

THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT AND WORK FACILITIES ON THE PERFORMANCE OF STATE CIVIL EMPLOYEES (STUDY AT THE AGRICULTURE AND FOOD SECURITY OFFICE OF BALI PROVINCE)

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Abstract

An employee's ability is reflected in his performance because employee performance plays an important role in the continuity of the organization. This research was conducted based on field phenomena which indicated inadequate employee performance, thought to be caused by the weak role of human resources, work facilities and job satisfaction. The research aims to analyze the influence of human resources, work facilities on job satisfaction and employee performance. Associative causal research method with respondents from all 245 employees of the Bali Province Agriculture and Food Security Service. The number of samples involved in this research was 71 respondents using the Slovin formula with proportional stratified random sampling. Data collection was carried out using a questionnaire. The data analysis technique used is Smart PLS. The results of the research show that Human Resource Development has a positive and significant effect on employee performance, Work facilities have a positive and significant effect on employee performance, Human Resource Development has a positive and significant effect on job satisfaction, Work facilities have a positive , Job satisfaction has a positive and significant effect on Employee performance, Job satisfaction mediates the influence of Human Resource Development on Employee performance, Job satisfaction mediates the influence of work facilities on Employee performance.

Keywords: Human Resources Development, Work Facilities, Job Satisfaction, Employee Performance.

INTRODUCTION

Human resources are an important element in an organization, institution or agency, both government and private. Sinambela (2016:4) states that Human Resources are an investment that must be managed well in order to bring benefits to the organization. Human resource development is an activity that aims to maintain and improve employee competence in order to achieve organizational effectiveness. Human resource development can be seen as the growth and improvement of employees' abilities to carry out various types of assignments (Sedarmayanti, 2017:6). An employee's ability is reflected in his performance because employee performance plays an important role in the continuity of the organization. In accordance with Mangkunegara, (2016), performance is defined as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employees are the most valuable asset of any company because they can make or break a company's reputation and can negatively effect profitability. Employee performance is an important building block of an organization and the factors that lay the foundation for high performance must be analyzed by the organization. Because every organization cannot progress by one or two individual efforts, it is a collective effort from all members of the organization, Abbas and Yaqoob, (2009:269). The

phenomenon of less than optimal performance problems is a major factor currently that many organizations have to deal with, some organizations realize how important it is to improve employee performance and know how to achieve a high level of employee performance in determining the success of an organization, Tran and Thao, (2015 :169). Employee performance problems are still a serious problem for many countries, especially in the government institutional sector. In the government sector, responsive, adequate and polite and efficient service to the public is expected to be the goal of every institution to further improve employee performance. To achieve this goal, institutions responsible for human resources in government must focus on improving employee performance in serving the public, Capadosa and Bernard, (2013:1). Apart from that, human resources play a role in achieving organizational goals and human resources are also a dynamic factor that is able to determine the progress or decline of an organization Masharyono and Sumiyati, (2016).

Organizations or agencies, both government and private, must be able to improve the quality of employee performance, because employees are the most important asset in an organization. So that employees can provide good performance, an organization or government agency must be able to provide good support to employees. Employee performance can be realized with the agency's goals in line with current developments and must be supported by adequate education and training (Training), because employees are a quality resource who will be the implementers of activities. So education and training are the most important elements in the development of a company or agency. Employee performance is an issue that needs to be paid attention to by companies or government agencies, because employee performance will affect the quality of the company in facing competition along with developments over time. Factors that influence employee performance are human resource development, work facilities and job satisfaction.

Human resource development is a process of improving human quality or ability in order to achieve national development goals. The improvement process here includes planning, development and management of human resources. From a micro perspective, in terms of the environment of a work unit (department or other institutions), human resource development is a process of planning, education, training, guidance and management of personnel or employees to achieve optimal results. According to Ismail (2013:3) human resource development is an activity that organizations must carry out, so that their knowledge, abilities and skills are in line with the demands of the work they do. Meanwhile, Desseler (2015:305) says that human resource development is a special approach to organizational change where employees themselves formulate the required changes and implement them, often with the help of professional consultants. According to Sedarmayanti (2017:29) macro human resource development is important in order to achieve development goals effectively. Good human resource development will have a positive impact on the employees within it and the company. Where employees become more skilled, knowledgeable, and able to complete their tasks according to their work demands for the company.

