

The Effect of Work Capability, Superior-Subordinate Relationships and Work Situation on Job Performance in Bank Syariah Indonesia, Medan Raya Area with Job Satisfaction as an Intervening Variable

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ABSTRACT

This study aims to investigate the effects of work ability, relationship between superiors and subordinates, and work situation on job satisfaction and performance at Bank Syariah Indonesia, Medan Raya Area. This type of study is quantitative in nature and has an associative focus. This study used a saturated sample; the whole population was sampled, including as many as 42 employees of Bank Syariah Indonesia, Medan Raya Area, who held officer or supervisory level positions. The findings of this study indicate that all ten hypotheses about seven direct and three indirect relationships were shown to have a significant effect. The conclusions and suggestions are presented at the end of this paper.

Keywords: Work Capability, Superior-Subordinate Relationships, Job Satisfaction, Job Performance.

INTRODUCTION

Bank Syariah Indonesia (BSI) is the first sharia bank owned by the government of the Republic of Indonesia that was established on February 1, 2021. BSI is a bank resulting from the merger of Bank Syariah Mandiri,

BRI Syariah, and BNI Syariah. Since its establishment, BSI has shown overall positive performance, achieving a net profit of Rp. 3.03 trillion, an increase of 38.42% year-on-year (YoY). This achievement is the result of BSI's consistency in building the foundation, digital transformation, and development of the halal ecosystem in Indonesia. The total distribution of financing reached Rp. 171.29 trillion, up about 9.32% YoY from the previous year, which amounted to Rp. 156.70 trillion, with details that consumer financing reached Rp. 82.33 trillion, up about 19.99% on a YoY basis from the previous amount of Rp. 68.61 trillion, followed by gold mortgage financing, which grew 12.92% YoY. Meanwhile, microfinance grew 12.77% and commercial financing grew 6.86%. In terms of financing quality, BSI recorded a net NPF that improved to 0.87% in December 2021.

This performance achievement comes from the performance achievements of each area. However, not all areas can contribute to maximum performance. For example, BSI Area Medan Raya has not yet reached the KPI target of 100% of the target given in 2021. BSI Area Medan's achievement is only 94%, with details in Figure 1:

NAMA AREA: AREA MEDAN RAYA			BSI BANK SYARIAH INDONESIA					
PERIODE: KPI TRIWULAN IV TAHUN 2021			Real/ Growth	Target	Real Penc. %	Adj. Penc. (Khusus NPF dan Kol 2)	Penc. Maks. (%)	Skor
Key Result Area	Key Performance Indicator	Bobot	DES21			Jika Penc <100% dan real <0.5%	Jika Target = 0%	
1	Profitabilitas							
	Contribution Margin	15,00%	33.967	80.000	42,46%			6,37
	Fee Based Income	5,00%	17.026	14.536	117,13%			5,86
	Recovery Hapus Buku dan AYDA	5,00%	15.900	14.780	107,58%			5,38
		25,00%						17,61
2	Volume Bisnis/ Kualitas Aset							
	Ekspansi DPK	5,00%	371.232	131.418	278,25%			6,50
	Ekspansi CASA	10,00%	300.770	148.975	202,71%			13,00
	Ekspansi Pembiayaan	15,00%	258.669	130.790	197,77%			13,00
	- Komersial							
	- Konsumer & Paving	10,00%	293.368	115.823	253,29%			13,00
	- SME/ Mikro	5,00%	(34.695)	14.967	-231,83%			-
NPF	5,00%	2,30%	3,00%	123,12%	123,12%		6,88	
Kol. 2	5,00%	1,28%	2,04%	149,39%	149,39%		6,50	
		40,00%						45,18
3	Customer Based							
	Penambahan CIF Customer Based (BO2+Tukin, Penun, BUMN, RS, Priority)	12,50%	3.183	2.810	113,26%			12,50
	Penambahan user registrasi BSI Mobile Banking	7,50%	42.165	76.398	55,19%			4,14
	Customer Satisfaction Index (CSI)	5,00%	80,00	85,00	94,12%			4,71
		25,00%						21,35
4	Operasional							
	Learning Culture	10,00%	93	93	100,00%			10,00
		10,00%						10,00
5	Operasional							
	Ziwaf		648	16	40,51			-
		100,00%						94,11

