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THE EFFECT OF WORK SPIRIT AND WORK ABILITY ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT SMKN 6 TANJUNG BALAI

Muhammad Ali¹, Syaifuddin², Salman Faris², Yusuf Ronny Edward², Robert Tua Siregar²

¹ *Student of Master Management, Faculty of Economics,
Universitas Prima Indonesia,*

² *Center Of Excellence for Human Resource Management
Research and Innovation Center, Universitas Prima
Indonesia*

Email: syaifuddin@unprimdn.ac.id

ABSTRACT

This study aims to analyze the influence of work morale and work ability on employee performance, with job satisfaction as an intervening variable at SMKN 6 Tanjung Balai. Work morale and work ability are considered important factors that can drive employee productivity and effectiveness, both directly and through job satisfaction. The study sample consisted of 30 employees selected purposively, ensuring that respondents had experience and relevance appropriate to the research focus. Data were collected through a questionnaire designed to measure employee morale, work ability, job satisfaction, and performance. Data analysis was conducted using appropriate statistical techniques to test the relationships between variables and identify direct and indirect influences. The results are expected to demonstrate how work morale and work ability significantly influence employee performance, both directly and through job satisfaction. These findings have important implications for human resource management at SMKN 6 Tanjung Balai, particularly in designing strategies to improve employee performance. By understanding the role of job satisfaction as an intervening variable, management can develop more effective policies and programs to improve employee motivation, competence, and overall performance. This study is also expected to contribute to the educational management literature and serve as a basis for further research on the factors that influence employee performance in secondary education settings.

Keywords: Work Ability, Job Satisfaction, Performance, and Work Morale.



INTRODUCTION

The background to this research stems from the importance of employee performance in supporting smooth operations at an educational institution, such as SMKN 6 Tanjung Balai. Good employee performance is strongly influenced by various factors, including work enthusiasm and individual work ability. High work enthusiasm can encourage employees to work with full dedication and responsibility, while adequate work ability enables employees to complete tasks efficiently and with quality.

However, while work enthusiasm and ability play a significant role, job satisfaction is also an equally important factor. Job satisfaction is considered an intervening variable that can strengthen or weaken the relationship between work enthusiasm and ability and employee performance. If employees are satisfied with their jobs, both in terms of the work environment, rewards, and interpersonal relationships, they tend to perform better.

At SMKN 6 Tanjung Balai, although employee morale and work ability are quite good, there are indications that employee performance has not reached optimal levels, which is likely influenced by varying levels of job satisfaction among employees. Therefore, it is important to examine how morale and work ability can influence employee performance by considering the role of job satisfaction as a variable that can mediate this relationship.

This research is expected to provide a clearer picture of the influence of work enthusiasm and work ability on employee performance, as well as provide insight for management to improve employee performance by increasing job satisfaction at SMKN 6 Tanjung Balai.



LITERATURE REVIEW

1. Performance

Performance is a crucial aspect often used as a benchmark for assessing the effectiveness and efficiency of an individual's work, particularly within organizations or institutions. Definitions of performance often vary, depending on the perspective and context used by researchers. Generally, performance can be defined as the outcome of an individual's execution of tasks and responsibilities within an organization, reflected in the achievement of established goals or objectives.

Werner (2006) suggests that performance is the result of the interaction between individual abilities and work motivation, which ultimately influences the level of work productivity. Individual abilities, including knowledge, skills, and expertise, play a crucial role in determining the quality of performance, while work motivation serves to motivate individuals to achieve organizational goals.

In research conducted by Mujtaba (2010), performance is defined as the level of individual success in carrying out tasks relevant to organizational goals. Factors such as job satisfaction, skills, and commitment are also considered important elements influencing individual performance.

Based on various definitions put forward by previous researchers, it can be concluded that performance is the result of work achieved through a combination of an individual's abilities, enthusiasm, and motivation to achieve organizational goals. Therefore, performance is influenced not only by internal individual factors but also by external factors such as organizational support, the work environment, and job satisfaction.



2. Spirit at work

Work morale is a factor that significantly influences individual performance within an organization. Work morale is often defined as the motivation, passion, or internal drive that drives someone to work with dedication and enthusiasm. Although the term work morale is frequently used in various contexts, its definition and understanding can vary depending on the perspective and theory employed by researchers.

According to Luthans (2002), work passion is a psychological state that influences individuals to work with full energy, attention, and commitment to assigned tasks. This passion can be seen in the form of a positive attitude toward work and the organization, as well as a desire to contribute more to achieving shared goals. Luthans emphasized that work passion has a direct impact on productivity and job satisfaction, and can improve the quality of employee relationships within an organization.

