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The Mediating Effect of Job Satisfaction in Creating Employee Performance of The Public Fertilizer Company in Indonesia Faisal MATRIADIa, Muhammad Ferdiananda CHADAFI b a Department of Management, Faculty of Economics and Business Universitas Malikussaleh, Aceh, Indonesia; Email: faisalmatriadi@gmail.com b Graduate Program in Management Science, Faculty of Economics and Business Universitas Malikussaleh, Aceh, Indonesia; Email: ferdianandach@gmail.com Abstract Organizations in Recent decades are faced with more challenges that affect all organizations and increased the popularity of creativity and innovation as major contributors to company performance.

The previous studies indicate that job satisfaction precedes and significantly influences several aspects of organizational performance and productivity. The overall objective of the investigation is to identify the mechanism and / or process of the mediating effect of job satisfaction that affects the results of individuals and companies at the company level. Data from 131 employees of PT. Pupuk Iskandar Muda was analyzed using partial least squares structural equation modeling (PLS-SEM) with Warp PLS to assess the hypothesized relationships.

The empirical analysis shows that self-efficacy, organizational climate, and quality of work-life are positively associated with job satisfaction. Self-efficacy, organizational climate, quality of work-life, and job satisfaction are positively associated with employee performance. Moreover, the findings also indicate that the mediation of job satisfaction is also proven significant in the same relationship. Overall, this study could make important contribution to extant research in human resource management and organizational behavior crucially in the context of bureaucratic reform in Indonesia.

Keywords: employee performance, job satisfaction, organizational climate and QWL INTRODUCTION Organizations in the 21st century are faced with more challenges that affect all organizations, both in structure and size. The organizational climate in certain organizations is always challenged by the increasing number of changes at this time (Nair, 2006). Recent decades have increased the popularity of creativity and innovation as major contributors to company performance (eg, Zhang & Bartol, 2010; Shalley, Zhou, & Oldham, 2004;

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Shalley, Gilson, & Blum, 2000).

The facts show that the rules, company's regulations, and policies are not enough to maintain the effectiveness and performance of employees, because the workplace is diverse, unique, and always changing. Successful organizations achieve dynamic changes within them and with their employees and create significant relationships between their employees (Khan, Farooq & Ullar, 2010).

The results of previous studies indicate that job satisfaction precedes and significantly influences several aspects of organizational performance and productivity (Judge, Thoresen, Bono & Patton, 2001; Liu & Norcio, 2008; Yousef, 2002; Podsakoff, MacKenzie, Paine & Bacharach, 2000; Anbuoli, 2012; Vischer, 2007; Dalal, 2005; Newsham et al., 2009). Nevertheless, the researchers also support the existence of potential mediators such as job satisfaction that can explain the significant relationship between antecedents and employee performance (Politis, 2006; Yousef, 2002; Crede et al., 2010).

Indonesia's economy is mainly dependent on natural resources, oil, the fertilizer industry, and other chemical industries as the main source of income, to collect foreign currencies, assists in the creation of the infrastructures and industries in the country. Although large investments are aimed at the industrial sector, this sector is still very dependent on oil revenues (BPS, 2018; Kilavuz et al., 2012). The manufacturing industry is the main driver for Indonesia's economic growth. In 2013, the contribution of the manufacturing industry was 21.03

%; increased to 21.08 % in 2014; 20.99 % in 2015; 20.51 % in 2016; and 20.16 % in 2017. Manufacturing growth rate in 2017 increased to 4.27 % compared to 4.26 % in 2016 (BPS, 2018b) Since 1960, the development of the manufacturing industry has continued to increase with an average of 7.42 %, this is in line with the increase in the contribution of the manufacturing industry to GDP in 1960-2004, with the highest value in 2004, the role of the manufacturing industry reaching 24.23 % (Winardi et al., 2017; World Bank, 2018b; BPS, 2017).

In the Indonesian context, even though the country is rich in natural resources, the production sector shows poor performance due to ineffective use of resources which limits output and income. The Indonesian government controls most of the companies and assets in the country (directly or indirectly) and in its supervision several low-performance industries (Rahman et al., 2018; Winardi et al.,

2017; Bakari, 2017) This study set out to explore the phenomenon of how the mediating effect of job satisfaction in creating employee performance of the public fertilizer company in Indonesia. Therefore, the overall objective of the investigation is to identify the mechanism and / or process of the mediating effect of job satisfaction that affects the results of individuals and companies at the company level.

To advance previous research, qualitative and quantitative phases are carried out and analyzed in this study LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT Research has long recognized the importance of an individual's self efficacy in his/her ability to sustain performance (Bandura & Locke, 2003; Hannah et al., 2016; Honicke & Broadbent, 2016; Walumbwa & Hartnell, 2011). Self-efficacy refers to an individual's

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belief in his or her capabilities for accomplishing a particular task (Bandura, 1997), which then encourages effective work behavior such as higher job satisfaction (Wallace, 1995) and job performance (Chebat & Kollias, 2000) .

The construct of self-efficacy is one major focus of Bandura's Social Cognitive Theory (Bandura, 1977, 1997, 2000, 2001). Bandura (2006) identifies four sources of information that influence self-efficacy: enactive mastery, vicarious learning, verbal persuasion, and emotional arousal. Self-efficacy is viewed as one of the real determinants of job satisfaction. Some study examined the impact of self-efficacy on job satisfaction and the results demonstrated that every factor strengthening, self-efficacy positively and significantly affect job satisfaction and employee performance (Iis and Yunus, 2016; Torkoglu et al., 2017; Adeeko et al., 2017; Singh & Jain, 2013).

Job satisfaction plays a crucial impact on employees' effectiveness and performance in any organization (Perera et al., 2014). This may be the reason why job satisfaction still stands to be a major field of study for researchers since its inception in 1900s (Noor et al., 2015) For every company that wants to remain competitive and maintain a competent workforce, the management team must focus on the organizational climate (Altman, 2000). If the climate in an organization provides positive benefits for its employees, job satisfaction will increase (Gibson, 1998; Hashemi & Sadeqi, 2016).

