JOB SATISFACTION AS A MEDIATOR OF ABILITIES AND ROTATION ON PERFORMANCE IN EDUCATIONAL PERSONNEL FACULTY OF LAW, BRAWIJAYA UNIVERSITY, MALANG

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Abstract:

Performance is the work results of an employee or group of employees during a specific period that are compared with the performance standards determined by the company. Many variables influence this, including workability, job rotation, and job satisfaction. This research aims to test and analyze the influence of 1) workability on performance, 2) work rotation on performance, 3) workability on job satisfaction, 4) work rotation on job satisfaction, 5) job satisfaction on performance, 6) workability on performance through job satisfaction, 7) work rotation on performance through job satisfaction. This research was conducted at the Faculty of Law, Brawijaya University, Malang, using an explanatory research approach with a saturated sampling technique, obtaining 74 educational staff. Data was collected using a questionnaire method given directly to respondents. Then, it was analyzed using path analysis. The results prove that all the proposed hypotheses are accepted, namely:1) workability influences performance, 2) work rotation influences performance, 3) workability influences job satisfaction, 4) work rotation influences job satisfaction, 5) job satisfaction influences performance, 6) workability influences performance through job satisfaction, 7) work rotation affects performance through job satisfaction.

Keywords: Workability, job rotation, job satisfaction and performance

INTRODUCTION

Educational staff are a higher education institution's planners, thinkers, and movers. According to Law No. 20 of 2003, educational staff have an essential role in implementing the Tri Dharma of Higher Education, namely managing the administration of learning for students and teaching staff in a tertiary institution. In education, which has hectic activities, each must be completed relatively quickly and on time, and an educational staff member must have several special requirements. An education worker must be able to serve every educational product offered quickly, precisely, and satisfactorily. In other words, educational staff must have reliable qualities to sell every product the educational institution owns. Education staff must also have a solid mentality to face every challenge. The nature of never giving up and giving up quickly is not the mentality of the educational staff.

The central challenge educational institutions must answer is increasing work capabilities to create better organizations and manage them with higher efficiency, effectiveness, and productivity levels. These challenges arise due to continuously changing human dynamics, bringing about various changes (Davis & New-Strom, 2017, p. 154).

Mangkunegara (2017:112) stated that human resources in companies must be managed well and professionally to create a balance between employee needs and the demands and capabilities of the company organization. The results of good employee performance determine the success of a

company's performance, and good employee performance is created by excellent and professional HR management.

About human resources in educational institutions, the variables of workability, job rotation, and job satisfaction provide varying contributions to overall organizational performance. Therefore, institutions, especially educational institutions, need to review changes continuously.

Furthermore, Rivai (2019: 115) stated that job satisfaction is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of an activity by the individual's wishes, the higher the satisfaction.

According to Robbins (2016: 198), workability is an individual's capacity to carry out various tasks in a job. It was further explained that workability significantly influences employees' success in carrying out a job. Ability is the potential within a person to act to enable a person to do a job or not be able to do that job.

Meanwhile, employee job rotation is a movement from one job to another, which usually does not result in a change in salary or rank (Dessler, 2017, p. 154). It was further explained that the purpose of job rotation is to give employees more variety in their work. Job rotation moves employees from one specialized field of work to another.

UB has several types of educational staff, namely Civil servants, permanent non-civil servants, and contract rectors who have administrative functions and are tasked with managing administrative services and education and office operations.

Existing realities or phenomena related to educational staff at the Faculty of Law, Brawijaya University (FH UB) Malang Based on the results of questions and answers conducted by researchers on several employees, it is known that their performance varies and tends to decline. This is shown by the fact that many of the work quantity and quality targets still need to be achieved, and many work completion times also exceed the specified time standards. All of this can be seen from the RAB for each section, which is often not carried out on time every year, which should be carried out at the end of every year. All activities have been carried out in their entirety, but in reality, they have not been carried out. Many variables influence employee performance, including workability, job rotation, and job satisfaction.

This has been proven by researchRakhman & Solikhah (2020) and Santoso (2017) state that job rotation and job satisfaction influence performance. Also, research by Kristen et al. (2020) and Bakri (2018) proves that workability influences performance.

Nevertheless, Sekartini. (2020) proves that workability does not affect performance. Likewise, the research of Santoso (2017) proves that job rotation has no significant effect on performance. If there are conflicting research results or a research gap, it is necessary to conduct re-research to reduce the gap.