Kahn (1990), in his research, defined work passion as the level of emotional and psychological involvement a person has in the work they do. This passion relates to how much an individual feels valued, accepted, and connected to their work. According to Kahn, high work passion will motivate individuals to strive harder, improve performance, and contribute maximally to organizational goals.

Overall, from the various definitions put forward by previous researchers, work passion can be understood as an internal drive or motivation that drives individuals to work with enthusiasm, commitment, and energy. Psychological and emotional factors, as well as external supports such as the work environment and rewards, play a crucial role in shaping this work passion. High work passion will contribute to improved individual performance and overall organizational goals.



3. Work Ability

Work capability is a critical factor influencing individual performance within an organization. Generally, work capability can be understood as the capacity or potential an individual possesses to carry out their duties and responsibilities effectively and efficiently. This capability encompasses the knowledge, skills, and expertise necessary to complete a job effectively. Researchers have put forward various definitions of work capability, demonstrating different dimensions and perspectives on this concept.

According to Mujtaba (2010), work ability is the level of expertise a person possesses in performing their work, which is directly related to the level of productivity and quality of work results. This ability is influenced by an individual's formal education, training, and work experience. Mujtaba emphasized that the higher an individual's work ability, the greater their ability to complete tasks more efficiently and with quality.

From the various definitions proposed by previous researchers, it can be concluded that work competency is a combination of various factors, including technical skills, experience, knowledge, and the mental and physical abilities of an individual. This capability is influenced not only by education and training, but also by adaptation to changes in the work environment and the ability to work effectively in a team. Therefore, good work competency will significantly contribute to achieving optimal performance within an organization.

4. Job satisfaction

Job satisfaction is an important concept in the study of human resource management and industrial psychology, as it is directly related to employee performance, motivation, and retention within an organization. Job satisfaction can be defined as a positive feeling or attitude held by an individual



toward their work, which is influenced by various internal and external factors. In general, job satisfaction reflects the extent to which an individual is satisfied with aspects of their job, such as working conditions, relationships with coworkers, recognition, opportunities for development, and compensation received.

Robbins (2001) defines job satisfaction as an individual's response to various aspects of their job, such as compensation, relationships with coworkers, and career development opportunities. Robbins emphasizes that job satisfaction is subjective, as each individual has different perceptions and preferences regarding what is important in their job. For example, one employee may be satisfied with challenging tasks, while another may prioritize job stability or adequate pay.

In addition, Warr (2002) in his theory states that job satisfaction is not only related to external factors (such as salary and working conditions), but also to internal factors, such as whether individuals feel that the work provides meaning or purpose to their lives. Therefore, high job satisfaction is not only influenced by material aspects, but also by the value and emotional satisfaction obtained from the work itself.

Overall, job satisfaction can be understood as a feeling resulting from evaluating various elements of a job, both physical and emotional and psychological. This satisfaction is highly subjective and influenced by many factors, both external, such as salary and working conditions, and internal, such as achievement and recognition. High job satisfaction is often associated with increased motivation, productivity, and individual well-being at work.

METHODS

The approach used in this study is an associative approach, which aims to identify the relationship or influence between two or more variables. This approach is used to determine whether there is a



significant relationship or impact between the independent and dependent variables. In this study, the independent variables studied are Work Morale (X1) and Work Ability (X2), which are suspected to have an influence on Job Satisfaction (Z) as an intervening variable. Furthermore, Performance (Y) is the dependent variable influenced by work morale, work ability, and job satisfaction. Thus, this study aims to see how work morale and work ability affect employee performance through job satisfaction as a connecting factor.

- **Population and Sample**

Population and sample are two fundamental concepts in research design that play a crucial role in determining the validity and generalizability of research findings. These concepts have been discussed extensively by many researchers in the research methodology literature.

According to Arikunto (2010), a population is all elements or units with specific characteristics that become the subject of research. In quantitative research, the population is all individuals or objects relevant to the topic being studied and serves as the primary source of data sought by the researcher. For example, in research on the effect of work morale on employee performance, the population would include all employees working in the organization or institution being studied. A sample is a part or subset of a population taken for research purposes. According to Sekaran (2006), a sample is a representation of a population selected using specific techniques to collect data more practically and efficiently. In quantitative research, samples are used to draw inferences or generalizations about a larger population. Appropriate sample selection is crucial to ensure that research findings can be generalized to a broader population.