Several studies conducted on the relationship between organizational climate and job satisfaction on job performance have found a significant correlation between the two variables (Eskandari & Ghanabari, 2014; Boateng et al., 2014; Balkar, 2015; Efanga et al., 2015; Awan & Asghar, 2014; Javed et al., 2014). Quality of work-life (QWL) is a construct related to employee welfare (Mathison, 2012). Job satisfaction is the result of QWL where QWL also influences satisfaction in all other aspects of life such as family life and social life (Robbins, 2001; Herzberg, 1966; Robbins & Judge, 2013) especially on employee satisfaction and performance (Swamy, 2013; Chaturvedi & Yadav, 2011; Baleghizadeh & Gordani, 2012; Ashwini, 2014).

In this section, the conceptual framework is developed based on the results of the literature review of various opinions of experts. The path diagram and conceptual framework proposed include the effect of self-efficacy, organizational climate, and quality of work-life on the performance of employees of PT. Pupuk Iskandar Muda North Aceh Regency with job satisfaction as the intervening variable. The conceptual framework appears below: Fig. 1. Conceptual model Based on the above arguments, the hypotheses can be drawn as follows: H1: Self-efficacy directly influenced job satisfaction H2: Organizational climate directly influenced job satisfaction. H3: Quality of work-life directly influenced job satisfaction. H4: Self-efficacy directly influenced employee performance.

H5: Organizational climate directly influenced employee performance. H6: Quality of work-life directly influenced employee performance. H7: Job satisfaction directly influences employee performance. H8: Job satisfaction mediates the relationship between self-efficacy and employee performance H9: Job satisfaction mediates the relationship between organizational climate and employee performance H10: Job satisfaction mediates the relationship between quality work of life and the employee performance

RESEARCH METHODS

This study is conducted at PT. Pupuk Iskandar Muda Aceh, Indonesia, and the object are employees of PT.

Pupuk Iskandar Muda.

The population in this study are 640 permanent employees of PT. Pupuk Iskandar Muda, while the samples are 139 employees of PT. Pupuk Iskandar Muda North Aceh Regency. This study obtained the data by distributing questionnaires to respondents. Descriptive statistics analysis is a method related to the data collection and presentation. This analysis is used to provide an empirical description of the data collected in the study. In this study, the analytical method used to examine the hypotheses is SEM Partial Least Squares (PLS) analysis with Warp PLS which is an indeterminacy factor of powerful analysis methods because the data do not have to be of a certain scale measurement, both small and large sample sizes.

The results show that in terms of age 40 (30.5%) of respondents aged over 40 years, 35 (26.7%) aged between 26 to 35 years, 33 (25.2%) aged between 36 and 45 and the remaining 23 (17.6%) under the age of 25 years. In terms of marital status, 107 (81.7%) were married and 24 (18.3%) were single. 88 (67.1%) of them have master, undergraduate and diploma qualifications while the rest have secondary school qualifications. The majority of respondents, 98 (74.8%) had work experience of more than 11 years.

Measurement Model (Outer Model) Measurement Model (Outer Model) test results concluded that self-efficacy, organizational climate, quality of work life, job satisfaction, and employee performance meet the evaluation criteria of the outer model (measurement model) because the value of all loading values is above 0.4 and the p-value value $< 0,05$. AVE, CR, and CA Test For the validity test using AVE, the recommended AVE value is 0.5. Based on Table 1, the AVE value of SE is 0.556, IO 0.618, QWL 0.568, KP 0.588 and while KK is only 0.374. The four variables are known with the AVE values above 0.5 while the KK is only 0.374.

It means that it has met the validity requirements based on the AVE size. The composite reliability value of self-efficacy (SE) is 0.909, organizational climate (IO) 0.906, quality of work-life (QWL) 0.913, job satisfaction (KP) 0.919 and employee performance (KK) 0.807. It shows that all composite reliability values are above 0.7, which means that the variables in this study have met the reliability requirements based on composite reliability measures.

the Cronbach alpha value of self-efficacy (SE) is 0.885, organizational climate (OI) 0.874, quality work of life (QWL) 0.891, job satisfaction (KP) 0.898 and employee performance (KK) 0.720. It is known that all Cronbach alpha values are above 0.7, which means that the variables in this study have met the reliability requirements based on Cronbach alpha value. Table 1. The Values of Average Variance Extracted (AVE) of Each Latent Variables SE IO QWL KP KK R-Squared 0.356 0.442 Composite reliability 0.909 0.906 0.913 0.919 0.807 Cronbach's Alpha 0.885 0.874 0.891 0.898 0.720 Avg. var. extrac. 0.556 0.618 0.568 0.588 0.374 Full Collin. VIF 1.262 1.174 1.114 1.472 1.358 Q-squared 0.352 0.438 The Goodness of Fit Tests The Test

Results of Mediation Effect of Self-Efficacy - Job Satisfaction.

The output results above explain that the APC has an index of 0.268 with the p-value <0.001, while ARS has an index of 0.399 with the p-value <0.001. Based on the criteria, the APC has met the criteria because of the p-value <0.001. Similarly, the p-value of ARS is p <0.001. AVIF value that must be <5 has been fulfilled because based on the data, AVIF value is 1,118. Thus, the inner model could be accepted. Table 2. The OutputModel Fit Indices Results Fit Indices Index p-value Criteria Average Path Coefficient (APC) 0.268 p < 0.001 p < 0.05

Average R-squared (ARS) 0.399 p < 0.001 p < 0.05 Average Variance Inflation Factor (AVIF) 1.118 Good if <5 AVIF < 5 Coefficient of Determination the value of R2 or the coefficient of determination in the endogenous construct. Job satisfaction (KP) has a value of R2 was 0,356 which indicates that 35.6% of the variations in job satisfaction can be explained by self-efficacy (SE), organizational climate (IO), and quality of work-fife.

