggak Semi (Bamboo Handicraft). This study has a known population of 135 people. The object of this study is a home industry engaged in weaving. This study uses IBM SPSS Statistics 25 and Path Analysis.

**Table 1.** Operational Definition of Variables

Variables	Operational Definition	Dimensions
<b>Job satisfaction</b>	Operationally, job satisfaction is defined as an attitude and feeling towards work based on the evaluation of different aspects of the job that are personal in nature. The questionnaire was adopted from the concept developed by (Weiss et al. 1967) with the short form MSQ (Minnesota Satisfaction Questionnaire).	<ol style="list-style-type: none"> <li>1. Use of abilities</li> <li>2. Activity</li> <li>3. Conscience</li> <li>4. Job promotion</li> <li>5. Independence</li> <li>6. Creativity</li> <li>7. Responsibility</li> <li>8. Social services</li> <li>9. Success</li> <li>10. Position</li> <li>11. Job variety</li> <li>12. Social status</li> <li>13. Guarantee</li> <li>14. School policy</li> <li>15. Relationship with leadership</li> <li>16. Leadership decision</li> <li>17. Compensation</li> <li>18. Work colleague</li> <li>19. Award</li> <li>20. Working environment conditions</li> </ol>
<b>Employee performance</b>	Employee performance is defined as an effort made to achieve a level of work to achieve organizational competitiveness, and to fulfill organizational or agency goals (Batool and Siddiqui 2020).	<ol style="list-style-type: none"> <li>1. Knowledge Andwork experience.</li> <li>2. Ability orskills.</li> <li>3. Initiative</li> <li>4. Quality</li> </ol>

<b>Turnover Intention</b>	The tendency or intention of employees to quit their jobs voluntarily or move from one workplace to another according to their own choice (Mobley et al. 1979).	<i>Thinking of Quitting</i> (thinking outside the organization) <i>Intention to search</i> (Intention to look for alternative workers) <i>Intention to quit</i> (Intention to leave or resign)
<b>Work Happiness</b>	Job happiness is a condition in which an individual feels happy, satisfied, and meaningful in their work environment. He considers job happiness not just satisfaction with salary or benefits, but also involves psychological and emotional aspects (Adrian G. and Pryce-Jones 2010).	A sense of pride Contribution Which meaningful (meaningful contribution)

### III. RESULT AND DISCUSSION

#### Respondent Characteristics

Of the 135 sample data in the semi-student population, only 105 responded due to limited literature.

Age	Frequency	Percent	Valid Percent	CumulativePercent
18-30 years old	44	41.9	41.9	41.9
30-40 years	37	35.2	35.2	77.1
40-50 years	23	21.9	21.9	99.0
>60 years	1	1.0	1.0	100.0
<b>Total</b>	<b>105</b>	<b>100.0</b>	<b>100.0</b>	

Based on the following table, the respondents who filled out the questionnaire were mostly aged 18 – 30 years with 44 people (41.9%), and the respondents who filled out the questionnaire the least were aged >60 years with 1 person (1%).

Gender	Frequency	Percent	Valid Percent	CumulativePercent
Man	63	60.0	60.0	60.0
Woman	42	40.0	40.0	100.0
<b>Total</b>	<b>105</b>	<b>100.0</b>	<b>100.0</b>	

Based on the table above, the largest number of respondents who filled out the questionnaire were male, with 63 people (60%), and the fewest respondents who filled out the questionnaire were female, with 42 people (40%).

Length of work	Frequency	Percent	Valid Percent	CumulativePercent
<1 year	6	5.7	5.7	5.7
2 years	30	28.6	28.6	34.3
3 years	46	43.8	43.8	78.1
4 years	19	18.1	18.1	96.2
> 4 years	4	3.8	3.8	100.0
Total	105	100.0	100.0	

Based on the table above, the respondents who filled out the questionnaire the most were those who had worked for 3 years with 46 people (43.8%), and the respondents who filled out the questionnaire the least were those who had worked for >4 years with 4 people (3.8%).