Research conducted by Elisa et al., (2022) states that human resource development has a positive and significant effect on employee performance. These results are obtained because employees are able to participate in Human Resources development to increase knowledge, can adapt the material to what employees need, the material presented can also be received positively by employees, and with employee participation in Human Resources development, it can improve employee

performance. Research conducted by Elisa et al., (2022); Sari and Dunan (2024), Kareem and Hussein (2019), Keltu (2024), Samsul et al., (2022), Wibowo and Kusmiyanti (2021), Hinely et al., (2022) state that human resource development has a positive effect and significant to employee performance. Meanwhile, different findings from research conducted by Candra et al., (2023), Sima and Ratnasari (2022), Mahendra Putra et al., (2022), Karo and Tamami (2016), Jatmika and Andarwati (2017) stated that that human resource development has no effect on employee performance.

Research conducted by Keltu (2024), Candra et al., (2023), Sima and Ratnasari (2022), Samsul et al., (2022), Arsyad (2019), Monalis et al., (2020), Lestari et al., (2021), Dailangi et al., (2020) stated that Human Resource development has a positive and significant effect on job satisfaction. This means that the higher the development of human resources, the higher the job satisfaction, as Rumawas (2018) suggests that training and development is at the heart of sustainable efforts to improve employee competence and organizational performance. This opinion is in line with the results of research conducted by Sima and Ratnasari, (2022) which stated that Human Resource development is positive and significant to job satisfaction. Developing human resource competencies through integrity, self-development, achievement orientation, organizational commitment and creativity with every Ministry of Religion employee given the same opportunity to develop a career, the opportunity to continue their studies and given the same rights to participate in training activities capable of influencing every Ministry of Religion employee to implement policies with sense of responsibility and accept the results of performance appraisals carried out by the leadership. Meanwhile, research conducted by Kelana (2022) states that human resource development has no effect on job satisfaction.

Another factor besides Human Resources development that can improve employee performance is work facilities. According to (Husnan, 2018; 45) work facilities are a form of company service to employees to support performance in meeting employee needs, so as to increase employee work productivity. The work facilities provided by the company really support employees in their work. These work facilities are tools or facilities and infrastructure to help employees complete their work more easily and employees will work more productively. Thus, work facilities make it possible to improve employee performance. According to Koyong (2011:11) work facilities are a form of company service to employees to support performance in meeting employee needs, so as to increase employee work productivity. To improve employee work discipline, good work facilities are needed. The work facilities provided by the company really support employees in their work. Adequate work facilities will of course have a positive impact on the work process within the company. The work facilities used vary in shape, type and benefits according to the needs of the company or agency. Employee work facilities provided in the office should be adapted to their work so that they do not hinder work. The greater the supporting activities in the process of activities for certain goals. A government office must have various kinds of work facilities such as office buildings, computers, desks, chairs, cupboards and other supporting facilities such as official vehicles. Facilities are very important to improve employee performance.

Research conducted by Mastulen et al., (2021), Jelatu (2023), Zahari et al., (2023), Sunatar (2023) Sunatar (2023), Angin-Angin (2020), Hadi, (2021). Julia et al., (2022), Refma and Al, (2021), Sjahrudin et al., (2022), Groen et al., (2019) which

states that work facilities have a positive and significant effect on employee performance. This explains that adequate work facilities will influence the smooth running of work activities so that employees will be more enthusiastic about achieving organizational targets by using all work equipment. Work equipment is an important requirement for employees to carry out the work assigned to them, and relies on the facilities that are available. This research is supported by another study conducted by Monde et al., (2022) which states that facilities are very important in improving employee performance. However, this research is not in line with Hidayat et al., (2022) that employees will continue to work as they should whether or not the facilities used are available. Different results shown by Purnawijaya (2019) stated that work facilities had no effect on employee performance.

Research conducted by Jelatu (2023), Sunatar (2023), Putri et al., (2020), Sholikhah et al., (2022), Monde et al., (2022), Sjahrudin et al., (2022), Ardila et al., (2021), Angin-Angin (2020) stated that work facilities have a positive and significant effect on job satisfaction. This shows that the better the work facilities felt by employees, the higher the job satisfaction will be. This evidence explains that job satisfaction will increase with work facilities that are complete and well used to serve the needs of the community. These results are supported by employee recognition stating that facilities are very important because the complete work facilities provided by the agency will make it easier for employees to work. This statement is supported by previous research stating that work facilities have a significant positive influence on job satisfaction (Yulidarni et al., 2021). Meanwhile, different findings were made by Soeharsono (2008) who stated that work facilities and facilities had no effect on job satisfaction. This means that the better or worse the work facilities are, the less likely it is to increase job satisfaction. In reality, not all facilities provided are in good condition, giving rise to employee dissatisfaction at work.

