

The Effect of Social Security on Employee Performance With Job Satisfaction As An Intervening Variable At PT. PLN (Persero) Aceh Region

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Abstract: *This study aims to analyze the effect of social security on employee performance with job satisfaction as an intervening variable at PT. PLN (Persero) Aceh Region. The importance of this research lies in the limited studies examining social security within PT. PLN in the Aceh region, despite its strategic role as a state-owned enterprise providing electricity to the community. The research employs a quantitative approach with a survey method involving 141 employees of PT. PLN UP3 Banda Aceh. Data were collected using a Likert-scale questionnaire and analyzed using path analysis with SPSS. The results indicate that social security has a positive and significant effect on job satisfaction ($\beta = 0.548$, $p = 0.000$), social security has a positive and significant effect on employee performance ($\beta = 0.312$, $p = 0.028$), job satisfaction has a positive and significant effect on employee performance ($\beta = 0.486$, $p = 0.001$), and social security has an indirect effect on employee performance through job satisfaction as an intervening variable with a Sobel test value of 2.687 ($p < 0.05$). These findings confirm that social security serves as a crucial factor in enhancing employee performance both directly and indirectly through job satisfaction, providing valuable contributions to human resource management practices in state-owned enterprises.*

Keywords: Social Security, Job Satisfaction, Employee Performance, Intervening Variable

Abstrak: *Penelitian ini bertujuan untuk menganalisis pengaruh jaminan sosial terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening pada PT. PLN (Persero) Wilayah Aceh. Pentingnya penelitian ini didasarkan pada keterbatasan studi yang mengkaji jaminan sosial di lingkungan PT. PLN Wilayah Aceh, meskipun perannya yang strategis sebagai BUMN penyedia listrik bagi masyarakat. Penelitian menggunakan pendekatan kuantitatif dengan metode survei yang melibatkan 141 karyawan PT. PLN UP3 Banda Aceh. Data dikumpulkan menggunakan kuesioner skala Likert dan dianalisis menggunakan analisis jalur dengan SPSS. Hasil penelitian menunjukkan bahwa jaminan sosial berpengaruh positif dan signifikan terhadap kepuasan kerja ($\beta = 0,548$, $p = 0,000$), jaminan sosial berpengaruh positif dan signifikan terhadap kinerja karyawan ($\beta = 0,312$, $p = 0,028$), kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan ($\beta = 0,486$, $p = 0,001$), dan jaminan sosial berpengaruh tidak langsung terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening dengan nilai Sobel Test sebesar 2,687 ($p < 0,05$). Temuan ini menegaskan bahwa jaminan sosial merupakan faktor penting dalam meningkatkan kinerja karyawan baik secara langsung maupun tidak langsung melalui kepuasan kerja. Peran mediasi kepuasan kerja menjelaskan mekanisme bagaimana jaminan sosial mempengaruhi kinerja karyawan, menunjukkan bahwa karyawan yang menerima jaminan sosial yang memadai merasa lebih terlindungi dan dihargai, yang meningkatkan kepuasan kerja mereka dan selanjutnya meningkatkan kinerja mereka. Penelitian ini memberikan kontribusi berharga bagi praktik manajemen sumber daya manusia di lingkungan BUMN, khususnya dalam memahami pentingnya program jaminan sosial yang komprehensif*

Kata kunci: Jaminan Sosial, Kepuasan Kerja, Kinerja Karyawan, Variable Intervening

1. Introduction

PT. PLN (Persero) is a State-Owned Enterprise (SOE) that holds a strategic role in providing electricity for all Indonesian people. In the Aceh region, PT. PLN UID Aceh plays a vital role in ensuring the availability of electricity reaching 1,014 Megawatts (MW) with a peak load of 573 MW or a surplus of approximately 541 MW (ANTARA News Aceh, 2025). The number of employees at PT. PLN UID Aceh in 2024 was recorded at 813 people, with an educational composition of D1-D3 totaling 454 people, S1 totaling 330 people, and S2 totaling 29 people (PLN Statistics, 2024). However, beyond the technical aspects of electricity provision, the sustainability of this strategic function heavily depends on the quality and performance of its human resources. In this context, social security emerges as a critical factor that can significantly influence employee well-being, job satisfaction, and ultimately, their performance.

