

# The Effect of Satisfaction on the Relationship Between Employee Engagement and Performance

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ARTICLE INFO		ABSTRACT
<p><b>Keyword:</b> Employee Engagement; Employee Performance; Satisfaction;</p>		<p>The outcomes of quality employees' efforts in the organization can be noticed. Work performance is defined as the comparison of work results to specified standards. The purpose of this study is to determine and analyze the influence of Employee Engagement on Employee Performance with Job Satisfaction as an Intervening Variable at the Palembang Sharia Branch Office of PT. State Savings Bank (Persero) Tbk. The questionnaire approach was utilized to collect data in this study, which was issued to personnel of the PT Bank Tabungan Negara (Persero) Tbk Palembang Sharia Branch Office. SmartPLS software version 3.0 was used to process the data. This study has found that employee engagement does not have a positive direct effect on employee performance; the next finding is that employee engagement has a direct effect on satisfaction. Employee satisfaction has a direct and beneficial impact on performance. Employee engagement has a positive and significant direct effect on employee performance, with satisfaction as the intervening variable.</p>

## 1. Introduction

Companies can expand and flourish swiftly in the globalization era. Companies are required to be successful and continue to survive in today's business sector. The business world grows increasingly complex in the age of globalization and demands an extensive amount of time for individuals who are interested in learning in depth. The fast-changing corporate environment drives businesspeople to respond swiftly by responding to consumer tastes. Some people consider their occupations, while others consider the items, they consider consumer goods, and yet others consider the millions of firms that comprise the global economy (Artaningsih, 2014; Atmaja, Hanung Eka; Verawati, 2021). Companies need employees who are active and take initiative in carrying out their duties. (Ramadhan, Nabilah; Sembiring, 2017). Whether or not a company develops is influenced by the workers in the company. Human resources are one of the most vital elements of a company, and for that reason, the company must be able to invite its human resources to play an active role in achieving company success (Mariska, 2018). Proper resource management is a very important requirement to create a competitive advantage for a company.

Quality employees can be seen in the results of their work in the company. According to Dessler, performance is defined as the comparison of work results to specified standards. Furthermore, Mangkunagara stated that Performance is the outcome of work or job productivity, with regard to quality and quantity, accomplished by an individual or work team in performing tasks assigned by the firm. Employee performance is the result that can be achieved by employees both individually and in groups within a company, in accordance with the authority and responsibility that have been given to the company in achieving its vision, mission, and goals. As a result, employee performance is a multifaceted term, and at a fundamental level, one can distinguish aspects of the process of performance, namely the involvement of behavior, from the expected results (Pradhan & Jena, 2017).

One component that is believed to improve employee performance is employee engagement. Ajai Singh, master trainer for Transformasi Indonesia, stated that Employee engagement is a psychology statement in that workers are interested in contributing to the company's success and

have a strong desire and incentive to go above and beyond their responsibilities. The degree of devotion and emotional connection that employees have to the organization can be widely characterized as the employee engagement. the ideals that the firm upholds. (Handoyo, Agnes Wahyu; Setiawan, 2017).

High employee engagement will direct employees to contribute actively because they are aware of their responsibilities in an organization through the work assigned to them. Committed employees are also happy and satisfied with carrying out their work, so they are able to optimize their performance. Previous research on the impact of employee engagement on staff performance supports this.

Research conducted by Anita and Chandra shows that Employee Engagement has a significant influence on employee performance (Anita, 2014; Chandra; Cindy; Remiasa; Marcus, 2018). However, it is inversely proportional to the research conducted by Azizah and Gustono, which states that Employee Engagement has no effect on employee performance (Azizah, Azmi; Gustomo, 2015).

Employee engagement can have an impact on both employee performance and work happiness. A simple explanation for job satisfaction can be found by asking what motivates people to come to work, what makes them happy in their jobs, and why they don't want to quit their existing jobs. Job happiness is one of the variables that might motivate employees to perform well. Previous study on the influence of employee involvement on job satisfaction is provided below.

Research conducted by Poornima Tejpal shows that Employee Engagement has an effect on job satisfaction (Abu Khalaf, 2018; Kurnia, 2019; Tejpal, 2015). However, it is inversely proportional to research conducted by Zeynep Yesim, Bruce, and Andriana, which states that Employee Engagement has no effect on job satisfaction. This shows that there are still discrepancies regarding the results of previous studies (Yesim Yalabik, 2016).

Job satisfaction is also a very prominent factor in identifying the level of employee performance. The following is previous research regarding job satisfaction and employee performance. The findings of the research by Decky stated that variable job satisfaction has a significant effect on employee performance. Next, the research conducted by Sawitri showed that Employee performance is influenced by job happiness. Based on previous theory and research, Employee engagement is an intriguing topic to investigate because it is an individual commitment that underlies the creation of organizational commitment, which will result in optimal performance and be accompanied by job satisfaction because employees are willing to express themselves totally in their work. In this study, researchers wanted to find out how employee engagement influences employee performance through job satisfaction (Sawitri, 2016; Winowoda, 2019).