The next factor that influences employee performance is job satisfaction. Job satisfaction is also a mediating variable in this research. Job satisfaction is an individual's general attitude towards his job. Job satisfaction as a mediator of employee performance. According to Robbins (2018:36). Job satisfaction for an employee is a very important factor because the satisfaction he gets will also determine a positive attitude towards his work, for example the level of discipline and work enthusiasm tends to increase. Job satisfaction is also related to outcomes such as performance, so that if job satisfaction is higher it will create enthusiasm for work. Employees with a high level of satisfaction will automatically increase commitment within the organization (Surito et al., 2019). Apart from that, Martoyo (2011: 142) states that job satisfaction (job satisfaction) is an employee's emotional condition regarding the form of compensation for employee work provided by the company. This form of compensation for employee work can be in the form of money or non-cash. Priansa (2014:291) states that job satisfaction is an employee's feelings towards their work, whether they are happy/liked or unhappy/disliked as a result of the employee's interaction with their work environment or as a mental attitude achievement, as well as the result of the employee's assessment of their work.

Results of previous research conducted by Jelatu (2023), Sunimah (2024) Candra et al., (2023), Wijaya et al., (2023), Nurrohmat and Lestari (2021), Hermawan (2019), Sari and Susilo (2018), Nurhadian (2019), Sausan et al., (2021), Rahmadani and Sampleiling (2023), Wargan-Angin (2020), Rumangkit and Kusumaningtyas (2023) there is a positive and significant influence of job satisfaction on employee performance. This is proven by the significance value showing that job satisfaction

has a positive and significant effect on employee performance. Job satisfaction focuses on employees' emotional feelings regarding aspects of the work they do. These emotional feelings can be expressed as feelings of like or dislike. When employees feel satisfied with the results of their work and get a positive impact from the results of their work, then the employee will maintain the results of their performance. This is because employees want high compensation, get promotions, gain recognition and work achievements from the work they do (Arifin et al., 2019). The research results of Isnaeningsih et al., (2021) state that the higher the job satisfaction, the higher the employee's performance.

Different results were found by Defriza et al., (2019), that job satisfaction has an insignificant influence on employee performance, feeling dissatisfied will cause employees to be lazy at work. These findings are in line with research conducted by Sunatar (2023), Fonna and Ferine (2023), Romadhani et al., (2022), Azhari et al., (2021), Bagis et al., (2021), Fauziek and Yanuar (2021), Nabawi (2019) concluded that job satisfaction has no effect on employee performance, so it is hoped that employee satisfaction must be further increased so that employees are more active in carrying out their work and also companies must further increase employee satisfaction, so that their performance is even better in work. All actions in an effort to realize these goals or performance achievements require a comprehensive study of the functions and roles of Human Resources in realizing organizational goals. Meanwhile, research conducted by Fitri and Endratno (2021), Theresia and Bangun (2018) found that job satisfaction has a significant negative effect on performance.

The main problem in facing this global era is the limited quality of human resources to participate in development implementation. Government Regulation Number 101 of 2000 also states that the target of education and training for civil servant positions is the realization of civil servants who have competencies (knowledge, skills and behavioral attitudes) that are in accordance with the requirements of their respective position or job duties. In measuring workload, when preparing the job design and job description it has been divided based on each main task and function to avoid accumulating workload in one place while there is still a shortage in other places. But in reality, at the Bali Province Agriculture and Resilience Service, there is an accumulation of workload in the job description and in other places it is less, such as in the area of program composition, there are several employees who bear a lot of workload. This research aims to determine and explain the influence of human resource development and work facilities on employee performance with job satisfaction as a mediating variable at the Bali Province Agriculture and Food Security Service.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDY

1. Theoretical basis

The grand theories used for this research are: Edwin Locke's theory (goal setting theory), Herzberg's Satisfaction theory (two factor theory) and Discrepancy Theory.

1. Goal setting has the idea that most human behavior is the result of goals consciously chosen by someone, Mitchell and Daniel (2003). Locke (1980) stated that an individual's goals (aims, intentions) will indicate his actions, meaning that the strength or weakness of an individual's behavior or actions is caused by the goals he wants to achieve. Goal setting theory influences performance through four mechanisms by Locke et al., (1981), namely: focusing attention and acting on

achieving goals, using more effort, continuing to carry out tasks despite failure, and developing strategies that help achieve goals.

