

The Mediating Influence of Job Satisfaction on Employee Performance at PT. Kita Serba Digital Co.

Farrell Ionwyn Eduardo^{1*}, Nelly²

^{1,2} Program Studi Kewirausahaan, Institut Teknologi dan Bisnis Sabda Setia
farrellionwyn.eduardo@itbss.ac.id

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ABSTRACT

Job satisfaction is a key determinant of organizational success. This study aims to measure the impact of job satisfaction as a mediator between employee performance and digital literacy or entrepreneurial culture. This study used a questionnaire as a quantitative methodology. The data was collected by utilizing the census sampling technique. A total of 51 full-time employees and interns from PT Kita Serba Digital Co. were selected as respondents for this study. Multiple regression analysis was used, and the data was processed using SPSS 26 software. This study revealed that digital literacy and entrepreneurial culture has a significant effect on employee performance. In addition, job satisfaction was determined to have a significant mediating effect on employee performance. Based on these findings, PT Kita Serba Digital Co. should focus on enhancing job satisfaction and digital literacy to improve employee performance. However, the results may be difficult to generalize due to the specific scope of the study.

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*Corresponding Author

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1. INTRODUCTION

Job satisfaction (JS) is a crucial factor to be considered to maintain organizational productivity, engagement, and competitiveness to achieve performance and work-life balance (Swarnalatha & Prasanna, 2012). Job satisfaction acts as a key factor in organizations by prolonging working life and retaining employees in employment (Grmanova, 2023). According to The Conference Board (2023), 63.3% of people are satisfied with their jobs and have an adequate amount of job satisfaction, and 76.3% of people who are satisfied by a good organizational culture will more likely stay with their employer. Additionally, it has a direct effect on an employee's mental dexterity, resulting in better efficiency and performance within them (Hidayat, 2023). Furthermore, internal research conducted for this study revealed that 73% of the employees and interns are satisfied with the job. The relatively high satisfaction suggests that the work environment has been favorable for most employees. These studies and surveys have indicated that employee performance (EP) will be influenced by JS, and based upon recent studies on the role of JS as a mediator, this study aims to further explore the effects of JS as a mediator between EP and predictor variables.

Prior research has been conducted on the topic of JS as a predictor variable and also as a mediator. One study examined the positive effects of JS on employee retention (Kasemsap, 2017) by providing a positive workplace ambience and higher revenue. Another study examines the impact of organizational rewards and recognition on job satisfaction (Patel, 2014). Other than the predictive effects of JS, JS also acts as a mediator between EP and talent and knowledge management, resulting in a positive effect towards EP (Setia et al., 2022). These studies provide additional evidence supporting the idea that JS can positively influence EP (Swarnalatha & Prasanna, 2012). Job satisfaction is not the only factor when it comes to improving EP in an organizational environment. According to a recent study by Kamoun-Chouk (2019), digital literacy (DL) can also impact the future prospects and competitiveness of entrepreneurs. In addition, entrepreneurial culture (EC) was suggested to be useful for entrepreneurs in enhancing efficiency, development, and adaptability (Gruntkovskiy & Luste, 2022).

Existing literature has thoroughly examined the influence of JS on EP. Notably, studies have emphasized the influence of JS on work-life balance (Swarnalatha & Prasanna, 2012) and on an employee's mental dexterity (Hidayat, 2023). However, a recent study conducted by Mas'ud and Adha (2023) found no significant impact of JS on EP. These

divergent findings emphasize the need for further research. In order to address these inconsistencies and gaps in prior research, this study aims to examine the mediating role of JS in the relationship between EC, DL, and EP. This study seeks to provide valuable insights and contribute to a more comprehensive understanding of the dynamics influencing EP by examining the relationship of EC, DL, and EP through JS.

This study seeks to further explore the mediating effect of JS in relation to the Expectation-Confirmation Theory (ECT), building upon the existing gaps in prior research. According to the ECT, an individual's assessment of their own performance has a significant impact on their satisfaction (Oliver & Burke, 1999). The ECT has been used on research for consumer behavior, indicating that both satisfaction and the use of information system are positively influenced by expectations (Fadel et al., 2022). This finding indicated that satisfaction and the use of information systems is highly based on expectations. The variables DL is related with the use of information systems, while the variable JS is correspondent to satisfaction. While the variables DL and JS has not been explored, this research will aim to deepen the understanding towards those variables. By incorporating ECT, this study intends to explore the impact of JS as a satisfactory variable on EP and its correlations with DL and EC. Specifically, this study aims to investigate whether a higher level of EC and DL correlates to having a greater level of job satisfaction, eventually resulting in improved employee performance. This study utilizes this theoretical framework to provide a deeper understanding of the relationship between EC, DL, JS, and EP by providing in-depth insights into the factors that influence EP, especially in the environment of PT. Kita Serba Digital Co.