METHODS

This research is limited to workability, job rotation, job satisfaction, and performance variables. The number of educational staff at FH-UB Malang is 74 people, including (1) 19 civil servants, (2) 27 permanent non-PNS employees, and (3) 28 UB contract employees for May to July 2022. The sampling technique uses census or saturated sampling, where the entire population is used as a sample.

This research uses qualitative data sourced from primary data, namely respondents. The qualitative data relates to the research variables: workability and rotation. as independent variables x1 and x2, job satisfaction as mediating variable y1, and performance as dependent variable y2; sourced from 74 educational staff at FH-UB Malang. The qualitative data was then quantified using

a Likert scale to be analyzed using parametric statistics(Ferdinand, 2018)with the help of SPSS version 26 software.

Apart from qualitative data, this research also uses quantitative data from secondary data, namely the Administration/Personnel section at FH-UB Malang. The data is in the form of the number of educational staff at FH-UB Malang.
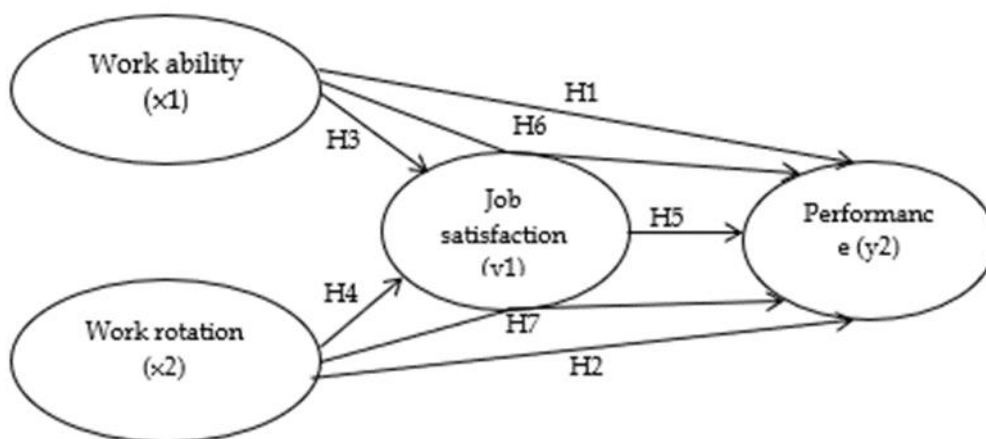
Research Conceptual Framework.

Figure 1. The conceptual framework of this research was built from a theoretical review and the results of several previous research

H-1: Workability influences performance. This hypothesis is explained as follows: Workability is an individual's capacity to perform various tasks in a job. Meanwhile, performance is the work results of employees or groups of employees during a specific period are compared with performance standards that have been determined in advance and have been mutually agreed upon

Thus, if the workability is good, it will also have a good effect on its performance. This is supported by the research Bakri (2018), Jasiyah et al. (2018), which proves that workability influences performance.

H-2: Work rotation affects performance. This hypothesis is explained as follows: job rotation is the periodic change of an employee from one assignment to another, usually without resulting in a change in salary or rank. Meanwhile, performance is the performance of the work results of employees or groups of employees during a specific period are compared with performance standards that have been determined in advance and have been mutually agreed upon

Thus, if the work rotation is good, it will also affect its performance. This is supported by his research Djalil & Lubis (2020) and Rakhman & Solikhah (2020), which proves that job rotation affects performance.

H-3: Workability influences job satisfaction. This hypothesis is explained as follows: Workability is an individual's capacity to perform various tasks in a job. Meanwhile, job satisfaction is an individual's general attitude toward his or her job. A person with a high level of job satisfaction has a positive attitude towards his work.

Thus, if workability is good, it will also affect job satisfaction. His research et al. (2018) supports this, which proves that workability influences job satisfaction.

H-4: Work rotation affects job satisfaction. This hypothesis is explained as follows: job rotation is the periodic change of an employee from one assignment to another, usually without resulting in a change in salary or rank. Meanwhile, job satisfaction is an individual's general attitude

toward his or her job. A person with a high level of job satisfaction has a positive attitude towards his work,

Thus, if the work rotation is good, it will also affect job satisfaction. This is supported by his research Wyk et al. (2018), Hadian (2019), and Djalil and Lubis (2020), which prove that job rotation affects job satisfaction.