Figure 1. BSI Medan Raya Area KPI Year 2021

Performance on the job is crucial for a firm to fulfill its objectives. The success of a firm is determined by the functionality of its employees. In light of the findings of a preliminary survey regarding the job performance of Bank Syariah Indonesia employees in the Medan Raya area, it was determined that there are still employees who have not been able to complete the required amount of work within the allocated time frame and that some employees are less responsive to work instructions and unable to solve work-related problems. Assessment of job performance is not only a physical evaluation of outcomes but also the task execution as a whole that involves several disciplines, such as work capability, craft, discipline, work relations, or special issues based on the field and degree of work. This indicates that capability may affect job performance. Horas (2019) provides empirical evidence that capability has a positive and significant impact on job performance. Suci (2019) discovered that capability has a positive but not statistically significant influence on job performance. A positive view of LMX may enhance the performance of employees, and a favorable relationship with management facilitates effective communication between employees and management. Herlambang (2017) showed that the relationship between superiors and subordinates has a positive and statistically significant effect on job

performance, while Tariq (2019) showed that the relationship between superiors and subordinates has a positive but not statistically significant effect on job performance. The work situation may bind employees closely, which can have an effect on their effectiveness at work. Rudi (2019) shows that the work situation has a positive and statistically significant effect on job performance, while Suci (2019) shows that the work situation has a positive but insignificant effect on job performance. Satisfied employees will perform at a high level and enhancing organizational performance. Employee performance and productivity are dependent on job satisfaction, which also impacts employee behavior (Han, 2019). Thariq (2019) found that job satisfaction has a statistically significant and positive effect on job performance, while Herlambang (2017) found job satisfaction has a positive but insignificant impact on job performance. On the basis of the reporting of empirical data collected by researchers, it can be argued that there are still inconsistencies in the study findings about the factors that influence job performance. As is the case with the emergence of problems in the BSI Medan Raya Area, further study is required for the purpose of analyzing:

1. The effect of work capability on job satisfaction at Bank Syariah Indonesia Medan Raya Area

2. The effect of superior-subordinate relationships on job satisfaction at Bank Syariah Indonesia Medan Raya Area
3. The effect of the work situation on job satisfaction at Bank Syariah Indonesia Medan Raya Area
4. The effect of work capability, superior-subordinate relationships, and work situation on job satisfaction at Bank Syariah Indonesia Medan Raya Area
5. The effect of work capability on job performance at Bank Syariah Indonesia Medan Raya Area
6. The effect of superior-subordinate relationships on job performance at Bank Syariah Indonesia Medan Raya Area
7. The effect of the work situation on job performance at Bank Syariah Indonesia Medan Raya Area

The outcomes of the study are anticipated to be considered by businesses and may provide information to policymakers in human resource development in order to enhance employee job performance. The results of this study could also be used as a new point of reference for the theory of work capability, relationships between superiors and subordinates, and the effect of the work situation on job performance, with job satisfaction as an intermediate variable.

LITERATURE REVIEW

Job performance

Rihta (2019) underlines that "job performance" refers to the quality and amount of work accomplished by employees in the course of carrying out their tasks in line with their assigned responsibilities. Job performance, according to Lin (2019), is the consequence of a person's work in completing given tasks using the skills and talents they have. According to Liao (2020), the following elements influence employee job performance: 1) loyalty; 2) honesty; 3) discipline; 4) creativity; 5) job satisfaction; 6) communication; 7) leadership; 8) superior-subordinate interactions; 9)

initiative; 10) skills; and 11) responsibility. Sutrisno (2019) asserts that job performance can be evaluated by work outcomes, work knowledge, and initiative.

Work capability

Sunyoto (2019) argues that a person's work capability is their ability to accomplish several job-related duties. Work capability is related to an ability or a skill (Siswanto, 2019), while "ability" refers to the capacity of an individual to create anything via his activities in order to boost their work productivity. Gibson (2019) characterizes work capability as the capacity to interact, conceptual ability, and technical competence.

Superior-subordinate relationships

A positive view of LMX may help employees do their duties more effectively, and a positive connection with management facilitates communication between employees and management. Herlambang (2019) highlights the impact of leader-member exchange on employee performance at PT Ponsel Jobs Indonesia First Media through organizational commitment. As a moderator, Tariq (2019) addresses the impact of leader-member exchange on organizational performance and commitment as a non-financial strategy for improving achievements. Lin and Ma (2004) explain how the stage of a person's career affects the effects of leader-member exchange, job satisfaction, and organizational commitment on figuring out how well an employee does his or her job.