2. LITERATURE REVIEW

2.1. Expectation-Confirmation Theory (ECT)

The Expectation-Confirmation Theory posits that an individual's evaluation of their satisfaction is based on the congruence between their initial expectations and their actual experiences (Oliver & Burke, 1999). If there is a difference between an individual's initial expectations and actual experiences, a lack of satisfaction would be present, and vice versa. The Expectation-Confirmation Theory (ECT) can be applied to the context of an organization's environment, where employees's expectations towards the organization will impact their level of job satisfaction (Brown, 2008). This theory is particularly useful for understanding the effects of expectations on satisfaction (Albtoosh, 2022), as well as its potential influence on EP.

2.2. Hypotheses Development

Entrepreneurial Culture to Job Satisfaction and Employee Performance

Entrepreneurial Culture refers to the culture within an organization that promotes growth-oriented concepts to encourage employees to demonstrate entrepreneurial behavior. An organization culture has a direct impact on job satisfaction by alleviating work-related stress and through the implementation of entrepreneurial leadership (Wahyuni, 2023). Within the field of entrepreneurship, qualities such as innovativeness, pro-activeness, and willingness to take risks can have a direct effect on job satisfaction (Istyarini et al., 2021). In addition, being an entrepreneur is associated with greater levels of job satisfaction and life satisfaction compared to a conventional employee (Gao, 2022). Besides job satisfaction, innovative work can also be influenced by entrepreneurial culture which affects employee performance positively (Sarmawa et al., 2022). Furthermore, based on a study by Nurhaliza and Chcm (2022), employee performance can have a positive influence on employee satisfaction, specifically in terms of innovation and creativity. Based on these findings, two hypotheses for this study can be drawn, which are:

H1a: There is a positive relationship between entrepreneurial culture and job satisfaction.

H1b: There is a positive relationship between entrepreneurial culture and employee performance.

Digital Literacy to Job Satisfaction and Employee Performance

Digital literacy refers to the ability to comprehend and utilize digital technology effectively. Digital literacy can contribute to higher job satisfaction by increasing subjective happiness and job satisfaction through increased income and consumption growth effects (Bolli & Pusterla, 2022). Furthermore, Wang et al. (2022) discovered that digital literacy not only affects job satisfaction but also the life satisfaction of individuals belonging to low-income groups. In addition, a study by Hidayat et al. (2023) has shown that digital competency can have an impact on employee performance with job satisfaction as the mediator. Furthermore, according to a study conducted by Kundi and Alharbi (2022), enhancing digital literacy among individuals will also help towards improving their employee performance and adaptability to a digital landscape. Moreover, Sari et al. (2023) stated that enhancing digital literacy can positively impact employee commitment, leading to improved employee performance. With these findings, two hypotheses for this study can be concluded, that is:

H2a: There is a positive relationship between Digital Literacy and Job Satisfaction.

H2b: There is a positive relationship between digital literacy and employee performance.

Job Satisfaction and Employee Performance

Job satisfaction refers to an individual's thorough evaluation of their job, which can be influenced by traits or situational characteristics such as work stressors (Meier, 2015). According to a study conducted by Memon et al. (2023), job satisfaction is a crucial aspect for a company, with a high level of job satisfaction being highly valued. Job satisfaction

is a significant factor that pushes employees to enhance their efficiency and achievements, resulting in improved employee performance. According to a study conducted by Ariani (2023), it has been found that job satisfaction and motivation have a significant impact on employee performance. Based on the collected information, a hypothesis can be formed, which is:

H3: There is a positive relationship between job satisfaction and employee performance.