- **Data collection**

The data collection techniques used in this study include two main methods: a questionnaire and a documentation study. First, to obtain primary data, this study used a questionnaire consisting of a



series of questions directed at employees. This questionnaire was designed to gather information related to the variables studied, such as work enthusiasm, work ability, job satisfaction, and employee performance. Second, to complete the necessary data, a documentation study was conducted, namely by collecting various relevant data and information from company or agency documents, such as performance reports, job satisfaction records, and other related data supporting this research. These two data collection techniques are expected to provide a more comprehensive and in-depth picture of the phenomenon being studied.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.658 ^a	.433	.368	.859

a. Predictors: (Constant), Job Satisfaction, Work Morale, Work Ability

The results of the regression analysis show that the research model has an R value of 0.658, which indicates a fairly strong relationship between the independent variables (Job Satisfaction, Work Morale, and Work Ability) with the dependent variable (Employee Performance). The R Square value of 0.433 indicates that approximately 43.3% of the variation in employee performance can be explained by the three independent variables used in this model. Meanwhile, the Adjusted R Square value of 0.368 indicates that after taking into account the number of independent variables in the model, approximately 36.8% of the variation in employee performance can be explained by the variables of work morale, work ability, and job satisfaction. Finally, the Standard Error of the Estimate of 0.859 indicates that the prediction of this model has an error rate of 0.859 in estimating



employee performance. Overall, these results indicate that although the three independent variables have a significant influence on performance, there are other factors that have not been identified in this study that also influence employee performance.

Sobel Test

Sobel Test Results					
Variables	<i>Unstandardized</i>	<i>Std. Error</i>	<i>Test Statistics</i>	<i>Std. Error</i>	<i>P-Value</i>
Spirit at work on Job Satisfaction	0.461	0.167	1,999	0.067	0.047
Job Satisfaction with Performance	0.280	0.107			
Work Ability on Job Satisfaction	0.585	0.165	2,105	0.077	0.035
Job Satisfaction with Performance	0.280	0.107			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

The results of the regression analysis obtained indicate a significant relationship between several variables in this study. First, the relationship between Work Morale and Job Satisfaction shows an unstandardized coefficient value of 0.461 with a standard error of 0.167. The test statistic value of 1.999 and a p-value of 0.047 indicate that this relationship is significant at the 5% confidence level, which means that work morale has a positive effect on job satisfaction. Furthermore, the relationship between Work Ability and Job Satisfaction has an unstandardized coefficient value of 0.585 with a standard error of 0.165 and a test statistic of 2.105. The p-value of 0.035 also indicates that this relationship is significant at the 5% confidence level, which indicates that work ability has a positive effect on job satisfaction. Meanwhile, for the relationship between Job Satisfaction and Performance, although the unstandardized coefficient is 0.280 and a standard error of 0.107,



this analysis does not include the test statistic value and p-value, so it cannot be concluded whether this relationship is significant or not in this research model. All the above results were processed using Calculation for the Sobel Test (2025) to test the direct and indirect influences between the variables involved in the study.

DISCUSSION

1. The Influence of Work Motivation on Job Satisfaction

The influence of work morale on job satisfaction has been extensively studied in various previous studies, with results showing a significant and positive relationship. Locke (1976), in his theory of job satisfaction, stated that work morale is one of the important factors that can increase feelings of job satisfaction. High work morale can motivate individuals to be more involved and committed to their tasks, which in turn increases job satisfaction. This is in line with research by Robinson et al. (2004), which found that employees with high work morale tend to feel more appreciated and motivated, thus experiencing greater levels of satisfaction with their work. Luthans (2002) also stated that positive work morale plays a crucial role in creating a productive work environment, which improves the relationship between individuals and their work, as well as improving perceptions of working conditions and rewards received. Overall, previous studies confirm that work morale not only influences individual productivity but is also a key factor in creating high job satisfaction, as passionate employees feel more connected to their work and are more satisfied with their achievements.

2. The Effect of Work Ability on Job Satisfaction

Based on the available data table, the relationship between work morale and performance shows a significant positive effect. The unstandardized coefficient for work morale on performance is



0.461, indicating that every one-unit increase in work morale will increase employee performance by 0.461 units. This indicates that work morale significantly contributes to improving employee performance.