Hypotheses are proposed.

H1: Work capability has a positive and significant effect on job satisfaction at Bank Syariah Indonesia, Medan Raya Area.

H2: Superior-subordinate relationships have a positive and significant effect on job satisfaction at Bank Syariah Indonesia, Medan Raya Area.

H3: The work situation has a positive and significant effect on job satisfaction at Bank Syariah Indonesia, Medan Raya Area.

H4: Work capability, superior-subordinate relationships, and the work situation have a positive and significant effect on job satisfaction at Bank Syariah Indonesia, Medan Raya Area.

H5: Work capability has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.

H6: Superior-subordinate relationships have a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.

H7: The work situation partially has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.

H8: Job satisfaction has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.

H9: Work capability, superior-subordinate relationships, work situations, and job satisfaction have a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.

H10: Work capability partially has a positive and significant effect on job performance through job satisfaction as an intervening variable at Bank Syariah Indonesia, Medan Raya Area.

H11: Superior-subordinate relationships have a positive and significant effect on job performance through job satisfaction as an intervening variable at Bank Syariah Indonesia, Medan Raya Area.

H12: The work situation partially has a positive and significant effect on job performance through job satisfaction as an intervening variable at Bank Syariah Indonesia, Medan Raya Area.

RESEARCH METHODS

According to Sekaran (2019), this type of research is quantitative and employs an associative approach, which is a systematic scientific investigation into parts and phenomena as well as their causality effects. This study was conducted in the Bank Syariah Indonesia Medan Raya area and began in December 2021. This operational research is confined to the impact of work

capability, superior-subordinate relationships, and work situations on job performance at Bank Syariah Indonesia Medan Raya Area. Path analysis is used in the data analysis method. According to Sekaran (2019), a population is a region of generalization that consists of objects and subjects with certain attributes and characteristics that will be investigated by the researcher, and then a conclusion is drawn. The population of this study consists of all employees of Bank Syariah Indonesia, Medan Raya Area, as well as up to 42 officer-level personnel (supervisors), since the department has been granted decision-making authority. Officer-level personnel (supervisors) are included in this study so that respondents may learn more about the organization's current status and situation, enabling more accurate research.

The sample is a part of or representative of the population under study (Sekaran, 2019). The sample is a part of the population and consists of a number of members selected from the population. This study employs a saturated sample, which means that the entire population is sampled, as many as 42 employees of Bank Syariah Indonesia in the Medan Raya area, using the purposive sampling method or criteria, namely employees with officer or supervisory level positions, each of whom has a subordinate theme in working to meet the target.

The method of data collection in this study is a list of questions that must be filled out by employees of Bank Syariah Indonesia, Medan Raya Area, via a Google Form so that they can access all employees who, due to the COVID-19 pandemic, must carry out the health protocol by maintaining social distance. This study utilizes primary data collected by a questionnaire given to the source, namely the employees of Bank Syariah Indonesia Medan Raya Area. The operational definition of this study variable is: "work capability" (X1) is the result of a person's work in completing the tasks entrusted to him or her based on skill, experience, seriousness, and time; "superior-subordinate relationships" (X2) is a

leadership concept centered on the interaction between the leader and his or her followers; and "work situation" (X3) is everything that exists around the worker that can influence him in completing the tasks entrusted to him or her. Job performance (Y) is what a person has accomplished at work as a result of how he or she has done their work tasks. Job satisfaction (Z), the person's feelings about his or her job and organization, as well as how well he or she feels connected to the company,

RESULTS

Descriptive Statistics of Variables

Table 1: Summary of the Results of the Overall Mean Distribution of the Questionnaire

Constructs	Mean	Categories
Work capability (X1)	3.31	Middle
Superior and Subordinate Relationships (X2)	3.55	High
Work Situation (X3)	3.28	Middle
Job Satisfaction (Z)	3.39	Middle
Job Performance (Y)	3.35	Middle