2. Two factor theory, Herzberg Theory explains that job satisfaction and dissatisfaction are two opposing principles, but these two opposing entities are caused by different aspects of work which are called satisfiers (motivators) and dissatisfiers (hygiene factors). Robin (2020:112). Therefore, these two factors really need to be used as a reference for whether or not employee satisfaction will influence their performance. According to (Andjarwati, 2015).
3. Discrepancy Theory (Discrepancy Theory), a theory put forward by Gibson in Sopiah (2008: 172), this theory was first pioneered by Porter in 1961, explaining that job satisfaction is the difference or comparison between expectations and reality. Locke in 1961, added that an employee will feel satisfied if the actual (true) conditions match expectations or desires. Rivai (2008:475), explains that employee job satisfaction is measured by knowing the difference between what should be (expectations) and the perceived reality (difference between how much of something there should be and how much there is now).

2. Employee Performance

According to Kane (1996) performance is not a characteristic of a person, such as talent or ability, but is a manifestation of the talent or ability itself. Yuniarsih, Tjuju and Suwatno (2008) argue that performance is a real achievement displayed by a person after the person concerned has carried out his duties and role in the organization. Productive performance is a level of achievement that shows high utility results. Noe (2006) believes that performance is basically what employees do or do not do. Boudreau and Milkovich (1997) stated that employee performance is the level at which employees complete work in accordance with predetermined requirements. Based on several definitions that have been described, it can be concluded that employee performance is the result of a process or activity in certain functions carried out by employees. These results are the level at which employees complete work in accordance with predetermined requirements. The performance aspects used in this research are the performance aspects proposed by Bernaddin and Russel (1993) which consist of quality, quantity, timeliness, cost effectiveness, supervision requirements, and interpersonal influence.

3. Job satisfaction

Job satisfaction is a feeling that supports or does not support an employee who is related to his work or his condition. Where these feelings have a clear correlation with aspects of work such as: wages received, career development opportunities, relationships with other employees, placement, type of work, company organizational structure, quality of supervision. Feelings related to self include; age, health condition, education and abilities Mangkunegara (2017:117). In contrast to Badeni (2017:43), employee job satisfaction is a person's attitude towards their work which can be positive or negative, satisfied or dissatisfied. Another thing, according to Moorhead and Griffin (2013: 71), is that employees who are not satisfied may be absent more often, may experience stress that disturbs co-workers, and may continuously look for another job. Hasibuan (2017:202), job satisfaction is an emotional attitude that is pleasant and loves work, where this attitude is reflected in work morale, discipline at work and work performance. Lawler in Robbins (1996), states that the measure of satisfaction is based on the reality faced and accepted as

compensation for the effort and energy given. Job satisfaction depends on suitability or balance between expectations and reality.

4. Human Resource Development

According to Krismiyati (2017) human resource development is an effort to increase the knowledge, abilities, attitudes of members, organizations, and provide career paths that are supported by organizational flexibility in achieving goals. According to Isniar Budiarti, (2018:257) suggests that human resource development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job or position through education and training. Veithzal Rivai (2004:240) suggests that there are several factors that need to be considered and play a role in training and development, namely: Cost-effectiveness, required program materials, learning principles, accuracy and suitability of facilities and participants' abilities and preferences. training. Meanwhile, according to Komarrudin (2006:134) the main objective of human resource development is to carry out educational activities for human resources who work and will work in an industrial environment so that they are qualified.