Entrepreneurial Culture and Digital Literacy to Employee Performance through Job Satisfaction

Entrepreneurial culture refers to the adoption of innovative and growth-oriented principles as the culture within an organization. According to Istyarini et al. (2021), an entrepreneurial culture directly contributes to job satisfaction by reducing work-related stress and promoting entrepreneurial leadership. In addition, digital literacy has a positive effect on job satisfaction. Digital literacy refers to proficiency in comprehending and utilizing digital technology with ease. Digital literacy can contribute to higher job satisfaction by increasing subjective happiness through increased income and consumption growth effects (Bolli & Pusterla, 2022). Job satisfaction is a critical aspect in determining the success of a firm (Memon et al., 2023). Increased job satisfaction will result in employees optimizing their productivity and achievements, hence increasing overall employee performance. According to prior research (Memon et al., 2023; Ariani, 2023; Nurhaliza & Chcm, 2022), job satisfaction plays a crucial role in determining employee performance, entrepreneurial culture, and digital literacy. Therefore, we developed the following hypotheses:

H4a: Job satisfaction significantly mediates the relationship between entrepreneurial culture and employee performance.

H4b: Job satisfaction significantly mediates the relationship between digital literacy and employee performance.

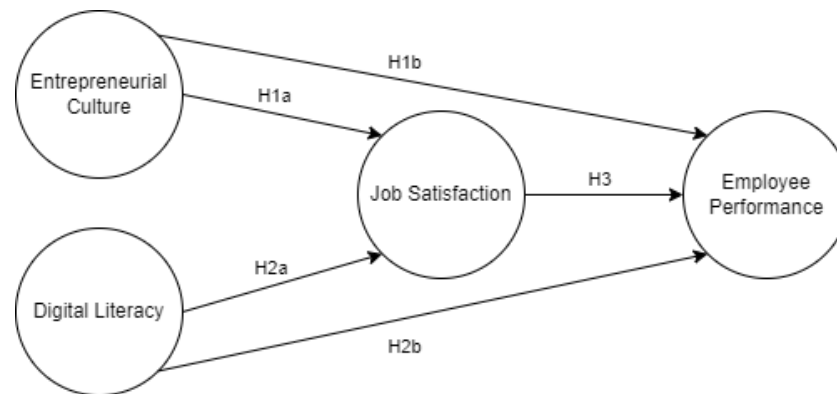


Figure 1: Research Model

3. METHODOLOGY

3.1 Research Design

This is a quantitative study that used cross-sectional data to measure the relationship between the variables mentioned in the development of the hypotheses. This study utilized multiple regression analysis to determine the impact and mediation effects among the variables (Baron & Kenny, 1986). Multiple regression analysis is a method of observing and studying the impact of multiple independent variables on a dependent variable (Sun et al., 2023). This analysis technique is beneficial for models that involve multiple independent variables. The study population consisted of 100 full-time employees and interns of PT Kita Serba Digital Co. with census sampling being employed to obtain the data of 51 respondents (Arikunto, 2012). Census sampling was employed in this study to save time and money, and still make sure the data remains reliable (Population Sampling Techniques, 2022). Multiple regression analysis was chosen for its utility in cases where obtaining a large sample is difficult (Zhang, 2023). A minimum number sample size of 25 is recommended for more variance (Jenkins, 2020).

3.2 Data Collection Method

This study employs a questionnaire as a means of collecting data from the selected sample. A questionnaire is a tool utilized to collect relevant primary and quantitative data pertaining to the research topic (Taherdoost, 2022). The distributed questionnaire uses the Indonesian language and uses concise wording to avoid confusion among respondents. This questionnaire is distributed online via WhatsApp as a social media platform in order to eliminate the costs and time constraints associated with traditional distribution methods.

3.3 Research Instrument

This study aims to accurately measure the relationships between the variables by employing a five-point Likert scale. One of the measured variables is entrepreneurial culture, which refers to the concept induced through pedagogy and emerges from the willingness of individuals to develop entrepreneurial skills (Chabani, 2021). This study utilized six entrepreneurial culture items, which were taken from Khadhraoui et al. (2016). Digital literacy refers to the ability to

understand and engage with digital issues, including skills such as information absorption, appraisal, filtering, and optimization (Wang, 2022). This study incorporated six digital literacy items from Smestad et al. (2023). Job satisfaction refers to the level of satisfaction individuals experience in relation to their job (Swarnalatha & Prasanna, 2012). This study employed seven items derived from Munir and Rahman (2016) on job satisfaction. Lastly, employee performance refers to a multifaceted notion that encompasses an individual's fundamental ability to distinguish between various aspects of performance (Hidayat et al., 2023). This study employed seven items regarding employee performance derived from Noor and Rafiq (2021).