**Hypothesis Testing**

**Hypothesis Test 1**

	Standardized Coefficients	Sig.
	Beta	
Job satisfaction	0.216	0.018
Work Happiness	0.430	0,000
<i>dependent variable: Employee performance</i>		

Based on the table above, it shows that Job Satisfaction has a positive effect on Employee Performance because its Beta value ( $\beta$ ) is 0.216. And Job Happiness has a positive effect on Employee Performance because its Beta value ( $\beta$ ) is 0.430.

**Hypothesis Test 2**

	Standardized Coefficients	Sig.
	Beta	
Job satisfaction	-0.209	0.026
Work happiness	-0.399	0,000
<i>Dependent variable: Turnover Intention</i>		

Job Satisfaction has a negative effect on Turnover Intention because its Beta value ( $\beta$ ) is -0.209. And it shows that Job Happiness has a negative effect on Turnover Intention because its Beta value ( $\beta$ ) is -0.399.

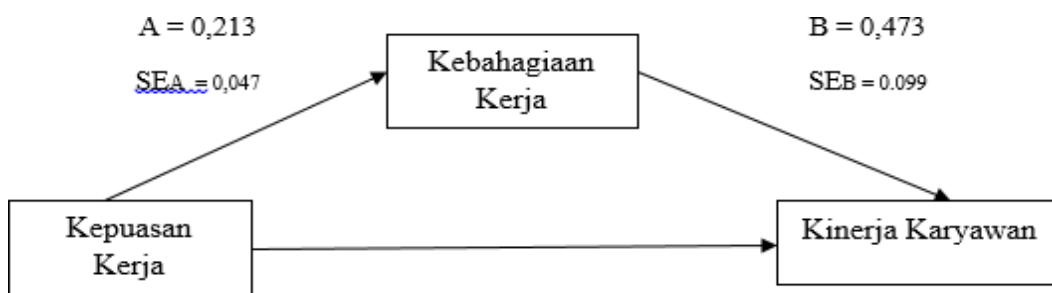
**Hypothesis Test 3**

	Standardized Coefficients	Sig.
	Beta	
Job satisfaction	0.408	0,000
<i>Dependent Variable: Job Happiness</i>		

Job Satisfaction has a positive effect on Job Happiness because its Beta value ( $\beta$ ) is 0.408.

**Sobel test**

**Sobel Test 1**



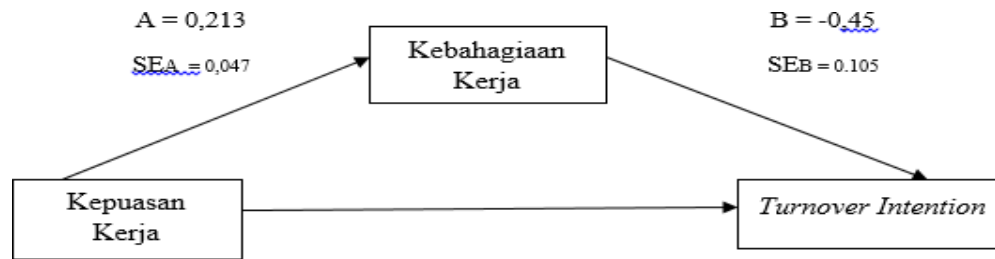
Melihat dari gambar di atas uji sobel hipotesis enam di atas, didapati hasil uji sobel sebagai berikut:

<b>Sobel Test Statistic</b>	3,288
<b>One-Tailed Probability</b>	0,0005
<b>Two-Tailed Probability</b>	0,0010

Tabel 4.25 Uji Sobel 1

The results of the Sobel test from the Sobel test statistic obtained a result of 3.288 and a two-tailed probability of 0.0005. Because the results of the Sobel test statistic were greater than 1.96 and the probability value was below or smaller than 0.05 (0.05), it can be concluded that the Job Happiness variable can act as a mediator of Job Satisfaction on Employee Performance.