While the value of R2 or coefficient determination of employee performance (KP) R2 was 0.442, which indicates that 44.2% of the variation in employee performance can be explained by self-efficacy (SE), organizational climate (IO), and quality of work-life and job satisfaction. Table 3. The R2 Value of Latent Variables Latent Variables R Square Job Satisfaction 0,356 Employees Performance 0,442 Structural Model Path Analysis (SEM WarpPLS) Structural Equation Model (SEM) with WarpPLS was employed to analyse the data gathered in this study. PLS is a technique also known as a "soft modelling" technique.

The analysis shows Fig. 2. Structural model path analysis (SEM WarpPLS) The path coefficient is illustrated on Table 4. Table 4. Structural parameter estimates: Path analysis model (n=131) Latent Variables Coef P Self efficacy Job Satisfaction (KP) 0.394 0.001 Organizational Climate Job Satisfaction (KP) 0.205 0.006 Quality of Work-life Job Satisfaction (KP) 0.305 0.001 Self efficacy Employee Performance (KK) 0.246 0.016 Organizational Climate Employee Performance (KK) 0.360 0.001 Quality of Work-life Employee Performance (KK) 0.130 0.027 Job Satisfaction Employee Performance (KK) 0.234 0.002 Table 4 shows the direct effect results self-efficacy (SE) directly influenced job satisfaction (KP), where the p-value is 0.001 or lower than the significance level of 0.05 (H1 was accepted), Organizational climate (IO) directly influenced job satisfaction (KP) where the p-value is 0.006 or lower than the significance level of 0.05, Quality of work-life (QWL) directly influenced job satisfaction (KP) where the p-value is 0.001 or lower than the significance level of 0.05, Self-efficacy (SE) directly influenced employee performance (KK) where the p-value is 0.016 or lower than the significance level of 0.05 (H1, H2, H3 and H4 was accepted).

Meanwhile, organizational climate (IO) directly influenced employee performance (KK) where the p-value is 0.006 or lower than the significance level of 0.05, Quality of work-life (QWL) directly influenced employee performance (KK) where the p-value is 0.027 or higher than the significance level of 0.05, Job satisfaction (KP) directly influences employee performance (KK) where the p-value is 0.002 or smaller than the significance level of 0.05 (H5, H6, H7 and H8 was accepted).

The Results of Indirect Effects Based on Mediation Criteria (Baron & Kenny, 1986), it can be concluded that all direct path coefficients (a, b, and c), are significant though only path c is significant. So, it concludes that there

is a partial mediation relationship. In other words, job satisfaction partially mediates the relationship between self-efficacy and employee performance at PT. Pupuk Iskandar Muda North Aceh Regency with the estimated standardized value of 0.092 and the p-value of 0.009 <0.05. Fig. 3.

The Results of Mediation Effect Test of Self-Efficacy - Job Satisfaction □ Employee Performance Based Mediation Criteria (Baron & Kenny, 1986), it shows that all direct path coefficients (a, b, and c) are significant, and path c is also significant. It means that a partial mediation relationship occurs. In other words, job satisfaction partially mediates the relationship between organizational climate and employee performance of PT. Pupuk Iskandar Muda North Aceh Regency where the estimated standardized value is 0.048 and p-value is 0.036 <0.05. Fig. 4.

The Results of Mediation Effect Test of Organizationa Climate □ Job Satisfaction □ Employee Performance Based on Mediation Criteria (Baron & Kenny, 1986), it concludes that all the direct path coefficients (a, b, and c) are significant and path c is also significant. It means that a partial mediation relationship occurs. In other words, job satisfaction partially mediates the relationship between quality work of life and the performance of the employees of PT. Pupuk Iskandar Muda North Aceh Regency where the estimated standardized value is 0.071 and the p-value is 0.014 <0.05. Fig. 5.

The Results of Mediation Effect Test of Organizationa Climate □ Job Satisfaction □ Employee Performance
CONCLUSION These findings have empirically found that Self-efficacy has a positive effect on the job satisfaction of employees. This condition reveals that high self-efficacy could provide high job satisfaction in which appears on the ability of employees to provide good work results. Organizational climate has a positive effect on the job satisfaction of employees.

This reveals that the perception of the job satisfaction of employees also rises when the organizational climate is conducive. Quality of work-life has a positive effect on the job satisfaction of employees. This condition shows that the perception of job satisfaction of employees rises when management could improve the quality of work-life. Self-Efficacy has a positive effect on the performance of the employees. This condition shows that high self-efficacy could improve employee performance.

To achieve optimal employee performance, one of the ways is through self-efficacy. Organizational climate has a positive effect on the performance of employees. This condition shows that the performance of the employees will go up when the organizational climate has been conducive. Quality of work-life has a positive effect on the performance of employees. This condition explains that improving performance through the quality work of life can be done by creating or increasing job satisfaction as a measure of quality work of life on performance. Job satisfaction has a positive effect on the performance of employees.

This condition explains that the perception of high job satisfaction can improve employee performance. To achieve employee performance expected by the company, one of which is by providing a perception of job satisfaction for employees. In addition, the analysis shows that Job satisfaction mediates partially between self-efficacy and the performance of employees. It explains that satisfaction gives a significant and indirect effect on the performance of employees.

Partial job satisfaction mediates between the organizational climate and the performance of the employees of. It explains that satisfaction gives a significant and indirect effect on the performance of the employees. Partial job satisfaction mediates between the quality of work-life and employee performance. It explains that satisfaction gives a significant and indirect effect on the performance of the employees.

SUGGESTIONS To increase job satisfaction and employee performance, the researcher suggests several suggestions as follows. Based on the results of the study, self-efficacy has a large role in improving employee performance, both the role is directly or mediated by job satisfaction. The self-efficacy assessment is very subjective because it emphasizes the individual beliefs of employees as a result of his perception of his abilities. Based on the results of the study, self-efficacy has a large role in improving employee performance, both the role is directly or mediated by job satisfaction.