H-5: Job satisfaction influences performance. This hypothesis is explained as follows: job satisfaction is an individual's general attitude toward his or her job. Someone with high job satisfaction has a positive attitude towards their work. Meanwhile, performance is performance is performance. The work results of employees or groups of employees during a specific period are compared with performance standards that have been determined in advance and have been mutually agreed upon

Thus, if job satisfaction is reasonable, it will also positively affect its performance. This is supported by his research Djalil & Lubis (2020), Rakhman & Solikhah (2020), Sekartini (2020), Sugiarti, Hadiyati, and Orbaningsih (2021), which proves that job satisfaction affects performance.

H-6: Workability influences performance through job satisfaction. This hypothesis is explained as follows: Workability is an individual's capacity to perform various tasks in a job. Meanwhile, job satisfaction is an individual's general attitude toward his or her job. A person with a high level of job satisfaction has a positive attitude towards his work,

Thus, if workability is good, it will also have a good effect on job satisfaction. His research supports Jasiyah et al. (2018) and Sekartini (2020), which prove that workability influences job satisfaction.

Next, job satisfaction is an individual's general attitude toward his or her job. Someone with high job satisfaction has a positive attitude towards their work. Meanwhile, performance is performance is performance. The work results of employees or groups of employees during a specific period are compared with performance standards that have been determined in advance and have been mutually agreed upon

Thus, if job satisfaction is reasonable, it will also positively affect its performance. This is supported by the research by Djalil & Lubis (2020), Rakhman & Solikhah (2020), Sekartini (2020), Sugiarti et al. (2021), which proves that job satisfaction affects performance. Based on the explanation above, workability influences performance through job satisfaction.

H-7: Job rotation affects performance through job satisfaction. This hypothesis is explained as follows: job rotation is the periodic change of an employee from one assignment to another, usually without resulting in a change in salary or rank. Meanwhile, job satisfaction is an individual's general attitude toward his or her job. A person with high job satisfaction has a positive attitude towards his work.

Thus, if the work rotation is good, it will also affect job satisfaction. His research supports Wyk et al. (2018), Hadian (2019), and Djalil Lubis (2020), which prove that job rotation affects job satisfaction.

Next, job satisfaction is an individual's general attitude toward his or her job. Someone with high job satisfaction has a positive attitude towards their work. Meanwhile, performance is the work results of employees or groups of employees during a specific period that are compared with performance standards that have been determined in advance and have been mutually agreed upon

Thus, if job satisfaction is reasonable, it will also positively affect performance. This is supported by the research by Djalil & Lubis (2020), Rakhman & Solikhah (2020), Sekartini (2020), Sugiarti, Hadiyati, and Orbaningsih (2021), which proves that job satisfaction affects performance. Based on the explanation above, job rotation affects performance through job satisfaction.

RESULT AND DISCUSSION

Validity test. Validity test results using the Pearson correlation model. Furthermore, summarized in the following table:

Table 1. Summary of Validity Test Results

Correlation	Sig Value Results.	Criteria<alpa	Conclusion
X1.1 => X1 total	0,000	< 0.05	Valid
X1.2 => X1 total	0,000	< 0.05	Valid
X1.3 => X1 total	0,000	< 0.05	Valid
X1.4 => X1 total	0,000	< 0.05	Valid
X2.1 => X2 total	0,000	< 0.05	Valid
X2.2 => X2 total	0,000	< 0.05	Valid
X2.3 => X2 total	0,000	< 0.05	Valid
X2.4 => X2 total	0,000	< 0.05	Valid
X2.5 => X2 total	0,000	< 0.05	Valid
Y1.1 => Y1 total	0,000	< 0.05	Valid
Y1.2 => Y1 total	0,000	< 0.05	Valid
Y1.3 => Y1 total	0,000	< 0.05	Valid
Y1.4 => Y1 total	0,000	< 0.05	Valid
Y1.5 => Y1 total	0,000	< 0.05	Valid
Y2.1 => Y2 total	0,000	< 0.05	Valid
Y2.2 => Y2 total	0,000	< 0.05	Valid
Y2.3 => Y2 total	0,000	< 0.05	Valid
Y2.4 => Y2 total	0,000	< 0.05	Valid

Source: Primary data processed by researchers in 2022

The results above show that the correlation between the score of each indicator and the total score is smaller than 0.05. This means that the indicator can reflect the variable. For example, the total correlation between Y2.4 and Y2 is 0.000, 0.05 smaller. So, the data collected is valid.