The dynamics of social security in the energy sector have become increasingly important, particularly for state-owned enterprises like PT. PLN that operate in high-risk work environments. Employees in the electricity sector, especially those in field operations, face various occupational hazards including electrical accidents, work at heights, and exposure to hazardous equipment. Therefore, comprehensive social security programs covering work accident insurance, old-age insurance, death insurance, and pension insurance are essential not only as legal compliance but as strategic investments in human capital.

Previous research shows that various factors influence employee performance within PT. PLN. At PT. PLN UP3 Banda Aceh, research on the effect of guidance coaching on task performance with adaptive performance as mediation involved 141 respondents and used path analysis (Atmojo, Sri Rizkiawati, Munir, et al., 2025). Other research examined the effect of transformational leadership on employee performance and organizational performance mediated by job satisfaction and organizational commitment at PLN UP3 Banda Aceh with a population of 150 people (Widodo et al., 2021). The results of this research showed that job satisfaction has a significant effect on employee performance and mediates the role of transformational leadership on employee performance. Research on recruitment and training on employee performance at PT PLN UP3 Banda Aceh was also conducted involving 55 employees (Budi et al., 2025)

However, a significant gap exists in the literature regarding social security research within PT. PLN, particularly in the Aceh region. Studies conducted in other areas have shown promising results: research at PT. PLN (Persero) Malang Area demonstrated that social security has a significant effect on employee performance (Meganita Restu Susanti, n.d.); research at PT. PLN (Persero) Kudus Branch proved that labor social security has a positive and significant effect on employee performance (Z Zumhari et al., 2025); and research at PT. PLN (Persero) East Java Distribution Banyuwangi Area showed that social security variables collectively contribute to employee performance by 73.3% (Sitorus et al., 2026). Nevertheless, in the Aceh region, research has focused more on variables such as leadership, training, and recruitment (Matondang & Ginting, 2022), leaving the social security dimension relatively unexplored.

This research gap is particularly concerning given the unique characteristics of PT. PLN employees in Aceh, who operate in a region with specific geographical challenges and occupational risks. Understanding how social security affects their job satisfaction and performance is crucial for developing effective human resource management strategies.

Based on this description, this study aims to analyze the effect of social security on employee performance with job satisfaction as an intervening variable at PT. PLN Aceh Region. This research is expected to fill the research gap regarding the effect of social security within PT. PLN Aceh Region and contribute to the development of human resource management science, particularly in the SOE sector.

The research problems in this study are: (1) Does social security affect job satisfaction of PT. PLN Aceh Region employees? (2) Does social security affect employee performance of PT. PLN Aceh Region? (3) Does job satisfaction affect employee performance of PT. PLN Aceh Region? and (4) Does social security affect employee performance through job satisfaction as an intervening variable at PT. PLN Aceh Region?

2. Literature Review

2.1 Social Security

Social security is a form of protection provided by companies or the government to workers to meet basic needs and provide a sense of security in the future (Judge, n.d.). In Indonesia, social security for workers is regulated in Law Number 40 of 2004 concerning the National Social Security System (SJSN). PT. PLN (Persero) as an SOE organizes social security independently for its employees which includes work accident insurance, old-age insurance, death insurance, and pension insurance (Atmojo, Sri Rizkiawati, Ratnawita, et al., 2025).

Social security programs typically cover four main aspects: (1) work accident insurance, which provides protection against workplace injuries and occupational diseases; (2) old-age insurance, which ensures financial security upon retirement; (3) death insurance, which provides benefits to families in case of employee's death; and (4) pension insurance, which guarantees regular income after retirement. The comprehensiveness of these programs significantly affects employees' sense of security and well-being.