5. Work facilities

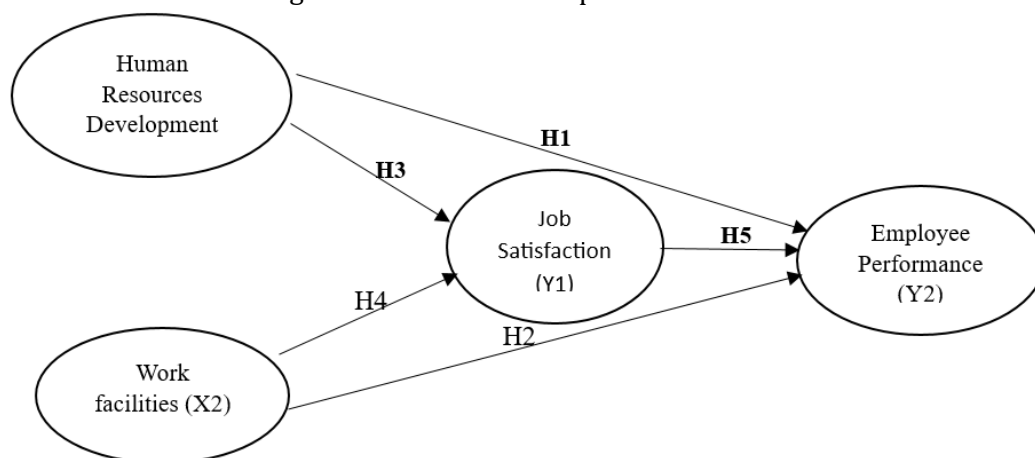
Work facilities are physical supporting facilities for company activities and are used in the company's normal activities. Moenir (2014: 119) states that work facilities are all types of equipment, work equipment and services that function as main/auxiliary tools in completing work, and also socially in the interests of people who are in contact with the work organization or everything related to it. used, worn, occupied and enjoyed by the user. According to Barry (2012:67) work facilities are a means provided by the company to support the company's tone in achieving the goals set by the control holder.

6. Hypothesis

A hypothesis is a temporary answer to a problem formulation, because it is temporary, its truth needs to be proven through collected empirical data. The following are the hypotheses in this research:

- a) H1: Human resource development has a positive effect on employee performance
- b) H2: Work Facilities Have a Positive Influence on Employee Performance
- c) H3: Human resource development has a positive influence on job satisfaction
- d) H4: Work Facilities Have a Positive Influence on Job Satisfaction
- e) H5: Job satisfaction has a positive influence on employee performance

Figure 1. Research Conceptual Framework



RESEARCH METHODS

This research uses a descriptive and associative method approach with a form of causal relationship. The population in this study were all employees of the Bali Province Agriculture and Food Security Service, totaling 245 people. Based on the hypothesis, there are four variables determined in the research, namely human resource development, work facilities, job satisfaction and employee performance. These variables became the basis for preparing the research instrument after the sample was determined, followed by data collection through the questionnaire method. Quantitative analysis originates from multivariate analysis through SEM (structural equation modeling) using a variance based or component based approach known as Partial Least Square (PLS). Next, the data is processed using PLS analysis techniques. The results of the analysis are then interpreted and continued with concluding and providing suggestions. The sampling technique used was proportional stratified random sampling with the aim of obtaining a representative sample. The instrument in this research has been tested for validity and reliability on 71 respondents. The results obtained showed that the statement items in the instrument were declared valid (correlation coefficient >0.3) and reliable (Cronbach's alpha coefficient >0.6). The data in this research was obtained through distributing questionnaires distributed to all employees, which were measured using a five-point Likert scale with a value of 1 for 'Strongly Disagree' and a value of 5 for 'Strongly Agree'. Data were analyzed using structural equation modeling (SEM) in the SmartPLS program. Hypotheses were tested based on p-value and t-statistics, where according to Hair et al., (2018), a hypothesis can be supported empirically if the p-value is <0.05 and t-statistic >1.96.

RESULT AND DISCUSSION

1. Respondent Characteristics

The characteristics of respondents shown in this research are grouped according to gender, highest level of education, age and years of work. Research data was obtained from the results of a questionnaire that was distributed to all 71 respondents. Based on the questionnaire that was distributed to 71 respondents, it was found that 56% of the respondents were female and 44% were male; 26.76% aged 31–35 years; 19.72% aged 36-40 years; 12.68% aged >50 years; 11.27% aged 41-45 and 26-30 years; 9.86% aged 46-50 years; 8.45% aged 21-25 years; 60.56% with a final education of Bachelor's Degree, 18.31% Master's Degree, 14.08% High School, and 7.04% Diploma.

2. Validity Test

Validity testing is carried out to measure how accurately a method measures something. Whether an instrument is valid or not can be seen from the correlation coefficient value between the item scores and the total score.