The self-efficacy assessment is very subjective because it emphasizes the individual beliefs of employees as a result of his perception of his abilities. These beliefs can determine how employees behave, ways of thinking, and how emotional reactions in certain situations, but the leaders of company must be able to pay attention to employees who have high self-confidence and feel valued in their work because employees who have high self-efficacy will increase employee job satisfaction and will have an impact on more productive performance.

A conducive organizational climate is important because it is an individual's perception of what is given by the organization and is used as a basis for determining the behavior of future members. Climate is determined by how well members are directed, built, and valued by organizations. The leaders of company must reconcile the existing organizational climate, and pay attention to existing aspects such as structure, standard, responsibility, recognition, support, and commitment.

It means, the organizational climate plays a very important role in the formation of job satisfaction which makes the performances more optimal. The leaders of company must be able to improve the quality of work-life to be better because it is very important and is a need for the company to attract and retain its employees to be loyal to the company. One of the important roles of the Quality of Work-life program is to be able to change the work climate so that technical and humane companies can bring a better quality of work-life.

Improving the quality of work-life is necessary to create job satisfaction as a trigger of good and optimal employee performance as expected by the company so that the work targets can be easily achieved.

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Volume 16, Issue 9.Ver. I (Sep. 2014), PP 01-12 Sari Ni PR, Bendesa I Komang Gde & Antara Made. (2019). The Influence of Quality of Work Life on Employees' Performance with Job Satisfaction and Work Motivation as Intervening Variables in Star-Rated Hotels in Ubud Tourism Area of Bali. *Journal of Tourism and Hospitality Management* June 2019, Vol. 7, No. 1, pp. 74-83 The Results of Validity Test Analysis Based on Loading Values Indicator (SE) (IO) (QWL) (KP) (KK) SE1 (0.662) -0.000 -0.082 -0.043 0.143 SE2 (0.748) 0.070 0.034 0.026 0.033 SE3 (0.806) -0.000 0.020 -0.070 0.186 SE4 (0.715) -0.018 0.108 0.141 -0.069 SE5 (0.661) 0.025 -0.044 -0.031 0.081 SE6 (0.794) -0.025 -0.039 -0.005 -0.051 SE7 (0.788) -0.039 0.044 0.017 -0.205 SE8 (0.777) -0.007 -0.052 -0.032 -0.094 IO1 -0.097 (0.744) -0.057 0.058 0.216 IO2 -0.087 (0.874) 0.025 0.085 0.034 IO3 -0.003 (0.843) -0.028 0.044 -0.055 IO4 -0.033 (0.775) -0.008 -0.062 0.107 IO5 0.142 (0.805) 0.110 -0.073 -0.189 IO6 0.096 (0.656) -0.057 -0.072 -0.114 QWL1 0.064 0.037 (0.778) 0.010 -0.102 QWL2 -0.014 -0.031 (0.785) -0.027 0.010 QWL3 0.207 -0.018 (0.767) -0.081 -0.011 QWL4 0.060 0.082 (0.770) -0.168 -0.056 QWL5 -0.176 -0.075 (0.778) 0.025 0.035 QWL6 -0.089 -0.015 (0.780) 0.174 0.098 QWL7 0.082 0.046 (0.707) -0.008 -0.063 QWL8 -0.147 -0.025 (0.655) 0.084 0.096 KP1 0.010 0.030 -0.034 (0.859) -0.022 KP2 0.074 0.059 -0.048 (0.790) 0.033 KP3 0.030 -0.007 0.077 (0.818) 0.057 KP4 0.177

0.058 -0.016 (0.782) -0.131 KP5 0.098 -0.188 0.051 (0.776) 0.079 KP6 -0.201 -0.055 -0.067 (0.763) -0.046
KP7 -0.264 0.043 -0.033 (0.723) 0.037 KP8 0.065 0.075 0.086 (0.599) -0.007 KK1 -0.053 -0.030 0.009 -
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0.068 0.007 0.081 (0.576) KK5 -0.035 -0.005 0.087 -0.016 (0.591) KK6 0.081 0.027 -0.072 -0.128 (0.603)
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The **Mediating Effect of Job Satisfaction in** Creating Employee Performance of The Public Fertilizer Company in Indonesia Faisal MATRIADLa, Muhammad Ferdiananda CHADAFI b a Department of Management, Faculty of Economics and Business Universitas Malikussaleh, Aceh, Indonesia; Email: faisalmatriadi@gmail.com b Graduate Program in Management Science, Faculty of Economics and Business Universitas Malikussaleh, Aceh, Indonesia; Email: ferdianandach@gmail.com Abstract Organizations in Recent decades are faced with more challenges that affect all organizations and increased the popularity of creativity and innovation as major contributors to company performance.

The previous studies indicate that job satisfaction precedes and significantly influences several aspects of organizational performance and productivity. The overall objective of the investigation is to identify the mechanism and / or process of **the mediating effect of job satisfaction** that affects the results of individuals and companies at the company level. Data from 131 employees of PT.

Pupuk Iskandar Muda was analyzed using partial least squares structural equation modeling (PLS-SEM) with Warp PLS to assess the hypothesized relationships. The empirical analysis shows that self-efficacy, organizational climate, and quality of work-life **are positively associated with** job satisfaction. Self-efficacy, organizational climate, quality of work-life, and job satisfaction **are positively associated with** employee performance.

Moreover, the findings also indicate that the **mediation of job satisfaction is** also proven significant in the same relationship. Overall, this study could make important contribution to extant research in human resource management and organizational behavior crucially in the context of bureaucratic reform in Indonesia.

Keywords: employee performance, job satisfaction, organizational climate and QWL
INTRODUCTION Organizations in the 21st century are faced with more challenges that affect all organizations, both in structure and size. The organizational climate in certain organizations is always challenged by the increasing number of changes at this time (Nair, 2006).