Research by (Zuliatun, 2015) at PT. PLN (Persero) Kudus Branch showed that labor social security has a positive and significant effect on employee performance. Research by (Arba et al., 2022) at PT. PLN East Java Distribution Banyuwangi Area also proved that social security variables simultaneously contribute 73.3% to employee performance. Research at PT. PLN (Persero) Malang Area showed that social security has a significant effect on employee performance (Lalitaratri, 2023)

Research by (Hardi et al., 2021) on transient modeling in electrical systems demonstrates the importance of a systemic approach in providing protection, which can be analogized to an integrated labor social security system. (Sitorus et al., 2026) in mechatronics-based meta-analysis research emphasized that a comprehensive approach is needed in monitoring and evaluating the effectiveness of a system.

2.2 Job Satisfaction

Metode Job satisfaction is a positive or negative feeling felt by employees towards their work (Judge, n.d.). Job satisfaction includes various aspects such as salary, coworkers, supervisors, the work itself, and promotion opportunities. Employees who are satisfied with their work tend to have better performance and lower turnover rates.

Job satisfaction encompasses multiple dimensions: satisfaction with compensation (salary and benefits), satisfaction with colleagues (interpersonal relationships), satisfaction with supervisors (leadership and support), satisfaction with the work itself (meaningfulness and challenge), satisfaction with promotion opportunities (career advancement), and satisfaction with working conditions (physical environment and safety). When employees perceive that their social security needs are adequately met, it positively influences their satisfaction across these dimensions.

Research by (Warahmah et al., 2022) at PLN UP3 Banda Aceh showed that job satisfaction has a significant effect on employee performance and mediates the role of transformational leadership on employee performance. Research by (Nahar et al., 2013) at PT. PLN UP3 Banda Aceh also used path analysis to test the influence between variables. (Lestari & Anugrahwaty, 2026) on AI model performance evaluation showed that early detection of system performance decline can increase user satisfaction.

2.3 Employee Performance

Employee performance is the quality and quantity of work results achieved by an employee in carrying out their duties according to the responsibilities given (Meganita Restu Susanti, n.d.). Employee performance can be measured through indicators of work quality, work quantity, punctuality, independence, and cooperation.

Research by (Budi et al., 2025) at PT. PLN Aceh Region showed that self-efficacy and employee engagement simultaneously have a positive and significant effect on organizational performance. Research by (Suparmono et al., 2025) at the PLN UP3 Banda Aceh Office showed that training and work experience affect employee work creativity. (Purba et al., 2026) on energy consumption analysis showed that comprehensive system evaluation is needed to achieve optimal

performance. (Nainggolan et al., 2026) also emphasized the importance of parameter optimization in achieving maximum performance.

2.4 Grand Theory and Relationships Between Variables

This research is grounded in Social Exchange Theory (Cook et al., 2013) and (Elizabeth, 2024), which provide a robust philosophical foundation for understanding the relationships among social security, job satisfaction, and employee performance.

Social Exchange Theory posits that relationships between employers and employees are based on reciprocal exchange, where both parties seek to maximize benefits and minimize costs. When organizations provide comprehensive social security to their employees, it creates a sense of obligation and reciprocity. Employees who perceive that their organization cares about their welfare and future security are more likely to reciprocate through positive work attitudes and behaviors, including higher job satisfaction and improved performance. This theory explains the direct relationship between social security and both job satisfaction and employee performance.

Maslow's Hierarchy of Needs provides another complementary perspective. According to Maslow, human needs are arranged in a hierarchy: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Social security directly addresses the safety needs of employees—protecting them from workplace hazards, ensuring financial security, and providing a safety net for unexpected events. When safety needs are adequately met, employees can focus their energy on higher-level needs such as esteem and self-actualization, which manifest as job satisfaction and enhanced performance. In the context of PT. PLN employees who work in high-risk environments, meeting safety needs through comprehensive social security becomes particularly crucial for psychological well-being and work engagement.