Reliability Test. Reliability test results using Cronbach's alpha. Furthermore, summarized in Table 2 below:

Table 2. Summary of Reliability Test Results

Variable	Cronbach's alpha results.	Criteria > 0.60	Conclusion
X1	0.797	> 0.60	Reliable
X2	0.786	> 0.60	Reliable
Y1	0.775	> 0.60	Reliable
Y2	0.763	> 0.60	Reliable

Source: Primary data processed by researchers in 2022

The table above shows that Cronbach's alpha value for each variable is more significant than 0.6. For example, Cronbach's alpha for variable X1 is 0.797, more significant than 0.6. This means that the data collected is said to be reliable

Classic assumption testMulticollinearity. The results of the classical multicollinearity assumption test using the VIF approach are summarized in Table 3 below.

Table 3. Summary of Classical Multicollinearity Assumption Test Results

Variable	VIF value	Criteria	Conclusion
X1=>Y1	7,589	< 10	Multicollinearity did not occur
X2=>Y1	7,589	< 10	Multicollinearity did not occur
X1=>Y2	7,775	< 10	Multicollinearity did not occur
X2=>Y2	7,727	< 10	Multicollinearity did not occur
Y1=>Y2	1,025	< 10	Multicollinearity did not occur

Source: Primary data will be processed by researchers in 2022

In the table above, the VIF value shows less than 10. This means that there is no multicollinearity.

Test of the Classical Assumptions of Heteroscedasticity. Test results of the classic assumption of heteroscedasticity using the scatter plot approach.
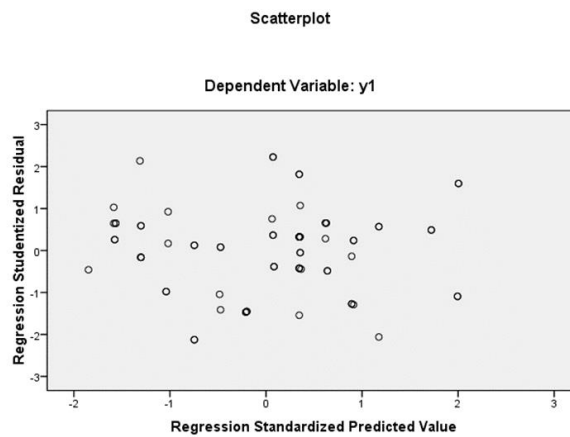

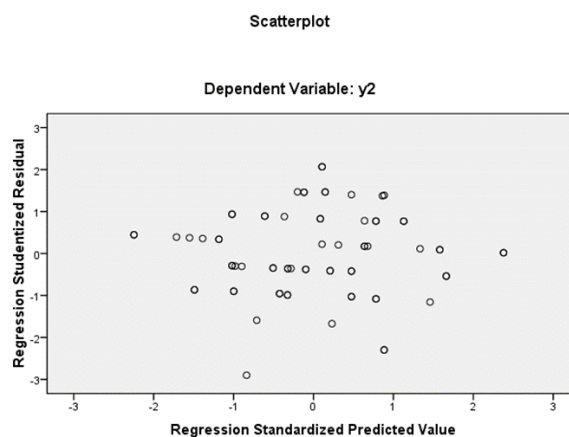**Figure 2.** Scatter Plot Image of Variables X1, X2, Against Y.

Figure 3. Scatter Plot Image of Variables X1, X2, And Y1 Against Y2

The image above shows an image that does not form a particular pattern or shows an irregular image. This indicates that heteroscedasticity does not occur.

Classic Assumption Test of Normality. Results of normality testing with Kolmogorov-Smirnov. It is further summarized in the following table.

Table 4. Summary of Normality Test Results

Variable	Asymp. Sig.(2-tailed)	Criteria	Conclusion
X1	0.094	> 0.05	Normally Distributed
X2	0.189	> 0.05	Normally Distributed
Y1	0.327	> 0.05	Normally Distributed
Y2	0.229	> 0.05	Normally Distributed

Source: Primary data will be processed by researchers in 2022

In the table above, the normality test with Kolmogorov-Smirnov shows that the variables X1, X2, Y1, and Y2 have Kolmogorov-Smirnov values with Asymp Sig values. (2-tailed) more than alpha 5% (0.05). So, the research data is declared to be normally distributed.