Test the Classical Assumptions

The results of the normality test were performed with the Kolmogorov-Smirnov test, with an Asymp. Sig. (2-tailed) value of 0.919 more than 0.05 for substructure I and 0.528 more than 0.05 for substructure II. This result gives the impression that the research data is free from the problem of normality. The results of autocorrelation testing for substructure I show a variance inflation factor value of 5.006 for the work capability variable (X1), superior-subordinate relationships (X2), amounting

to 2,677, and the work situation variable (X3), amounting to 4,179. Each variable has a tolerance value greater than 0.10 and a VIF lower than 10. Hence, this research data is free of multicollinearity problems. While the results for substructure II were found to have a variable value of work capability (X1) of 5.145, superior-subordinate relationships (X2) of 3.174, the variable of work situation (X3) of 4.294, and the variable of job satisfaction (Z) of 2.734, each variable has a tolerance value greater than 0.10 and a VIF smaller than 10. It was concluded that this study is free of the problem of multicollinearity. The results of autocorrelation testing using scatterplot graphics show that the distribution of data is around the zero point. The results of this test show that this regression model is free from the problem of heteroskedasticity. It was concluded that this study is free of the problem of multicollinearity. The results of autocorrelation testing using scatterplot graphics show that the distribution of data is around the zero point. The results of this test show that this regression model is free from the problem of heteroskedasticity. It was concluded that this study is free of the problem of multicollinearity. The results of autocorrelation testing using scatterplot graphics show that the distribution of data is around the zero point. The results of this test show that this regression model is free from the problem of heteroskedasticity.

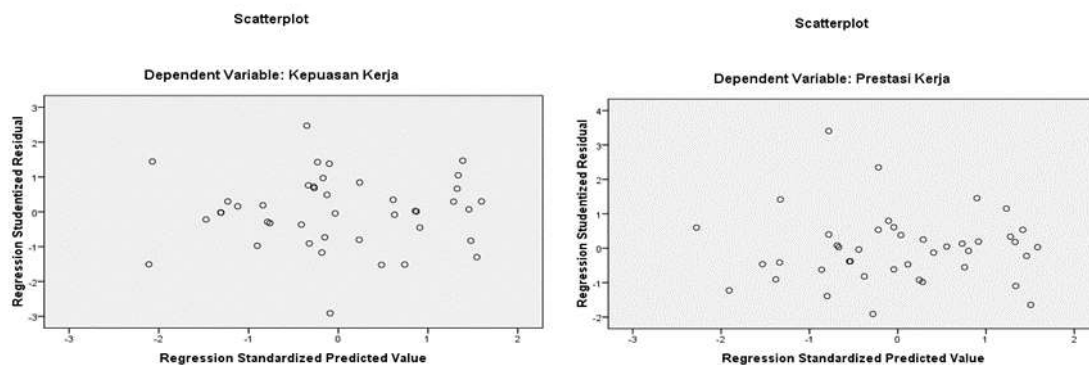


Figure 2. Scatterplot of Substructure I and II

Multiple Linear Regression Analysis

Data processing results for the substructure regression model I are:

Table 2. Results of Substructure Regression Model I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.936	2,742		2,530	.016
Work capability	.209	.203	.326	4,028	.011
Superior-subordinate relationships	.287	.108	.426	4,656	.011
Work Situation	.164	.160	.305	3,023	.013

DV - Job Satisfaction

Table 2 explains that the value of constant a equal to 6.936 explains that if the variables of work capability, superior-subordinate relationships, and work situation have a value of zero, then the variable of job satisfaction that is formed has a value of 6.936. The value of the constant b1 is 0.209, explaining that if the work capability variable increases by one unit, then the job

satisfaction variable will increase by 0.209. The value of the constant b2 is 0.287, explaining that if superior-subordinate relationships increase by one unit, then the job satisfaction variable will increase by 0.287. The value of constant b3 is 0.164, explaining that if the work situation variable increases by one unit, then the job satisfaction variable will increase by 0.164.