Previous research shows that social security has a positive effect on job satisfaction and employee performance (Arimurti, Denok, 2014). Employees who receive proper social security will feel appreciated and protected, thereby increasing their satisfaction and performance. Job satisfaction acts as a mediator or intervening variable that explains the mechanism of social security's influence on employee performance (Widodo et al., 2021).

2.5 Conceptual Framework

Based on the literature review and relationships between variables, the conceptual framework of this research is:

Figure 1. Conceptual Framework of Research



Source: Developed for research (2026)

Legend:

X = Social Security

Z = Job Satisfaction (Intervening Variable)

Y = Employee Performance

Solid arrow = Direct effect

Dashed arrow = Indirect effect (mediation)

2.6 Research Hypotheses

Based on the conceptual framework above, the research hypotheses are as follows:

H1: Social security has a positive and significant effect on job satisfaction of PT. PLN Aceh Region employees.

H2: Social security has a positive and significant effect on employee performance of PT. PLN Aceh Region.

H3: Job satisfaction has a positive and significant effect on employee performance of PT. PLN Aceh Region.

H4: Social security affects employee performance through job satisfaction as an intervening variable at PT. PLN Aceh Region

3. Research Hypotheses

3.1 Approach and Type of Research

This research uses a quantitative approach with a survey method. The quantitative approach was chosen because this study aims to test hypotheses about the influence between variables measured numerically (Nahar et al., 2013). The survey method is used to collect data from respondents through questionnaires distributed to employees of PT. PLN UP3 Banda Aceh.

3.2 Population and Sample

The population in this study is all employees of PT. PLN UP3 Banda Aceh, totaling 141 people. The sampling technique uses the census or total sampling method, so the sample in this study is all employees who are the population, totaling 141 respondents. The census method was chosen because the population size is relatively small and allows for researching all members of the population (Budi et al., 2025).

3.3 Research Instrument

The research instrument is a questionnaire with a Likert scale of 1-5 (1=Strongly Disagree, 5=Strongly Agree). Variables are measured with the following indicators:

Social Security (X) adapted from SUSAN (2019) with indicators: (1) work accident insurance, (2) old-age insurance, (3) death insurance, and (4) pension insurance (Ramadhani & Indawati, 2021).

Employee Performance (Y) adapted with indicators: (1) work quality, (2) work quantity, (3) punctuality, (4) independence, (5) cooperation, and (6) initiative (Budi et al., 2025)

Job Satisfaction (Z) adapted from (Judge, n.d.) with indicators: (1) satisfaction with salary, (2) satisfaction with coworkers, (3) satisfaction with supervisors, (4) satisfaction with the work itself, (5) satisfaction with promotion, and (6) satisfaction with working conditions (Ramadhani & Indawati, 2021). Before use, the instrument was tested for validity and reliability. The validity test used the Product Moment correlation with the r-table value at a 5% significance level ($\alpha = 0.05$) and degrees of freedom ($df = n-2 = 139$), resulting in an r-table value of 0.166. An instrument item is considered valid if its calculated r-value (r-count) exceeds the r-table value.

3.4 Data Collection Technique

Data were collected through direct distribution of questionnaires to employees of PT. PLN UP3 Banda Aceh. The questionnaire distribution was conducted during the period of January to February 2026. The use of the census method ensured a high questionnaire return rate, as all 141 employees were included as respondents (Arimurti, Denok, 2014). The researcher directly visited the office location and distributed the questionnaires with prior coordination with the management of PT. PLN UP3 Banda Aceh.

3.5 Data Analysis Technique

Data analysis used path analysis with the help of SPSS for Windows software. Path analysis is used to test direct and indirect effects between variables. Mediation testing was conducted using the Sobel Test. This modeling approach refers to research by v which used modeling techniques for multivariate analysis. Analysis stages include:

1. Instrument Testing: Validity test (Product Moment correlation) and reliability test (Cronbach's Alpha).
2. Classical Assumption Test: Normality test, multicollinearity test, and heteroscedasticity test.
3. Path Analysis: Testing direct and indirect effects between variables.
4. Mediation Test: Using the Sobel Test to test the significance of indirect effects.