4. RESULTS
4.1. Demographic Characteristics

This study was conducted on 51 respondents, and the respondents were stratified based on their status, gender, age, education, and income. According to the compilation in Table 1, 54.9% of the respondents were interns, which is a higher percentage compared to the 45.1% that are full-time employees. This study was predominantly comprised of male respondents, with 60.8% of the respondents being male and the remaining 39.2% being female. Out of the respondents, 31.4% were under 20 years old, while 41.2% were between the ages of 20 and 23, and the remaining 27.5% were between the ages of 24 and 27. Regarding the respondent's level of education, the majority (60.8%) of the respondents were high school graduates, 15.7% held diplomas, and the remaining 23.5% had college degrees. From the level of income, 35.3% of the respondents earn less than Rp1.000.000, but the majority (51.0%) of the respondents earn between Rp1.000.000 and Rp2.000.000. 9.8% of the respondents earn between Rp2.000.000 and Rp3.000.000, while the remaining 3.9% earn between Rp3.000.000 and Rp4.000.000.

Table 1. Demographic Characteristics

Profile	n	%
<i>Status</i>		
Full-Time Employee	23	45.1
Intern	28	54.9
Total	51	100
<i>Gender</i>		
Male	31	60.8
Female	20	39.2
Total	51	100
<i>Age</i>		
< 20 Years old	16	31.4
20 - 23 Years old	21	41.2
24 - 27 Years old	14	27.5
Total	51	100
<i>Education</i>		
High school	31	60.8
Diploma	8	15.7
Undergraduate Degree	12	23.5
Total	51	100
<i>Income</i>		
< Rp 1.000.000	18	35.3
Rp 1.000.000 - Rp 2.000.000	26	51.0
Rp 2.000.000 - Rp 3.000.000	5	9.8
Rp 3.000.000 - Rp 4.000.000	2	3.9
Total	51	100

Source: Data Processing, 2024

4.2. Validity and Reliability

The validity test is used to determine whether the methodology employed in this study effectively measures the target variables. The R table value for this study is 0.2759, while the values of the R count can be observed in Table 2. The provided table shows the Pearson correlation of each item with the variables used in this study. It is worth noting that only one item, namely DL3, fails to meet the required threshold. Meanwhile, the reliability test is used to assess the consistency and reliability of the test, and determine if consistent and reliable outcomes occur (Sugiyono, 2020). The reliability test conducted in this study measures the reliability of each variable using Cronbach's alpha, with a specified threshold of 0.6 as outlined previously. The table below shows that each variable has a Cronbach's alpha value greater than 0.6, indicating its reliability for this study.

Table 2. Pearson Correlation Output

#	Variable	Items	Correlation	Cronbach's Alpha
1.	Entrepreneurial Culture	EC1	.681	.631
		EC2	.465	
		EC3	.474	
		EC4	.706	
		EC5	.639	
		EC6	.477	
2.	Digital Literacy	DL1	.624	.721
		DL2	.536	
		DL3	.217	
		DL4	.789	
		DL5	.678	
		DL6	.578	
3.	Job Satisfaction	JS1	.560	.672
		JS2	.603	
		JS3	.700	
		JS4	.582	
		JS5	.618	
		JS6	.669	
4.	Employee Performance	EP1	.561	.609
		EP2	.434	
		EP3	.509	
		EP4	.495	
		EP5	.611	
		EP6	.722	
		EP7	.513	

Source: Data Processing, 2024

4.3. Normality Test

The normality test is conducted to determine if the sample data is derived from a population that follows a normal distribution. The table below indicates that the value of KS was 0.200, which exceeds the threshold of 0.05. This suggests that the normality test has been successfully passed.

Table 3. One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		51
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.27980358
Most Extreme Differences	Absolute	.101
	Positive	.100
	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data Processing, 2024

4.4. Multicollinearity Test

The multicollinearity test is conducted to determine the presence of a correlation among independent variables. The table below demonstrates the absence of multicollinearity in all variables, as indicated by VIF values below 10 and a tolerance value above 0.01 (Sugiyono, 2020). This suggests that the variables can be utilized for the purpose of this study.