Data processing results for the substructural regression model II are:

Table 3. Results of Substructure Regression Model II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4.079	2.013		-2,026	.050
Work capability	.160	.140	.169	4,000	.000
Superior-subordinate relationships	.172	.080	.198	3,153	.038
Work Situation	.170	.110	.165	3,544	.031
Job satisfaction	.358	.110	.600	5,341	.000

DV (job performance)

The regression equation explains that the value of the constant a is -4.079 and that if the work capability variable, superior-subordinate relationships, and the work situation have a value of zero, then the job performance variable that is formed has a value of -4.079. The value of the constant b1 is 0.160, explaining that if the work capability variable increases by one unit, then the job performance variable will increase by 0.160. The value of the constant b2 is 0.172, explaining that if superior-subordinate relationships increase by one unit, then the job performance variable will increase by 0.172. The constant b3 value of 0.170 explains that if the work situation variable increases by one unit, then the job

performance variable will increase by 0.170. The value of constant b4 is 0.358,

Path Analyze

The purpose of path analysis is to determine the direct influence of work capability variables, superior-subordinate relationships, and work situations on job satisfaction, as well as the influence of work capability variables, superior-subordinate relationships, and work situations on job performance. We can also determine the indirect and overall effects of work capability characteristics, superior-subordinate relationships, and the work situation on job performance through job satisfaction. When employing path analysis,

a path diagram must be used to represent the relationship between the variables.

Table 4. Recapitulation of Regression Analysis Results

Hypothesis	Influence of Variables	Direct Influence	Indirect Influence	Total Influence	Description
1	X1 → Z	0.326	-	-	Accepted
2	X2 → Z	0.426	-	-	Accepted
3	X3 → Z	0.305	-	-	Accepted
4	X1 → Y	0.169	-	-	Accepted
5	X2 → Y	0.198	-	-	Accepted
6	X3 → Y	0.165	-	-	Accepted
7	Z → Y	0.600	-	-	Accepted
8	X1 → Z → Y	-	0.195	0.364	Accepted
9	X2 → Z → Y	-	0.255	0.453	Accepted
10	X3 → Z → Y	-	0.183	0.348	Accepted

Results Coefficient of Determination

In a more concrete sense, the coefficient of determination is used to find out how big the relationship is between several variables. In general terms, it is the ability of the independent variable to contribute to the dependent variable in percentage units. The test results can be seen in Table 5.

Table 5. Substructural Determination Coefficient Test Results I and II

Model	R	R-Square	Adjusted Square	R-Std. Error of the Estimate
1	.796a	.634	.605	2.50710
2	.949a	.901	.890	1.70306

Table 5 shows that the result of the coefficient of determination in the

substructural regression model I is 0.605. It is interpreted as meaning that 60.5 percent of job satisfaction can be explained by work capability variables, superior-subordinate relationships, and the work situation. The remaining 39.5 percent is influenced by variables not included in the research model. The result of the coefficient of determination in the substructural regression model II is 0.890. It is interpreted that 89.0 percent of job performance can be explained by work capability variables, superior-subordinate relationships, work situations, and job satisfaction, while the remaining 10.0 percent is influenced by other variables that are not included in the research model.

Hypothesis Testing Results

Table 6. Summary of Hypothesis Test Results for Substructure Model I

Code	Hypotheses	Coefficient	P-Values	Description
H1	Work capability has a positive and significant effect on job satisfaction at Bank Syariah Indonesia Medan Raya Area	0.209	0.011	Accepted
H2	Superior-subordinate relationships has a positive and significant effect on job satisfaction at Bank Syariah Indonesia Medan Raya Area.	0.287	0.011	Accepted
H3	Work situation has a positive and significant effect on job satisfaction at Bank Syariah Indonesia Medan Raya Area.	0.164	0.013	Accepted
H4	Work capability, superior-subordinate relationships, and the work situation have a positive and significant effect on job satisfaction at Bank Syariah Indonesia Medan Raya Area.		0.000	Accepted

Table 7. Summary of Hypothesis Test Results for Substructure Model II

Code	Hypotheses	Coefficient	P-Values	Description
H5	Work capability has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area	0.160	0.000	Accepted
H6	Superior-subordinate relationships has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.	0.172	0.038	Accepted
H7	The work situation has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.	0.170	0.031	Accepted
H8	Job satisfaction has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.	0.358	0.000	Accepted
H9	Work capability, superior-subordinate relationships, work situation and job satisfaction have a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area.		0.000	Accepted

DISCUSSION

Work capability has a positive and significant influence on job satisfaction. The results of the research show that the t count is 4.028 and the significance figure is $0.011 < 0.05$. This means that work capability has a significant influence on job satisfaction.

Superior-subordinate relationships have a positive and significant effect on job satisfaction. The results of the research show that the t count is 4.656 and the significance value is $0.011 < 0.05$. Superior-subordinate relationships are found to have a significant impact on job satisfaction.