Recent decades have increased the popularity of creativity and innovation as major contributors to company performance (eg, Zhang & Bartol, 2010; Shalley, Zhou, & Oldham, 2004; Shalley, Gilson, & Blum, 2000). The facts show that the rules, company's regulations, and policies are not enough to maintain the effectiveness and performance of employees, because the workplace is diverse, unique, and always changing.

Successful organizations achieve dynamic changes within them and with their employees and create significant relationships between their employees (Khan, Farooq & Ullar, 2010). The results of previous studies indicate that job satisfaction precedes and significantly influences several aspects of organizational performance and productivity (Judge, Thoresen, Bono & Patton, 2001; Liu & Norcio, 2008; Yousef, 2002; Podsakoff, MacKenzie, Paine & Bacharach, 2000; Anbuouli, 2012; Vischer, 2007; Dalal, 2005; Newsham et al., 2009).

Nevertheless, the researchers also support the existence of potential mediators such as job satisfaction that can explain the significant relationship between antecedents and employee performance (Politis, 2006; Yousef, 2002; Crede et al., 2010). Indonesia's economy is mainly dependent on natural resources, oil, the fertilizer industry, and other chemical industries as the main source of income, to collect foreign currencies, assists in the creation of the infrastructures and industries in the country.

Although large investments are aimed at the industrial sector, this sector is still very dependent on oil revenues (BPS, 2018; Kilavuz et al., 2012). The manufacturing industry is the main driver for Indonesia's economic growth. In 2013, the contribution of the manufacturing industry was 21.03 %; increased to 21.08 % in 2014; 20.99 % in 2015; 20.51 % in 2016; and 20.16 % in 2017. Manufacturing growth rate in 2017 increased to 4.27 % compared to 4.26 % in 2016 (BPS, 2018b) Since 1960, the development of the manufacturing industry has continued to increase with an average of 7.42 %, this is in line with the increase in the contribution of the manufacturing industry to GDP in 1960-2004, with the highest value in 2004, the role of the manufacturing industry reaching 24.23 % (Winardi et al., 2017; World Bank, 2018b; BPS, 2017).

In the Indonesian context, even though the country is rich in natural resources, the

production sector shows poor performance due to ineffective use of resources which limits output and income. The Indonesian government controls most of the companies and assets in the country (directly or indirectly) and in its supervision several low-performance industries (Rahman et al., 2018; Winardi et al.,

2017; Bakari, 2017) This study set out to explore the phenomenon of how the mediating effect of job satisfaction in creating employee performance of the public fertilizer company in Indonesia. Therefore, the overall objective of the investigation is to identify the mechanism and / or process of the mediating effect of job satisfaction that affects the results of individuals and companies at the company level.

To advance previous research, qualitative and quantitative phases are carried out and analyzed in this study LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT Research has long recognized the importance of an individual's self efficacy in his/her ability to sustain performance (Bandura & Locke, 2003; Hannah et al., 2016; Honicke & Broadbent, 2016; Walumbwa & Hartnell, 2011).

Self-efficacy refers to an individual's belief in his or her capabilities for accomplishing a particular task (Bandura, 1997), which then encourages effective work behavior such as higher job satisfaction (Wallace, 1995) and job performance (Chebat & Kollias, 2000) . The construct of self-efficacy is one major focus of Bandura's Social Cognitive Theory (Bandura, 1977, 1997, 2000, 2001).

Bandura (2006) identifies four sources of information that influence self-efficacy: enactive mastery, vicarious learning, verbal persuasion, and emotional arousal. Self-efficacy is viewed as one of the real determinants of job satisfaction. Some study examined the impact of self-efficacy on job satisfaction and the results demonstrated that every factor strengthening, self-efficacy positively and significantly affect job satisfaction and employee performance (Iis and Yunus, 2016; Torkoglu et al., 2017; Adeeko et al., 2017; Singh & Jain, 2013).

Job satisfaction plays a crucial impact on employees' effectiveness and performance in any organization (Perera et al., 2014). This may be the reason why job satisfaction still stands to be a major field of study for researchers since its inception in 1900s (Noor et al., 2015) For every company that wants to remain competitive and maintain a competent workforce, the management team must focus on the organizational climate (Altman, 2000). If the climate in an organization provides positive benefits for its employees, job satisfaction will increase (Gibson, 1998; Hashemi & Sadeqi, 2016).

Several studies conducted on the relationship between organizational climate and job

satisfaction on job performance have found a significant correlation between the two variables (Eskandari & Ghanabari, 2014; Boateng et al., 2014; Balkar, 2015; Efanga et al., 2015; Awan & Asghar, 2014; Javed et al., 2014). Quality of work-life (QWL) is a construct related to employee welfare (Mathison, 2012).

Job satisfaction is the result of QWL where QWL also influences satisfaction in all other aspects of life such as family life and social life (Robbins, 2001; Herzberg, 1966; Robbins & Judge, 2013) especially on employee satisfaction and performance (Swamy, 2013; Chaturvedi & Yadav, 2011; Baleghizadeh & Gordani, 2012; Ashwini, 2014). In this section, the conceptual framework is developed based on the results of the literature review of various opinions of experts.

The path diagram and conceptual framework proposed include the effect of self-efficacy, organizational climate, and quality of work-life on the performance of employees of PT. Pupuk Iskandar Muda North Aceh Regency with job satisfaction as the intervening variable. The conceptual framework appears below: _ Fig. 1. Conceptual model Based on the above arguments, the hypotheses can be drawn as follows: H1: Self-efficacy directly influenced job satisfaction H2: Organizational climate directly influenced job satisfaction. H3: Quality of work-life directly influenced job satisfaction. H4: Self-efficacy directly influenced employee performance.