Table 4. Linear Regression Analysis Output

Model		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta			Tolerance	VIF
1	(Constant)		2.822	.007		
	EC	.225	2.204	.032	.830	1.205
	DL	.239	2.380	.021	.861	1.161
	JS	.550	5.524	.000	.872	1.147

Source: Data Processing, 2024

4.5. Autocorrelation Test

The autocorrelation test is conducted to determine the presence of correlation and similarity between distinct time points in the sample data (Sugiyono, 2020). The acceptable range for the Durbin-Watson test is 1.5 to 2.5, where a Durbin-Watson value closer to 2 indicates a lower level of autocorrelation (Turner, 2020). The Durbin-Watson value for this study is 2.008, indicating an absence of autocorrelation. Therefore, the data can be utilized for this study.

Table 5. Durbin-Watson Test Output

Model	Std. Error of the Estimate	Durbin-Watson
1	.28860	2.008

Source: Data Processing, 2024

4.6. Heteroscedasticity Test

The heteroscedasticity test is conducted to determine if the sample data exhibits equal variance or if it displays high variation. The study employs the Glejser test to measure heteroscedasticity, and uses a threshold of 0.05 to measure the presence of heteroscedasticity (Sugiyono, 2020). All values in the Sig. column are above 0.05, indicating the absence of heteroscedasticity. The absence of heteroscedasticity indicates that the data can be utilized for this study.

Table 6. Linear Regression Analysis of Residuals Output

Model		Standardized Coefficients		
		Beta	t	Sig.
1	(Constant)		.154	.878
	EC	.135	.871	.388
	DL	.178	1.173	.247
	JS	-.172	-1.142	.259

a. Dependent Variable: ABS_RES

Source: Data Processing, 2024

4.7. F Test

The F test is a statistical test performed to compare the variances of two samples or the ratio of variances between many samples. The threshold used for the F test is 0.05, where a Sig. value below 0.05 indicates that all independent variables collectively affect the dependent variable (Sugiyono, 2020). The table below indicates that the value for the F test is 0.000, indicating that all independent variables in this study collectively affect the dependent variable.

Table 7. Linear Regression Output for F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.552	3	.851	22.863	.000 ^b
	Residual	1.749	47	.037		
	Total	4.301	50			

a. Dependent Variable: EP

b. Predictors: (Constant), JS, DL, EC

Source: Data Processing, 2024

4.8. T Test

The T test is a statistical test performed to compare the average value of two samples to determine whether a significant difference exists, as well as the nature of their relationship. The threshold used for the T test in this study is 0.05 for the Sig. value. A Sig. value of less than 0.05 indicates that the variable has a significant effect on the dependent variable (Sugiyono, 2020). The table below shows that all variables have an effect on the dependent variable.

Table 8. Linear Regression Output For T Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.170	.414		2.822	.007
	EC	.125	.057	.225	2.204	.032
	DL	.185	.078	.239	2.380	.021
	JS	.488	.088	.550	5.524	.000

Source: Data Processing, 2024

4.9. R² Test

The R² test is used to determine the degree to which a given independent variable affects the dependent variable. The R² value is between 0 and 1, and the greater the value, the more of an impact it has on the dependent variable (Sugiyono, 2020). According to Table 9, the collective R square value is 0.593, meaning that 59.3% of the variances in EP can be predicted from the variables in this study collectively (EC, DL, JS).

Table 9. R Square Value

R Square	Adjusted R Square
.593	.567

Source: Data Processing, 2024

Based on the approach from a seminal paper written by Baron and Kenny (1986), Table 10 was compiled, which contains the Sig. value and standardized coefficient beta for each hypothesis. The Sig. value uses a threshold of 0.05, where a value under 0.05 indicates that the hypothesis is correct and the independent variable influences the dependent variable on the corresponding hypotheses. Other than that, the t value there will be compared with the t table value of 2.010635 (df = 48, α = 5%). Additionally, Table 10 also demonstrated that every counted t-value is greater than the t-table value, indicating that all the hypotheses concluded in the hypotheses development are accepted. Meanwhile, the standardized coefficient beta, or R² value, shows the strength of the independent variable towards the dependent variable, with a value ranging between 0 and 1, where a higher value indicates a stronger effect. The first half of the table displays the first five main hypotheses developed in the earlier sections (marked H1a through H3) and their corresponding R² values. While the second half of the table shows its mediating relationships and the strength of the hypotheses (marked H4a and H4b), when comparing H1b with H4a (0.225 and 0.250), it is apparent that the R² value for H4a is slightly higher than H1b, which indicates that with JS as a mediating variable, the effect of EC towards EP is slightly stronger (H4a > H1b). Meanwhile, when comparing H2b with H4b (0.239 and 0.241), the results also indicate that the effect of DL on EP is slightly stronger when JS is present as a mediating variable (H4b > H2b). These findings indicate that having JS as a mediating variable will slightly strengthen the effects of EC and DL on EP.