The work situation has a positive and significant influence on job satisfaction. The research results show that the t-count is 3.023, and the significance is $0.013 < 0.05$. This means that the work situation has a significant influence on job satisfaction.

Work capability has a positive and significant influence on job performance. The results of the research show that the t-count is 4,000 and the significance is $0.000 < 0.05$. It is concluded that job performance is significantly influenced by work capability.

Work situations have a positive and significant influence on job performance. The results of the research show that the t-count is 3.544, and the significance is $0.031 < 0.05$. It is concluded that the work situation has a significant impact on job performance.

Superior-subordinate relationships have a positive and significant effect on job performance. The t count is 3.153, and the significance figure is $0.038 < 0.05$, according to the research findings. This means that superior-subordinate relationships affect job performance.

Job satisfaction has a positive and significant influence on job performance. The results of the research show that the t count is 5.341 and the significance figure is $0.000 < 0.05$. This means that job satisfaction has a significant influence on job performance.

Work capability has a positive and significant influence on job performance

through job satisfaction. The results of the research show that work capability influences job performance through job satisfaction, where $X1 \rightarrow Z \rightarrow Y = (0.326) (0.600) = 0.195$.

Superior-subordinate relationships on job performance through job satisfaction. The results of the research show that the relationship between superiors and subordinates influences job performance through job satisfaction, where $X2 \rightarrow Z \rightarrow Y = (0.426) (0.600) = 0.255$.

Work situations on job performance via job satisfaction The results of the research show that the work situation influences job performance through job satisfaction, where $X3 \rightarrow Z \rightarrow Y = (0.305) (0.600) = 0.183$.

CONCLUSION

The results of the research concluded that work capability has a positive and significant effect on job satisfaction at Bank Syariah Indonesia Medan Raya Area. Superior-subordinate relationships partially have a positive and significant effect on job satisfaction at Bank Syariah Indonesia, Medan Raya Area. The work situation partially has a positive and significant effect on job satisfaction at Bank Syariah Indonesia, Medan Raya Area. Work capability, superior-subordinate relationships, and the work situation all simultaneously have a positive and significant effect on job satisfaction at Bank Syariah Indonesia Medan Raya Area. Working ability partially has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area. Superior-subordinate relationships partially have a positive and significant effect on job performance at Bank Syariah Indonesia, Medan Raya Area. The work situation partially has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area. Partial job satisfaction has a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area. Work capability, superior-subordinate relationships, the work situation, and job

satisfaction all simultaneously have a positive and significant effect on job performance at Bank Syariah Indonesia Medan Raya Area. Superior-subordinate relationships partially have a positive and significant effect on job performance through job satisfaction as an intervening variable at Bank Syariah Indonesia Medan Raya Area. The work situation partially has a positive and significant effect on job performance through job satisfaction as an intervening variable at Bank Syariah Indonesia Medan Raya Area. Partial job satisfaction has a positive and significant effect on job performance through job satisfaction as an intervening variable at Bank Syariah Indonesia, Medan Raya Area. The authors' suggestion is that policy makers in Bank Syariah Indonesia, especially in the Medan Raya Area, should start thinking about various ways to improve work capability, superior-subordinate relationships, and work situations to be able to improve employee job performance. This means that the application of work skills, superior-subordinate relationships, and the new work situation can result in employee job satisfaction towards the organization, which has not yet reached the level of improving job performance. Organizations should pay attention to employees who lack the ability to carry out work in accordance with effective policies and procedures and find solutions to fix all deficiencies in the organization so as to be able to overcome the problems of employees who lack the ability to develop good communication between employees. It is recommended that company leaders pay attention to employees who are less able to develop creativity at work, with a solution that the organization should do, namely, that the company should be even better at providing encouragement and motivation to its employees, as with the mission and vision of Bank Syariah Indonesia, Medan Raya Area, so that future performance of the work of employees can increase and they can overcome the problems of employees who have not been able to develop creativity at work. It is

recommended that organizations pay attention to employees who are unable to perform their jobs. The solution is to conduct teamwork or employee outbound training on a regular basis so that employees can carry out their work and can overcome the problems of employees who have not yet been able to establish harmonious relationships with colleagues. It is recommended that organizations pay attention to employees who do not work in accordance with the number targeted by the organization. With the solution of doing work orientation, it can overcome the problem of employees who have not been able to complete the work by the set time limit.

Declaration by Authors

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