H5: Organizational climate directly influenced employee performance. H6: Quality of work-life directly influenced employee performance. H7: Job satisfaction directly influences employee performance. H8: Job satisfaction mediates the relationship between self-efficacy and employee performance H9: Job satisfaction mediates the relationship between organizational climate and employee performance H10: Job satisfaction mediates the relationship between quality work of life and the employee performance

RESEARCH METHODS This study is conducted at PT. Pupuk Iskandar Muda Aceh, Indonesia, and the object are employees of PT. Pupuk Iskandar Muda.

The population in this study are 640 permanent employees of PT. Pupuk Iskandar Muda, while the samples are 139 employees of PT. Pupuk Iskandar Muda North Aceh Regency. This study obtained the data by distributing questionnaires to respondents. Descriptive statistics analysis is a method related to the data collection and presentation. This analysis is used to provide an empirical description of the data collected in the study.

In this study, the analytical method used to examine the hypotheses is SEM Partial Least Squares (PLS) analysis with Warp PLS which is an indeterminacy factor of powerful analysis methods because the data do not have to be of a certain scale measurement, both small and large sample sizes.

RESULTS AND DISCUSSIONS Descriptive Statistics of

Characteristics of Respondents The population of this study is all employees of PT.

Pupuk Iskandar Muda, North Aceh Regency. While the samples are 139 respondents. The researcher has distributed questionnaires to all respondents, but only 134 questionnaires have returned, and only 131 questionnaires could be used. The description of respondents based on their characteristics, such as age, marital status, education, and years of service.

The results show that in terms of age 40 (30.5%) of respondents aged over 40 years, 35 (26.7%) aged between 26 to 35 years, 33 (25.2%) aged between 36 and 45 and the remaining 23 (17.6%) under the age of 25 years. In terms of marital status, 107 (81.7%) were married and 24 (18.3%) were single. 88 (67.1%) of them have master, undergraduate and diploma qualifications while the rest have secondary school qualifications. The majority of respondents, 98 (74.8%) had work experience of more than 11 years.

Measurement Model (Outer Model) Measurement Model (Outer Model) test results concluded that self-efficacy, organizational climate, quality of work life, job satisfaction, and employee performance meet the evaluation criteria of the outer model (measurement model) because the value of all loading values is above 0.4 and the p-value value $< 0,05$. AVE, CR, and CA Test For the validity test using AVE, the recommended AVE value is 0.5. Based on Table 1, the AVE value of SE is 0.556, IO 0.618, QWL 0.568, KP 0.588 and while KK is only 0.374. The four variables are known with the AVE values above 0.5 while the KK is only 0.374.

It means that it has met the validity requirements based on the AVE size. The composite reliability value of self-efficacy (SE) is 0.909, organizational climate (IO) 0.906, quality of work-life (QWL) 0.913, job satisfaction (KP) 0.919 and employee performance (KK) 0.807. It shows that all composite reliability values are above 0.7, which means that the variables in this study have met the reliability requirements based on composite reliability measures.

the Cronbach alpha value of self-efficacy (SE) is 0.885, organizational climate (OI) 0.874, quality work of life (QWL) 0.891, job satisfaction (KP) 0.898 and employee performance (KK) 0.720. It is known that all Cronbach alpha values are above 0.7, which means that the variables in this study have met the reliability requirements based on Cronbach alpha value. Table 1.

The Values of Average Variance Extracted (AVE) of Each Latent Variables _SE _IO _QWL _KP _KK _R-Squared _ _ _0.356 _0.442 _ _Composite reliability _0.909 _0.906 _0.913

_0.919 _0.807 _Cronbach's Alpha _0.885 _0.874 _0.891 _0.898 _0.720 _Avg. var. extrac.
 _0.556 _0.618 _0.568 _0.588 _0.374 _Full Collin. VIF _1.262 _1.174 _1.114 _1.472 _1.358 _
 _Q-squared _ _ _0.352 _0.438 _The Goodness of Fit Tests The Test Results of
 Mediation Effect of Self-Efficacy - Job Satisfaction.

The output results above explain that the APC has an index of 0.268 with the p-value <0.001, while ARS has an index of 0.399 with the p-value <0.001. Based on the criteria, the APC has met the criteria because of the p-value <0.001. Similarly, the p-value of ARS is p <0.001. AVIF value that must be <5 has been fulfilled because based on the data, AVIF value is 1,118. Thus, the inner model could be accepted. Table 2.

The OutputModel Fit Indices Results Fit Indices _Index _p-value _Criteria _Average Path Coefficient (APC) _0.268 _p < 0.001 _p < 0.05 _Average R-squared (ARS) _0.399 _p < 0.001 _p < 0.05 _Average Variance Inflation Factor (AVIF) _1.118 Good if <5 _AVIF < 5 _Coefficient of Determination the value of R2 or the coefficient of determination in the endogenous construct.

Job satisfaction (KP) has a value of R2 was 0,356 which indicates that 35.6% of the variations in job satisfaction can be explained by self-efficacy (SE), organizational climate (IO), and quality of work-fife. While the value of R2 or coefficient determination of employee performance (KP) R2 was 0.442, which indicates that 44.2% of the variation in employee performance can be explained by self-efficacy (SE), organizational climate (IO), and quality of work-life and job satisfaction.

Table 3. The R2 Value of Latent Variables Latent Variables _R Square _Job Satisfaction _0,356 _Employees Performance _0,442 _ Structural Model Path Analysis (SEM WarpPLS) Structural Equation Model (SEM) with WarpPLS was employed to analyse the data gathered in this study. PLS is a technique also known as a "soft modelling" technique.