Table 1. Recapitulation of Research Instrument Validity Test Results

Code	Product Moment Correlation Value	Information
Development goals and objectives (X1.1)	,827**	Valid
Training and development coach (X1.2)	,906**	Valid

Code	Product Moment Correlation Value	Information
Training and development materials (X1.3)	,700**	Valid
Training and development methods (X1.4)	,906**	Valid
Training and development participants (X1.5)	,639**	Valid
Code	Product Moment Correlation Value	Information
Easy to use (X2.1)	,729**	Valid
Speed up work processes (X2.2)	,810**	Valid
Able to optimize work results (X2.3)	,828**	Valid
Placements are laid out correctly (X2.4)	,780**	Valid
According to requirements (X2.5)	,889**	Valid
Code	Product Moment Correlation Value	Information
Salary (Y1.1)	,886**	Valid
Occupation (Y1.2)	,519**	Valid
Chance (Y1.3)	,869**	Valid
Promotion (Y1.4)	,688**	Valid
Supervisor / supervision (Y1.5)	,662**	Valid
Code	Product Moment Correlation Value	Information
Quality of work (Y2.1)	,644**	Valid
Working quantity (Y2.2)	,863**	Valid

Code	Product Moment Correlation Value	Information
Effectiveness (Y2.3)	,766**	Valid
Independence (Y2.4)	,823**	Valid
Work commitment (Y2.5)	,809**	Valid

Source: Data processing results (2024)

Table 1 shows that all the values of the items in the research instrument used have a correlation coefficient above 0.3, so the research instrument can be said to be valid.

3. Reliability Test

Reliability test is used to measure the consistency of the instrument. A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data.

Table 2. Recapitulation of Research Instrument Reliability Test Results

No.	Variable	Cronbach's Alpha	Information
1	Human Resources Development (X1)	0.851	Reliable
2	Work facilities (X2)	0.857	Reliable
3	Job satisfaction (Y1)	0.753	Reliable
4	Employee performance (Y2)	0.840	Reliable

Source: Appendix 3

Table 2 shows that the results of research instrument testing show that all question items from the four variables studied (HUMAN RESOURCE DEVELOPMENT, work facilities, job satisfaction and employee performance) show a good level of reliability, this can be seen from the Cronbach Alpha (α) correlation coefficient. is above 0.60 (Ghozali,2018:45). So it can be stated that all variables are said to be reliable.

4. Direct Effect Testing

Table 3. Results of Direct Effect Testing

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
1	X1. Human Resources Development -> Y2. Employee Performance	0.335	4,216	0,000	H1 accepted
2	X2. Work facilities -> Y2. Employee Performance	0.431	3,111	0.001	H2 accepted
3	X1. Human Resources Development -> Y1. Job satisfaction	0.347	3,450	0,000	H3 accepted

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
4	X2. Work facilities -> Y1. Job satisfaction	0.613	6,540	0,000	H4 accepted
5	Y1. Job satisfaction -> Y2. Employee Performance	0.262	2,350	0.010	H5 accepted

Source: Data processing results (2024)

- a. The influence of human resource development has been proven to have a positive effect on employee performance. This result is shown by the positive path coefficient of 0.335 with T-statistic = 4.216 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05). Based on this, hypothesis 1 is declared accepted.
- b. Influence 2) Work facilities have been proven to have a positive effect on employee performance. This result is shown by the positive path coefficient of 0.431 with T-statistic = 3.111 (T-statistic > 1.96) and P-values = 0.001 (P-values < 0.05). Based on this, hypothesis 2 is declared accepted
- c. The influence of human resource development has been proven to have a positive effect on job satisfaction. This result is shown by the positive path coefficient of 0.347 with T-statistic = 3.450 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05). Based on this, hypothesis 3 is declared accepted
- d. The influence of work facilities has been proven to have a positive effect on job satisfaction. This result is shown by the positive path coefficient of 0.613 with T-statistic = 6.540 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05). Based on this, hypothesis 4 is declared accepted.
- e. The influence of job satisfaction has been proven to have a positive effect on employee performance. This result is shown by the positive path coefficient of 0.262 with T-statistic = 2.350 (T-statistic > 1.96) and P-values = 0.010 (P-values < 0.05). Based on this, hypothesis 5 is declared accepted.