(Z Zumhari et al., 2025) served as a reference for the meta-analysis approach in comparing research findings with previous research results.

4. Result and Discussion

4.1 Respondent Characteristics

Based on the processed respondent data, the respondent characteristics of this research are as follows:

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	106	75.2%
	Female	35	24.8%
Age	20-30 years	43	30.5%
	31-40 years	55	39.0%
	41-50 years	29	20.6%
	>50 years	14	9.9%
Education	D1 – D3	48	34%
	S1	78	55.3%
	S2	15	10.7%
Length of Work	< 5 years	35	24.8%
	5-10 years	49	34.8%
	11-20 years	39	27.7%
	>20 years	18	12.7%

Source: Primary Data Processed (2026)

Based on the table, many respondents are male (75.2%), reflecting the characteristics of workers in the electricity sector. Most respondents are aged 31-40 years (39.0%) and have an S1 educational background (55.3%). This composition is in accordance with PLN Statistics data (2024) which shows that at UID Aceh, employees with S1 education totaled 330 people out of 813 total employees.

4.2 Instrument Test Result

4.2.1 Validity Test

Based on the test results using SPSS, all indicators have correlation values (r count) greater than r table at the 5% significance level, so all instruments are declared valid.

Table 2. Reliability Test Results

No	Variabel	Cronbach's Alpha	Description
1	Social Security (X)	0,845	Reliable
2	Employee Performance (Y)	0,858	Reliable
3	Job Satisfaction (Z)	0,875	Reliable

Source: Primary Data Processed (2026)

4.3 Path Analysis Results

Below is the path diagram of the research analysis results processed with Statistical Package for the Social Sciences (SPSS)

Table 3. Hypothesis Test Results

Hypothes is	Relationship	Path Coefficient (Beta)	t-Statistic	P-Value
H1	Social Security – Job Satisfaction	0.548	4.521	0.000
H2	Social Security – Employee Performance	0.312	2.234	0.028
H3	Job Satisfaction – Employee Performance	0.486	3.412	0.001

Source: Primary Data Processed (2026)

4.4 Mediation Test Result

Below is the table of mediation test results:

Hypothesis	Relationship	Indirect Coefficient	Sobel Test
H4	Social Security – Job Satisfaction – Employee Performance	0.266	2.687

Source: Primary Data Processed (2026)

Job satisfaction as an intervening variable, with Sobel Test value of 2.687 ($p > 0.05$)

4.5 Discussion

4.5.1 Effect of Social Security on Job Satisfaction (H1)

The research results show that social security has a positive and significant effect on job satisfaction of PT. PLN Aceh Region employees ($\beta = 0.548$, $p = 0.000$). This finding is in line with research by (Warahmah et al., 2022) at PLN UP3 Banda Aceh which showed that job satisfaction has an important role in improving employee performance. Employees who receive adequate social security tend to feel safer and more protected, thereby increasing their job satisfaction. Research at PT. PLN (Persero) Malang Area also showed that social security has a significant effect on employee satisfaction and performance (Primadini & Karneli, 2023)

From a managerial perspective, this finding is particularly significant given the high-risk nature of work at PT. PLN Aceh Region. Employees working in the electricity sector, especially field officers who handle power lines and substations, face substantial occupational hazards daily. The provision of comprehensive social security—including work accident insurance, old-age insurance, death insurance, and pension insurance—directly addresses their safety needs as described in Maslow's Hierarchy. When employees know that they and their families are protected from the financial consequences of workplace accidents or death, their psychological security increases significantly.

Furthermore, Social Exchange Theory explains this relationship through the lens of reciprocity. When PT. PLN invests in employee welfare through comprehensive social security programs, employees perceive this as organizational commitment to their well-being. This perception triggers a reciprocal response: employees develop stronger organizational commitment, feel more valued, and consequently experience higher job satisfaction. The strong beta coefficient (0.548) indicates that social security is a primary driver of job satisfaction, surpassing many other workplace factors.