The analysis shows Fig. 2. Structural model path analysis (SEM WarpPLS) The path coefficient is illustrated on Table 4. Table 4. Structural parameter estimates: Path analysis model (n=131) Latent Variables _Coef _P _Self efficacy _Job Satisfaction (KP) _0.394 _0.001 _Organizational Climate _Job Satisfaction (KP) _0.205 _0.006 _Quality of Work-life _Job Satisfaction (KP) _0.305 _0.001 _Self efficacy _Employee Performance (KK) _0.246 _0.016 _Organizational Climate _Employee Performance (KK) _0.360 _0.001 _Quality of Work-life _Employee Performance (KK) _0.130 _0.027 _Job Satisfaction _Employee Performance (KK) _0.234 _0.002 _ Table 4 shows the direct effect results self-efficacy (SE) directly influenced job satisfaction (KP), where the p-value is 0.001 or lower than the significance level of 0.05 (H1 was accepted), Organizational

climate (IO) directly influenced job satisfaction (KP) where the p-value is 0.006 or lower than the significance level of 0.05, Quality of work-life (QWL) directly influenced job satisfaction (KP) where the p-value is 0.001 or lower than the significance level of 0.05, Self-efficacy (SE) directly influenced employee performance (KK) where the p-value is 0.016 or lower than the significance level of 0.05 (H1, H2, H3 and H4 was accepted).

Meanwhile, organizational climate (IO) directly influenced employee performance (KK) where the p-value is 0.006 or lower than the significance level of 0.05, Quality of work-life (QWL) directly influenced employee performance (KK) where the p-value is 0.027 or higher than the significance level of 0.05, Job satisfaction (KP) directly influences employee performance (KK) where the p-value is 0.002 or smaller than the significance level of 0.05 (H5, H6, H7 and H8 was accepted).

The Results of Indirect Effects Based on Mediation Criteria (Baron & Kenny, 1986), it can be concluded that all direct path coefficients (a, b, and c), are significant though only path c is significant. So, it concludes that there is a partial mediation relationship. In other words, job satisfaction partially mediates the relationship between self-efficacy and employee performance at PT.

Pupuk Iskandar Muda North Aceh Regency with the estimated standardized value of 0.092 and the p-value of 0.009 <0.05. Fig. 3. The Results of Mediation Effect Test of Self-Efficacy - Job Satisfaction – Employee Performance Based Mediation Criteria (Baron & Kenny, 1986), it shows that all direct path coefficients (a, b, and c) are significant, and path c is also significant. It means that a partial mediation relationship occurs.

In other words, job satisfaction partially mediates the relationship between organizational climate and employee performance of PT. Pupuk Iskandar Muda North Aceh Regency where the estimated standardized value is 0.048 and p-value is 0.036 <0.05. Fig. 4. The Results of Mediation Effect Test of Organizational Climate – Job Satisfaction – Employee Performance Based on Mediation Criteria (Baron & Kenny, 1986), it concludes that all the direct path coefficients (a, b, and c) are significant and path c is also significant. It means that a partial mediation relationship occurs.

In other words, job satisfaction partially mediates the relationship between quality work of life and the performance of the employees of PT. Pupuk Iskandar Muda North Aceh Regency where the estimated standardized value is 0.071 and the p-value is 0.014 <0.05. Fig. 5. The Results of Mediation Effect Test of Organizational Climate – Job Satisfaction – Employee Performance CONCLUSION These findings have empirically found that Self-efficacy has a positive effect on the job satisfaction of employees.

This condition reveals that high self-efficacy could provide high job satisfaction in which appears on the ability of employees to provide good work results. Organizational climate has a positive effect on the job satisfaction of employees. This reveals that the perception of the job satisfaction of employees also rises when the organizational climate is conducive.

Quality of work-life has a positive effect on the job satisfaction of employees. This condition shows that the perception of job satisfaction of employees rises when management could improve the quality of work-life. Self-Efficacy has a positive effect on the performance of the employees. This condition shows that high self-efficacy could improve employee performance.

To achieve optimal employee performance, one of the ways is through self-efficacy. Organizational climate has a positive effect on the performance of employees. This condition shows that the performance of the employees will go up when the organizational climate has been conducive. Quality of work-life has a positive effect on the performance of employees.

This condition explains that improving performance through the quality work of life can be done by creating or increasing job satisfaction as a measure of quality work of life on performance. Job satisfaction has a positive effect on the performance of employees. This condition explains that the perception of high job satisfaction can improve employee performance.

To achieve employee performance expected by the company, one of which is by providing a perception of job satisfaction for employees. In addition, the analysis shows that Job satisfaction mediates partially between self-efficacy and the performance of employees. It explains that satisfaction gives a significant and indirect effect on the performance of employees.

Partial job satisfaction mediates between the organizational climate and the performance of the employees of. It explains that satisfaction gives a significant and indirect effect on the performance of the employees. Partial job satisfaction mediates between the quality of work-life and employee performance.

It explains that satisfaction gives a significant and indirect effect on the performance of the employees. SUGGESTIONS To increase job satisfaction and employee performance, the researcher suggests several suggestions as follows. Based on the results of the study, self-efficacy has a large role in improving employee performance, both the role is directly or mediated by job satisfaction.

The self-efficacy assessment is very subjective because it emphasizes the individual beliefs of employees as a result of his perception of his abilities. Based on the results of the study, self-efficacy has a large role in improving employee performance, both the role is directly or mediated by job satisfaction. The self-efficacy assessment is very subjective because it emphasizes the individual beliefs of employees as a result of his perception of his abilities.

These beliefs can determine how employees behave, ways of thinking, and how emotional reactions in certain situations, but the leaders of company must be able to pay attention to employees who have high self-confidence and feel valued in their work because employees who have high self-efficacy will increase employee job satisfaction and will have an impact on more productive performance.

A conducive organizational climate is important because it is an individual's perception of what is given by the organization and is used as a basis for determining the behavior of future members. Climate is determined by how well members are directed, built, and valued by organizations. The leaders of company must reconcile the existing organizational climate, and pay attention to existing aspects such as structure, standard, responsibility, recognition, support, and commitment.

It means, the organizational climate plays a very **important role in the** formation of job satisfaction which makes the performances more optimal. The leaders of company must be able **to improve the quality of** work-life to be better because it is very important and is a need for the company to attract and retain its employees to be loyal to the company.