Table 10. Direct and Indirect Relationships Between Variables

#	Relationship	Hypothesis	t	Sig.	Decision
1	EC > JS	H1a	2.439	0,018	Supported
2	EC > EP	H1b	2.204	0,032	Supported
3	DL > JS	H2a	2.806	0,007	Supported
4	DL > EP	H2b	2.380	0,021	Supported
5	JS > EP	H3	5.524	0,000	Supported

Mediation Effect

#	Relationship	Hypothesis	Decision	Standardized Coefficient Beta
1	EC > JS > EP	H4a	Mediated	0,455 x 0,550 = 0,250
2	DL > JS > EP	H4b	Mediated	0,438 x 0,550 = 0,241

Source: Data Processing, 2024

5. DISCUSSION

The results from the multiple regression analysis indicate that entrepreneurial culture has a significant effect on job satisfaction. The result indicates that 45.5% of the variance in job satisfaction can be explained by entrepreneurial culture. While the remaining 54.5% can be explained by other variables outside of the scope of this study, the result indicates that a strong and well-established entrepreneurial culture inside a business has a beneficial and substantial impact on job satisfaction. This finding aligns with the statements made by Istyarini et al. (2021) that an entrepreneurial culture will positively impact job satisfaction.

Moreover, in addition to job satisfaction, it was discovered that an entrepreneurial culture also has a significant effect on employee performance. The result indicates that 22.5% of the variance in employee performance can be explained by entrepreneurial culture. The results indicate that a strong entrepreneurial-oriented culture within a business will have a beneficial and significant impact on employee performance. This discovery supports the findings from Nurhaliza and Chcm (2022), which stated that the presence of innovation and creativity values can significantly enhance employee performance. This finding is consistent with the findings by Ariani (2023), which suggest that factors such as compensation and motivation can also influence employee performance and not just job satisfaction.

Furthermore, this study has revealed that digital literacy exerts a significant effect on job satisfaction. The result indicates that digital literacy accounts for 40.8% of the variance in job satisfaction. The result indicates that a sufficient level of digital literacy and expertise in utilizing digital technology will have a beneficial impact on job satisfaction. This finding is consistent with findings from Hidayat et al. (2023), which state that factors such as digital competence and digital leadership have significant effects on job satisfaction.

Besides, this study also discovered that digital literacy has a notable effect on employee performance. The result indicates that 23.9% of the variance in employee performance can be explained by digital literacy. The result indicates that possessing a sufficient level of digital literacy and expertise in utilizing digital technology will have a beneficial impact on employee performance. This finding is in line with a previous study by Sari et al. (2023), which states that digital literacy is significant for employee commitment, which in turn also significantly affects employee performance. On the contrary, findings from Hidayat et al. (2023) concluded that digital literacy doesn't have a significant effect on employee performance.

Additionally, this study also found that job satisfaction has a significant effect on employee performance. The result indicates that 55.0% of the variance in employee performance can be explained by job satisfaction. The result indicates that individuals with a higher level of job satisfaction are likely to perform better in an organizational setting. This finding is supported by a prior study by Memon et al. (2023), which concluded that job satisfaction is a crucial aspect of an organization's success. Moreover, a study by Ariani (2023) revealed that job satisfaction and motivation both have effects on employee performance.

The results from the multiple regression analysis indicate that job satisfaction serves as an effective intervening variable. The results have shown that 22.5% of the variance in employee performance can be explained by entrepreneurial culture, while 25.0% of the variance in employee performance can be explained by entrepreneurial culture when mediated by job satisfaction. The result indicates that job satisfaction effectively acts as a mediator between entrepreneurial culture and employee performance. The findings have also shown that 23.9% of the variance from employee performance can be explained by digital literacy, while 24.1% of the variance from employee performance can be explained by digital literacy when mediated by job satisfaction. The result demonstrates that job satisfaction effectively acts as a mediator between entrepreneurial culture and employee performance. Furthermore, studies conducted by Setia et al. (2022) and Hidayat et al. (2023) provided evidence that job satisfaction can significantly enhance employee performance in an organizational setting.