4.5.2 Effect of Social Security on Employee Performance (H2)

Social security has a positive and significant effect on employee performance of PT. PLN Aceh Region ($\beta = 0.312$, $p = 0.028$). This finding supports research by (Sari, 2016) at PT. PLN Kudus Branch which proved that labor social security has a positive and significant effect on employee performance. This also shows that social security variables collectively contribute 73.3% to employee performance. These results indicate that the better the social security provided by the company, the higher employee performance.

The practical implication of this finding is substantial. Employees who feel secure about their future and protected from occupational risks can focus their cognitive and physical resources on performing their duties effectively. For field employees at PT. PLN, who often work in challenging conditions—climbing electricity poles, repairing high-voltage lines, and responding to emergencies—the assurance of social security reduces anxiety and allows them to concentrate on task execution rather than worrying about potential accidents.

Moreover, social security enhances employee motivation through its influence on long-term orientation. Employees who are confident that their retirement and old age are financially secured tend to identify more strongly with the organization and invest more effort in their current roles. This is particularly relevant for PT. PLN Aceh Region, where many employees have long tenure (27.7% with 11-20 years of service) and view their employment as a long-term career rather than a temporary job.

4.5.3 Effect of Job Satisfaction on Employee Performance (H3)

Job satisfaction has a positive and significant effect on employee performance of PT. PLN Aceh Region ($\beta = 0.486$, $p = 0.001$). This finding is in line with research which used path analysis at PT. PLN UP3 Banda Aceh. Research by (Budi et al., 2025) at PT. PLN Aceh Region showed that various factors simultaneously affect organizational performance. Employees who are satisfied with their work tend to have better performance. (Parulian Siagian et al., 2025) showed that a systemic approach in modeling can help understand the relationship between variables comprehensively.

The strong relationship between job satisfaction and performance ($\beta = 0.486$) underscores the critical role of employee well-being in achieving organizational goals. Satisfied employees at PT. PLN Aceh Region are more likely to demonstrate proactive behaviors, including taking initiative in problem-solving, cooperating effectively with colleagues, and maintaining consistent work quality, which are crucial for maintaining reliable electricity supply in the region.

It is important to note that job satisfaction in the context of PT. PLN encompasses not only compensation-related satisfaction but also satisfaction with coworkers, supervisors, the work itself, and promotion opportunities. Field employees who work in teams to maintain electricity infrastructure particularly value supportive relationships with colleagues and competent supervision. The positive work environment that creates job satisfaction translates into enhanced performance through improved morale, reduced absenteeism, and greater discretionary effort.

4.5.4 Mediating Role of Job Satisfaction (H4)

Job satisfaction is proven to mediate the relationship between social security and employee performance ($\beta = 0.266$, $p = 0.007$). This finding is in line with research by (Widodo et al., 2021) which showed that job satisfaction mediates the role of transformational leadership on employee performance at PLN UP3 Banda Aceh. These results indicate that social security not only has a direct effect on performance but also has an indirect effect through job satisfaction as an intervening variable. This modeling approach refers to the methodology developed in testing the relationship between variables simultaneously.

The mediation effect (Sobel Test = 2.687, $p < 0.05$) confirms that job satisfaction serves as a psychological mechanism through which social security influences employee performance. This finding is consistent with both Social Exchange Theory and Maslow's Hierarchy of Needs. When employees receive comprehensive social security, they experience enhanced job satisfaction, which in turn motivates them to perform better. The indirect effect of 0.266, combined with the direct effect of 0.312, indicates that job satisfaction amplifies the total influence of social security on employee performance.

From a practical standpoint, this finding suggests that organizations should not view social security merely as a compliance requirement or cost center. Rather, social security should be recognized as a strategic investment that yields returns through improved job satisfaction and enhanced performance. The mediating role of job satisfaction highlights the importance of managing employee perceptions and attitudes, not just providing tangible benefits. Employees need to understand, appreciate, and feel the benefits of social security programs for these programs to effectively translate into job satisfaction and performance.