5. Testing Indirect Effects Through Mediating Variables

Table 4. Recapitulation of Mediation Variable Test Results

No.	Mediation Variables	(a)	(b)	(c)	(d)	Note
1	X1. Human Resources Development -> Y1. Job satisfaction -> Y2. Employee Performance	0.335 (Sig)	0.907 (Sig)	0.347 (Sig)	0.262 (Sig)	<i>partially mediated</i>
2	X2. Work facilities -> Y1. Job satisfaction -> Y2. Employee Performance	0.431 (Sig)	0.940 (Sig)	0.613 (Sig)	0.262 (Sig)	<i>partially mediated</i>

Note: Significant (Sig) = T-statistic > 1.96 at α : 5%

Source: Data processing results (2024)

1. Job satisfaction as a mediator of the indirect influence of human resource development on employee performance. This result is shown from the mediation test that effects c, d, and a are significant and the coefficient of effect path a is less than the coefficient of effect path b. The results of this test show that human resource development can influence employee performance through empirically proven job satisfaction. Other information that can be conveyed is that the mediating effect of the job satisfaction variable on the indirect influence of human resource development on employee performance is partially mediated. This finding is an indication that the job

satisfaction variable is a mediating variable on the indirect influence of human resource development on employee performance.

2. Job satisfaction as a mediator of the indirect influence of work facilities on employee performance. This result is shown from the mediation test that effects c, d, and a are significant and the coefficient of effect path a is less than the coefficient of effect path b. The results of this test show that work facilities can influence employee performance through job satisfaction which can be proven empirically. Other information that can be conveyed is that the mediating effect of the job satisfaction variable on the indirect influence of work facilities on employee performance is partially mediated.

6. Discussion

In accordance with the results of the analysis described above, in this section the results of hypothesis testing will be discussed one by one:

- a. The influence of human resource development on employee performance

The results of hypothesis testing show that human resource development has a positive and significant effect on employee performance. These results mean that increasing human resource development can improve the performance of employees of the Bali Province Agriculture and Food Security Service. The results of this hypothesis test are in line with research conducted by Elisa et al., (2022) which states that human resource development has a positive and significant effect on employee performance. These results are obtained because employees are able to participate in Human Resources development to increase knowledge, can adapt the material to what employees need, the material presented can also be received positively by employees, and with employee participation in Human Resources development, it can improve employee performance. The results of this research support research conducted by Elisa et al., (2022), Samsul et al., (2022), Wibowo and Kusmiyanti (2021), Hineo et al., (2022) which stated that human resource development has a positive effect and significant impact on employee performance.

- b. The influence of work facilities on employee performance

The results of hypothesis testing show that work facilities have a positive and significant effect on employee performance. These results indicate that improvements to work facilities can improve the performance of employees of the Bali Province Agriculture and Food Security Service. These findings are in line with research conducted by Monde et al., (2022) which states that work facilities have a positive and significant effect on employee performance, facilities are very important in improving employee work. This explains that adequate work facilities will influence the smooth running of work activities so that employees will be more enthusiastic about achieving organizational targets by using all work equipment. Work equipment is an important requirement for employees to carry out the work assigned to them, and relies on the facilities that are available. The results of this research support research conducted by Sunatar (2023), Angin-Angin (2020), Hadi, (2021). Julia et al., (2022), Refma and Al, (2021), Sjahrudin et al., (2022), Groen et al., (2019) which states that work facilities have a positive and significant effect on employee performance.

- c. The influence of human resource development on job satisfaction

The results of hypothesis testing show that human resource development has a positive and significant effect on job satisfaction. These results indicate that improvements in human resource development can increase job satisfaction for employees of the Bali Province Agriculture and Food Security Service. These findings

are in line with research conducted by Sima and Ratnasari (2022) explaining that human resource development has a positive and significant effect on job satisfaction. Developing human resource competencies through integrity, self-development, achievement orientation, organizational commitment and creativity with every employee given the same opportunity to develop a career, the opportunity to continue their studies and given the same rights to take part in training activities is able to influence every employee to carry out policies with a sense of responsibility answer and accept the results of performance assessments conducted by the leadership. The results of this research support research conducted by Candra et al., (2023), Sima and Ratnasari (2022), Samsul et al., (2022), Arsyad (2019), Monalis et al., (2020), Lestari et al. ., (2021), and Dailangi et al., (2020) stated that HUMAN RESOURCE development has a positive and significant effect on job satisfaction.

d. The influence of work facilities on job satisfaction

The results of hypothesis testing show that work facilities have a positive and significant effect on job satisfaction. These results indicate that improvements to work facilities can increase job satisfaction for employees of the Bali Province Agriculture and Food Security Service. These findings are in line with research conducted by Sholikhah et al., (2022) which states that work facilities have a positive and significant effect on job satisfaction. Job satisfaction will increase with work facilities that are complete and well used to serve the needs of the community. These results are supported by employee recognition stating that facilities are very important because the complete work facilities provided by the agency will make it easier for employees to work. The results of this research support research conducted by Sunatar (2023), Putri et al., (2020), Sholikhah et al., (2022), Monde et al., (2022), Sjahrudin et al., (2022), Ardila et al., (2021), Angin-Angin (2020) stated that work facilities have a positive and significant effect on job satisfaction.