In the context of PT. Kita Serba Digital Co, the results concluded that the entrepreneurial culture of the company and the digital literacy of the surveyed interns and employees will influence job satisfaction. Furthermore, the results indicated that the high level of job satisfaction from PT. Kita Serba Digital Co will influence the employee performance inside the corporate environment. Other than that, the level of digital literacy of the employees and interns contributed towards the high level employee performance. The results also indicated that due to the higher variance by digital literacy compared to entrepreneurial culture, digital literacy might have a stronger role in influencing the level of employee performance.

6. CONCLUSION

The goal of this study was to determine the role of job satisfaction (JS) in influencing employee performance (EP), while considering digital literacy (DL) and entrepreneurial culture (EC) as predictor variables. This study examined the mediating effects by gathering data through a questionnaire, followed by analyzing the acquired data using multiple regression analysis. Through an examination of the circumstances at PT Kita Serba Digital Co., this study discovered that job satisfaction plays a crucial role as a mediator, influencing employee performance. Particularly when JS is used as a mediator, the relationship between EC and EP improves from an adjusted R^2 value of 0.225 to 0.250. In addition, the inclusion of JS as a mediator resulted in an increase in the relationship between DL and EP from an adjusted R^2 value of 0.239 to 0.241. These results highlight the mediating role of JS in enhancing EP. In relation to the expectation confirmation theory (ECT), the results has shown that the level of DL and expected EC highly influences JS as the satisfactory variable, which is consistent with the posited theory. The findings also deepens the understanding towards the ECT, analyzing variables other than satisfaction and how it can have an influence. It can be concluded that digital literacy, job satisfaction, and entrepreneurial culture are vital factors to be considered in an organizational context. These factors can be enhanced by improving employee proficiency in digital technology, fostering a culture that promotes entrepreneurial activities, and evaluating employee satisfaction within the organizational setting.

7. LIMITATION AND FUTURE RESEARCH

There were several limitations to this study. Firstly, the limited availability of data and the small sample size may compromise the reliability of the data in the face of changes in access conditions. In addition, the data was exclusively collected from PT Kita Serba Digital Co., which may undermine the validity of the findings due to the necessity for generalization. Therefore, further research is required to address the limitations of this study. It is preferable to do this research with a larger sample size and a more diverse population to gain a deeper understanding of the potential impacts of job satisfaction when coupled with other organizational factors. It is advisable to conduct this study beyond the confines of a single organization to minimize the level of generalization required for the study's findings.

8. THEORETICAL AND PRACTICAL IMPLICATIONS

Theoretical implications

This study addresses a gap in the existing research on the expectation-confirmation literature. This study's findings indicate that digital literacy and entrepreneurial culture both contribute to higher levels of job satisfaction.

Furthermore, job satisfaction significantly influences employee performance. These findings are consistent with the Expectation-Confirmation Theory (ECT), which posits that an individual's evaluation of satisfaction is based on the congruence between their initial expectations and their actual experiences (Oliver & Burke, 1999). A high level of digital literacy or satisfaction with an enterprise's entrepreneurial culture will result in increased job satisfaction, hence supporting the ECT. Moreover, a higher degree of job satisfaction will have a substantial effect on employee performance, further reinforcing the ECT. Therefore, this study's findings support the idea that the expectation confirmation theory is consistent with the results.

Practical implications

Other than theoretical implications, this study also has implications for the managerial practices of PT Kita Serba Digital Co. PT Kita Serba Digital Co., is unsure about the advantages of incorporating digital technology and an entrepreneurial culture into their firm, despite the widespread use of digital technology in the company. This study investigates the impact of these factors on employee performance in order to gain a clearer understanding of the effects and importance of digital literacy and entrepreneurial culture in improving employee performance through job satisfaction, particularly at PT Kita Serba Digital Co. The findings indicate that a greater level of job satisfaction has a positive effect on employee performance within an organization. Consequently, this can be utilized at PT Kita Serba Digital Co. to enhance employee performance by fostering a higher degree of job satisfaction.

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Conflict of interest

The authors declare no conflict of interest.

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