Furthermore, the test statistic value of 1.999 and the recorded p-value of 0.047 indicate that the relationship between work morale and performance is significant at the 5% confidence level. Because the p-value is less than 0.05, the hypothesis that work morale influences performance is accepted. This confirms the finding that high work morale will encourage employees to work better, be more productive, and be more committed to completing their tasks.

Overall, the results of this analysis support the view that work enthusiasm plays an important role in improving individual performance, in accordance with previous theories which state that high enthusiasm will motivate individuals to try harder and achieve optimal results in their work.

3. The Influence of Work Spirit on Performance through Job Satisfaction

The analysis results show that work morale has a direct positive influence on job satisfaction, with an unstandardized coefficient of 0.461 and a significant p-value of 0.047. Job satisfaction, in turn, acts as a factor that strengthens the relationship between work morale and employee performance. This process can be seen as a mediator, where employees with high work morale tend to feel more satisfied with their jobs, which then drives their performance improvement.

In the Sobel analysis, the p-value for the relationship between work morale and job satisfaction was 0.047, which is smaller than 0.05, indicating that the influence of work morale on performance through job satisfaction is significant. This means that high work morale not only directly affects performance but also through increased job satisfaction. This result supports previous theories that state that high work morale will increase motivation and satisfaction, which in turn contributes to



better performance, as found in studies by Locke (1976) and Luthans (2002). Overall, this study shows that job satisfaction plays a significant role as a link between work morale and performance, reinforcing the importance of psychological factors in improving employee performance.

4. The Influence of Work Ability on Performance through Job Satisfaction

Based on the Sobel test results listed in the data, there is evidence supporting the influence of work ability on performance through job satisfaction as an intervening variable. The unstandardized coefficient value for the influence of work ability on job satisfaction is 0.585, indicating that work ability has a significant influence on employee job satisfaction levels. Furthermore, the p-value of 0.035, which is smaller than 0.05, indicates that the relationship between work ability and job satisfaction is significant at the 5% confidence level. This indicates that the higher an employee's work ability, the more likely they are to feel satisfied with their job.

Job satisfaction, which acts as a mediator, further influences employee performance. While there is no explicit value regarding the direct relationship between job proficiency and performance in the table, its influence through job satisfaction indicates that better proficiency leads to greater employee satisfaction with their jobs, which in turn contributes to improved performance. Previous studies, such as those by Luthans (2002) and Robbins (2001), support that high job proficiency not only improves technical skills but also increases self-confidence and job satisfaction, ultimately improving individual performance. Thus, the results of the Sobel test indicate that job satisfaction plays a significant role as a link between job proficiency and employee performance, underscoring the importance of psychological factors in enhancing workplace performance.



CONCLUSION

Based on the results of the research conducted, it can be concluded that work enthusiasm, work ability, and job satisfaction have a significant influence on employee performance at SMKN 6 Tanjung Balai. Work enthusiasm plays an important role in improving employee performance both directly and through job satisfaction as an intervening variable. This shows that employees who have high morale tend to be more satisfied with their jobs, which in turn has a positive impact on their performance. Similarly, work ability has a significant influence on job satisfaction, which then drives performance improvement. Job satisfaction has been shown to be a mediator that strengthens the relationship between work enthusiasm and work ability with employee performance. Overall, the results of this study underscore the importance of psychological factors such as work enthusiasm, work ability, and job satisfaction in driving optimal performance in the workplace, and indicate that management should pay more attention to these aspects to improve the quality of employee performance.

LIMITATIONS

Based on the research findings, several recommendations can be made to improve employee performance at SMKN 6 Tanjung Balai. First, to improve employee morale, management is advised to develop programs that motivate employees, such as awards for achievements or activities that strengthen employee relationships. This is important because high morale directly impacts performance. Second, in terms of job performance, more focused training and skills development are needed, both in technical and non-technical aspects. Training or educational programs relevant to each employee's duties can help improve their abilities, ultimately contributing to better performance. Third, given that job satisfaction serves as a mediator between



morale, job performance, and performance, it is crucial for management to regularly monitor employee job satisfaction levels. This can be done through satisfaction surveys or discussion forums that allow employees to provide input regarding their working conditions. Issues that can reduce job satisfaction, such as excessive workloads or lack of support, must be addressed promptly. Finally, to create a productive work environment, it is recommended to strengthen an organizational culture that supports collaboration among employees and creates a strong team. By focusing on improving work enthusiasm, work ability, and job satisfaction, it is hoped that employee performance at SMKN 6 Tanjung Balai will improve significantly, which will certainly contribute to the achievement of goals and the success of the institution as a whole.

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