### Sobel Test 2



Melihat dari gambar di atas uji sobel hipotesis enam di atas, didapati hasil uji sobel sebagai berikut:

<b>Sobel Test Statistic</b>	-3,113
<b>One-Tailed Probability</b>	0,0009
<b>Two-Tailed Probability</b>	0,0018

Tabel 4.26 Uji Sobel 2

The results of the Sobel test from the Sobel test statistic obtained a result of -3.113 and a two-tailed probability obtained a result of 0.0005. Because the results of the Sobel test statistic were greater than 1.96 and the probability value was below or smaller than 0.05 (0.05), it can be concluded that the Job Happiness variable can act as a mediator of Job Satisfaction on Turnover Intention.

### Discussion

**The Influence of Job Satisfaction on Employee Performance:** The results of the first hypothesis test were accepted, proving that job satisfaction has a positive and significant effect on employee performance. This indicates that high levels of job satisfaction lead to increased employee performance. Conversely, if job satisfaction decreases, employee performance also declines. **The Influence of Job Satisfaction on Turnover Intention:** The second hypothesis of this study was that job satisfaction negatively impacts turnover intention. The results of this second hypothesis test were accepted. This indicates that if job satisfaction increases or is high, turnover intention will decrease or be low. Conversely, if job satisfaction decreases or is low, turnover intention will increase or be high. **The Influence of Job Happiness on Employee Performance:** The third hypothesis of this study is that job happiness has a positive effect on employee performance. This indicates that if job happiness increases or is high, employee performance also increases or is high. Conversely, if happiness decreases or is low, employee performance also decreases or is low. **Job Happiness on Turnover**

**Intention:** The fourth hypothesis of this study is that job happiness has a positive effect on turnover intention. This indicates that if job happiness increases or is high, turnover intention decreases or is low. Conversely, if happiness decreases or is low, turnover intention also increases or is high. **Job Satisfaction on Job Happiness:** The fifth hypothesis of this study is that job satisfaction has a positive effect on job happiness. This indicates that if job happiness increases or is high, employee performance also increases or is high. Conversely, if happiness decreases or is low, employee performance also decreases or is low. **The Role of Job Happiness as a Mediator in the Effect of Job Satisfaction on Employee Performance:** The sixth hypothesis tests the mediating role of Job Happiness in the influence of Job Satisfaction on Employee Performance. This proves that Job Happiness can positively and significantly mediate the influence of Job Satisfaction on Employee Performance. **The Role of Job Happiness as a Mediator in the Influence of Job Satisfaction on Turnover Intention:** The seventh hypothesis examines the mediating role of Job Happiness on the influence of Job Satisfaction on Turnover Intention. The results of this test obtained a Sobel test statistic value of -3.113, greater than 1.96, and a two-tailed probability value of 0.001, less than 0.05. This proves that Job Happiness is able to negatively and significantly mediate the influence of Job Satisfaction on Turnover Intention.

#### IV. CONCLUSION

1. Job satisfaction has a positive and significant impact on employee performance. This indicates that high levels of job satisfaction lead to increased employee performance. Conversely, if job satisfaction decreases, employee performance also declines.
2. Job satisfaction has a negative effect on turnover intention.
3. Job happiness has a positive effect on employee performance.
4. Job happiness has a positive effect on turnover intention.
5. Job satisfaction has a positive effect on job happiness.
6. The mediating role of Job Happiness on the influence of Job Satisfaction on Employee Performance.
7. The mediating role of Job Happiness on the influence of Job Satisfaction on Turnover Intention.

#### V. SUGGESTION

The following are suggestions that researchers provide as an effort to maintain and improve existing things according to research results and conclusions. With this research, Tunggak Semi Bambu Handicraft should maintain its good job satisfaction management practices for employees. This requires communication between superiors and subordinates to maintain a comfortable work environment. This ensures a well-conditioned work environment and prevents employees from wanting to leave their jobs. For future researchers, it is recommended that questionnaires be distributed in data collection directly with face-to-face meetings with respondents so that the data obtained is in accordance with what is desired and the information obtained is more complete.

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