One of the important roles of the Quality of Work-life program is to be able to change the work climate so that technical and humane companies can bring a better quality of work-life. Improving the quality of work-life is necessary to create **job satisfaction as a** trigger of good and optimal employee performance as expected by the company so that the work targets can be easily achieved. References Nair, R. (2006). Climate studies and associated best practices to improve climate issues in the workplace.

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 _SE8 _ (0.777) _ -0.007 _ -0.052 _ -0.032 _ -0.094 _ _IO1 _ -0.097 _ (0.744) _ -0.057 _ 0.058
 _ 0.216 _ _IO2 _ -0.087 _ (0.874) _ 0.025 _ 0.085 _ 0.034 _ _IO3 _ -0.003 _ (0.843) _ -0.028 _ 0.044
 _ -0.055 _ _IO4 _ -0.033 _ (0.775) _ -0.008 _ -0.062 _ 0.107 _ _IO5 _ 0.142 _ (0.805) _ 0.110
 _ -0.073 _ -0.189 _ _IO6 _ 0.096 _ (0.656) _ -0.057 _ -0.072 _ -0.114 _ _QWL1 _ 0.064 _ 0.037
 _ (0.778) _ 0.010 _ -0.102 _ _QWL2 _ -0.014 _ -0.031 _ (0.785) _ -0.027 _ 0.010 _ _QWL3 _ 0.207
 _ -0.018 _ (0.767) _ -0.081 _ -0.011 _ _QWL4 _ 0.060 _ 0.082 _ (0.770) _ -0.168 _ -0.056 _ _QWL5
 _ -0.176 _ -0.075 _ (0.778) _ 0.025 _ 0.035 _ _QWL6 _ -0.089 _ -0.015 _ (0.780) _ 0.174 _ 0.098 _
 _QWL7 _ 0.082 _ 0.046 _ (0.707) _ -0.008 _ -0.063 _ _QWL8 _ -0.147 _ -0.025 _ (0.655) _ 0.084
 _ 0.096 _ _KP1 _ 0.010 _ 0.030 _ -0.034 _ (0.859) _ -0.022 _ _KP2 _ 0.074 _ 0.059 _ -0.048 _ (0.790)
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 _ -0.068 _ 0.007 _ 0.081 _ (0.576) _ _KK5 _ -0.035 _ -0.005 _ 0.087 _ -0.016 _ (0.591) _ _KK6
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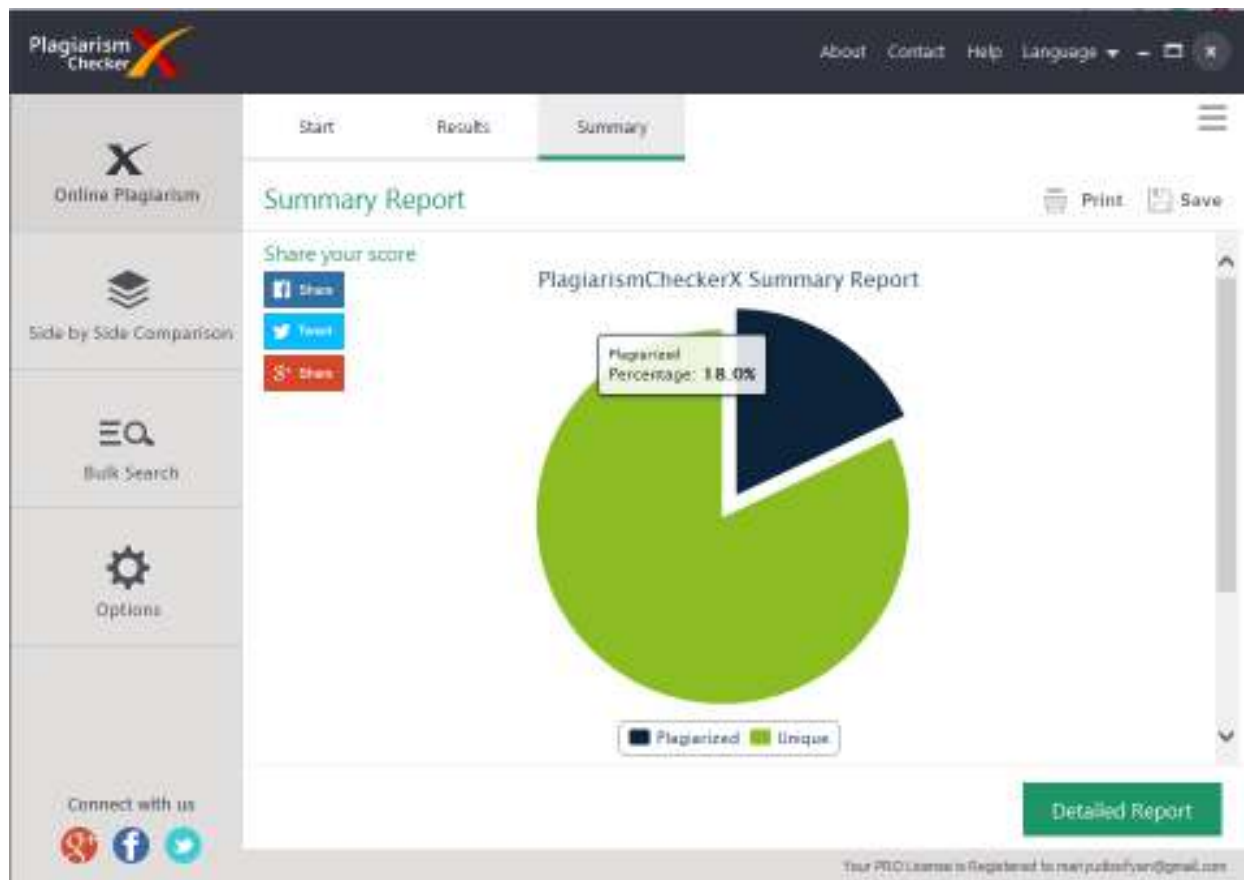
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