Table 5. Summary of Path Analysis Results

Information	chefs. standardized path	p-value (sig value)	Conclusion hypothesis
H-1: X1 => Y2 (direct influence)	1,194	0,000	accepted
H-2: X2 => Y2 (direct influence)	1,124	0,000	accepted
H-3: X1 => Y1	1,425	0,000	accepted
H-4: X2 => Y1	1,367	0,000	accepted
H-5: Y1 => Y2	1,150	0,000	accepted
H-6: X1 => Y1 => Y2 (indirect influence)	1.425*1.150= 1.639 > 1.194		accepted
H-7: X2 => Y1 => Y2 (indirect influence)	1,367*1,194=1,632 > 1,124		accepted

Source: Primary data processed by researchers in 2022

Based on Table 5 above, it can be explained that:
1. The path coefficient standardized on the influence of x1 on y2 is positive. This means that workability is positively related to performance. If workability indicators are improved, performance will also increase.
2. The path coefficient standardized on the influence of x2 on y2 is positive. This means that job rotation is positively related to performance. If work rotation indicators are improved, performance will also increase
3. The path coefficient standardized on the influence of x1 on y1 is positive. This means that workability is positively related to job satisfaction. If workability indicators are improved, then job satisfaction will also increase
4. The path coefficient standardized on the influence of x2 on y1 is positive. This means that job rotation is positively related to job satisfaction. If work rotation indicators are improved, then job satisfaction will also increase
5. The path coefficient standardized on the influence of y1 on y2 is positive. This means that job satisfaction is positively related to performance. If job satisfaction indicators are improved, performance will also increase
   Hypothesis testing. Based on Table 5, the hypothesis test results can be explained as follows.
1. The sig value of the influence of x1 on y2 is 0.000 < 0.05 (5%), meaning workability influence on performance. Thus, the first hypothesis is accepted
2. The sig value of the influence of x2 on y2 is 0.000 < 0.05 (5%), meaning job rotation influences performance. Thus, the second hypothesis is accepted

3. The sig value of the influence of x1 on y1 is 0.000 < 0.05 (5%), meaning workability influences job satisfaction. Thus, the third hypothesis is accepted
4. The sig value of the influence of x2 on y1 is 0.000 < 0.05 (5%), meaning job rotation influences job satisfaction. Thus, the fourth hypothesis is accepted
5. The sig value of the influence of y1 on y2 is 0.000 < 0.05 (5%), meaning job satisfaction influences performance. Thus, the fifth hypothesis is accepted
6. The sig value of the influence of x1 on y1 is 0.000 < 0.05 (5%), and the influence of y1 on y2 is 0.000 < 0.05 (5%), workability influence on employee performance through job satisfaction. Thus, the sixth hypothesis is accepted
7. The sig value of the influence of x2 on y1 is 0.000 < 0.05 (5%), and the influence of y1 on y2 is 0.000 < 0.05 (5%), meaning job rotation influences performance through job satisfaction. Thus, the seventh hypothesis is accepted

Furthermore, based on Table 4.11, direct and indirect influences can be identified with the following explanation:

1. Kpath coefficientdirect influenceX1 => Y2as big as1,194, whereaspath coefficientindirect influenceX1=> Y1=> Y2 = 1.425*1.150 = 1.639 > 1.194. Thus, workability influences performance through job satisfaction. Because the path coefficient is greater than the direct effect
2. Kpath coefficientdirect influenceX2 => Y2amounted to 1,124, meanwhilepath coefficientindirect influenceX2 => Y1=> Y2= 1.367*1.194=1.632 > 1.124. Thus, job rotation influences performance through job satisfaction. Because the path coefficient is greater than the direct effect

Furthermore, based on the Sobel test, the path X1=> Y1=> Y2 has a probability value of 0.000 which is smaller than 0.05. This shows that workability influences performance through job satisfaction. Likewise, based on the Sobel test, the path X2=>Y1=>Y2 has a probability value of 0.000 which is less than 0.05. This shows that job rotation influences performance through job satisfaction.

CONCLUSION
Based on the results of the analysis, the following conclusions can be drawn:
1. Workability influences performance. Thus, the first hypothesis is accepted.
2. Job rotation affects performance. Thus, the second hypothesis is accepted.
3. Workability influences job satisfaction. Thus, the third hypothesis is accepted,
4. Job rotation influences job satisfaction. Thus, the fourth hypothesis is accepted,
5. Job satisfaction influences employee performance. Thus, the fifth hypothesis is accepted,
6. Workability influences performance through job satisfaction. Thus, the sixth hypothesis is accepted,
7. Job rotation influences employee performance through job satisfaction. Thus, the seventh hypothesis is accepted.

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