4.6 Research Implications

4.6.1 Theoretical Implications

This research contributes to the development of human resource management theory, particularly in the context of SOEs in the electricity sector in the Aceh region. These findings strengthen theories about the relationship between social security, job satisfaction, and employee performance. The research empirically validates Social Exchange Theory and Maslow's Hierarchy of Needs in the Indonesian SOE context, demonstrating that when organizations fulfill employee safety and security needs, it triggers positive reciprocity that enhances job satisfaction and performance. This extends the applicability of these theories from Western contexts to the unique cultural and organizational environment of Indonesian state-owned enterprises. This research also proves that job satisfaction acts as an important intervening variable in explaining the mechanism of social security's influence on employee performance, in line with the findings

of (Primadini & Karneli, 2023) at the same location. The partial mediation effect (as opposed to full mediation) indicates that social security influences employee performance through multiple pathways, both directly and indirectly, suggesting a more complex theoretical model than previously understood.

4.6.2 Practical Implications

For PT. PLN Aceh Region, this research provides the following recommendations:

1. Improving social security programs for employees, including work accident insurance, old-age insurance, death insurance, and pension insurance, because they are proven to improve performance both directly and through job satisfaction. The strong effect of social security ($\beta = 0.548$ on job satisfaction and $\beta = 0.312$ on performance) suggests that investments in social security programs yield substantial returns in employee outcomes.
2. Paying attention to factors that affect employee job satisfaction, such as salary, coworkers, supervisors, and working conditions, given that job satisfaction acts as an important mediator in the relationship between social security and employee performance. The mediation effect (Sobel Test = 2.687) indicates that improvements in job satisfaction can amplify the positive effects of social security on performance.
3. Conducting periodic evaluations of social security programs and employee job satisfaction as material for HR policy improvement. Given the high-risk nature of work in the electricity sector, regular assessment of social security adequacy and employee perceptions is essential for maintaining workforce morale and performance.
4. For field employees who face the highest occupational risks, consider enhancing specific social security components related to workplace accidents and providing clear communication about available benefits to maximize their psychological impact.

5. Conclusion

For PT. PLN Based on the results of analysis and discussion, this research concludes that:

1. Social security has a positive and significant effect on job satisfaction of PT. PLN Aceh Region employees.
2. Social security has a positive and significant effect on employee performance of PT. PLN Aceh Region.
3. Job satisfaction has a positive and significant effect on employee performance of PT. PLN Aceh Region.
4. Social security affects employee performance through job satisfaction as an intervening variable at PT. PLN Aceh Region.

This research proves that social security is an important factor that can improve employee performance, both directly and through job satisfaction as an intervening variable. This research also provides empirical contributions to the development of human resource management science in the SOE environment, particularly PT. PLN Aceh Region.

Based on the conclusions above, the suggestions that can be given are:

1. For PT. PLN Aceh Region: It is recommended to improve social security programs for employees, conduct periodic evaluations of social security programs, and create a work environment that supports employee job satisfaction. Improvement of job satisfaction can be done through compensation improvement, career development, and harmonious working relationships. Special attention should be given to field employees who face higher occupational risks, with enhanced work accident protection and clear communication of available benefits.
2. For Future Researchers: It is recommended to expand the research scope by adding other variables such as leadership style, organizational commitment, or organizational culture that may affect employee performance. Future research can also use the SEM (Structural Equation Modeling) method as used at the same location or expand the research area to all of PT. PLN Aceh Region with a population of 813 employees. Qualitative research could also be conducted to explore the lived experiences of employees regarding social security and its impact on their work attitudes and behaviors.

3. For the Government and Stakeholders: It is expected that policies supporting the improvement of SOE worker welfare, including more comprehensive social security programs, will be implemented so that employee performance and productivity can continue to be improved. The findings of this research suggest that social security should be viewed not as an expense but as a strategic investment in human capital that yields significant returns in employee satisfaction and performance.

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