e. The influence of job satisfaction on employee performance

The results of hypothesis testing show that job satisfaction has a positive and significant effect on employee performance. These results mean that increasing job satisfaction can improve the performance of employees of the Bali Province Agriculture and Food Security Service. The results of this hypothesis test are in line with research conducted by Rahayu and Dahlia (2023) which states that job satisfaction has a positive and significant effect on employee performance. The positive influence of job satisfaction on employee performance means that employee satisfaction is indicated by the employee's attitude to the job itself, the quality of supervision carried out, relationships with fellow colleagues, the opportunity to promote activities carried out by the agency where they work and the salaries and incentives provided. Acceptance makes employees improve their performance in carrying out their job duties and responsibilities. This increase in employee performance is demonstrated by carrying out work effectively and efficiently, quality work results, timeliness in completing work and increasingly working productively. The results of this research support research conducted by Candra et al., (2023), Wijaya et al., (2023), Nurrohmat and Lestari (2021), Hermawan (2019), Sari and Susilo (2018), Nurhadian (2019), Sausan et al., (2021), Rahmadani and sampleiling (2023), Wargan-Angin (2020), Rumangkit and Kusumaningtyas (2023) show that there is a positive and significant influence of job satisfaction on employee performance.

- f. The role of job satisfaction in mediating the influence of human resource development on employee performance

The test results show that job satisfaction is able to mediate the influence of human resource development on employee performance. The findings of the indirect influence of human resource development on employee performance through job satisfaction show that job satisfaction is able to mediate the influence of human resource development on employee performance. This means that the better the development of human resources at the Bali Province Department of Agriculture and Food Security, the work potential of employees in completing their duties and responsibilities in their work is also good, because employees have been given education and training before carrying out their duties and responsibilities at work, resulting in job satisfaction. to survive in the Bali Province Agriculture and Food Security Service will be higher, which will also have an impact on increasing employee performance. These findings are in line with research conducted by Keltu (2024) which states that job satisfaction is able to mediate the influence of human resource development on employee performance.

- g. The role of job satisfaction in mediating the influence of work facilities on employee performance

The test results show that job satisfaction is able to mediate the influence of work facilities on employee performance. The findings of the indirect influence of work facilities on employee performance through job satisfaction show that job satisfaction is able to mediate the influence of work facilities on employee performance. This means that the better the adequate work facilities at the Bali Province Agriculture and Food Security Service, the better the employee's work potential in completing their duties and responsibilities in their work, because employees have been given complete work facilities, resulting in job satisfaction to stay at the Agriculture Service. and Bali Province's food security will be higher, which will also have an impact on improving employee performance. These findings are in line with research conducted by Jelatu (2023) which states that job satisfaction is able to mediate the influence of work facilities on employee performance.

CONCLUSION

There are seven conclusions that can be drawn from the results of this research. First, human resource development has a positive and significant effect on employee performance. Second, Work facilities have a positive and significant effect on employee performance. Third, human resource development has a positive and significant effect on job satisfaction. Fourth, work facilities have a positive and significant effect on job satisfaction. Fifth, job satisfaction has a positive and significant effect on employee performance. Sixth, job satisfaction is able to mediate the indirect influence of human resource development on employee performance which is partially mediated. Seventh, job satisfaction is able to mediate the indirect influence of work facilities on employee performance which is partially mediated.

Furthermore, the findings of this research provide several suggestions, namely; For human resource development, it is recommended to adopt more innovative and effective training methods, such as technology-based training, mentoring, and experience-based training. In addition, regular evaluation of the effectiveness of the training methods used needs to be carried out to ensure their suitability and success. In work facilities it is recommended to review the layout and placement of work tools to ensure comfort and efficiency. Utilizing an ergonomic and

flexible office design can increase employee productivity and work comfort. In the aspect of job satisfaction, it is necessary to evaluate the competitive and fair compensation structure. Regular compensation adjustments based on performance also need to be considered. employee performance is recommended to provide training that improves decision-making and problem-solving skills. Additionally, giving employees more responsibility and autonomy in their work can help increase their sense of self-confidence and independence. Further research can add variables or replace indicators, because there are still many variables and indicators that can measure job satisfaction and employee performance

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