Job satisfaction studies on the effect of engagement among workers on employee performance was conducted at the PT. State Savings Bank (Persero) Tbk Sharia Branch Office. PT. State Savings Bank (Persero) Tbk Sharia Branch Offices always prioritize good service quality, maintain timeliness, and serve with high effectiveness to maintain the company's existence. Researchers are interested in making PT. State Savings Bank (Persero) Tbk Palembang Sharia Branch Office an object of research because PT. State Savings Bank (Persero) Tbk Palembang Sharia Branch Office has good performance. This can be seen from the various awards that have been achieved in Table 1.

Table 1: Achievements of PT. State Savings Bank (Persero) Tbk. Palembang Sharia Branch Office

Year	Achieved awards
2014	National winner of the best front-liner award in the security category
2017	2nd place in the national best front-liner award in the teller service category
2017	National winner of the best front-liner award in the security category
2018	2nd place in the national best front-liner award in the category of financing services

The achievements that have been obtained certainly cannot be separated from the role and human resources of PT. State Savings Bank (Persero) Tbk. Palembang Sharia Branch Office. Good

employee performance results in the achievement of goals and the company's success in achieving the set targets. In improving employee performance, of course, there are several factors that can improve performance, one of which is employee engagement and job satisfaction. Based on the theory and research gap that have been presented, researchers are interested in conducting research at the PT. State Savings Bank (Persero) Tbk Palembang Sharia Branch Office on the Impact of Employee Engagement on Employee Performance with Job Satisfaction as an Intervening Variable.

## 2. Research Methods

The research that will be carried out is field research, namely by conducting surveys or going directly to the research object, PT. Sharia Branch State Savings. This is referred to as quantitative research. Sugiyono defines quantitative research as "research which focuses on testing theories through numerical measurements of research variables and statistical data analysis." The population in the study was 58 people; the sampling technique was saturated, that is, all populations were used as samples. Sources of data in the study used primary data by distributing questionnaires regarding research using a Likert scale. The following indicators are used in this study.

### a. Employee Engagement (X)

Based on Schaufelli's view, employee engagement is something positive, full of meaning and motivation, and characterized by vigor, dedication, and absorption. The attachment indicators, according to Schaufelli, are aspects of vigor, aspects of dedication, and aspects of absorption.

### b. Employee performance (Y)

Employee productivity is essentially what an employee does and does not do. According to Robbins, the indicators for measuring individual employee performance are quantity, quality, timeliness, independence, effectiveness, and work commitment.

### c. Satisfaction (M)

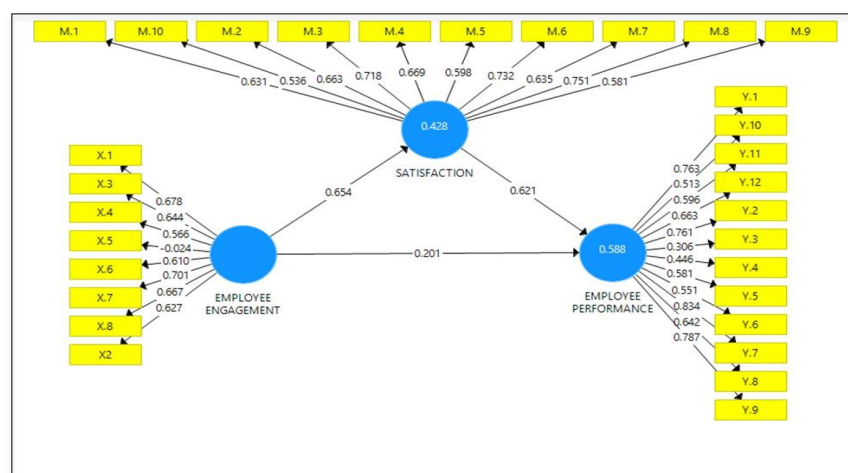
According to Luthans (2006), satisfaction is a positive attitude towards work. There are several indicators of job satisfaction, namely income or salary, The job itself, advancement prospects, supervision, and colleagues. The data in this study will be processed using SmartPLS version 3.0. Processing using SmartPLS is believed to be able to answer the hypothesis of this study.

## 3. Results and Discussion

### a. Research Result

#### 1) Outer Loading Factor

Figure 1. Outer Loading – Initial Model



Outer loading shows the loading factor for the indicator's value. The red color indicates a loading factor value of less than 0.7, which means the item is invalid, while the green color indicates a loading factor value exceeding 0.7, which means the item is valid. Indicators with a value of  $<0.7$  must be dropped from the model and re-estimated to re-examine the validity of the outer factor indicators.

From the results of the outer loading test, it was found that there were 22 indicators

whose value was  $<0.70$  and had to be removed from the model, then re-analyzed, and the following results were obtained:

Figure 2. Outer Loading – Final Mode

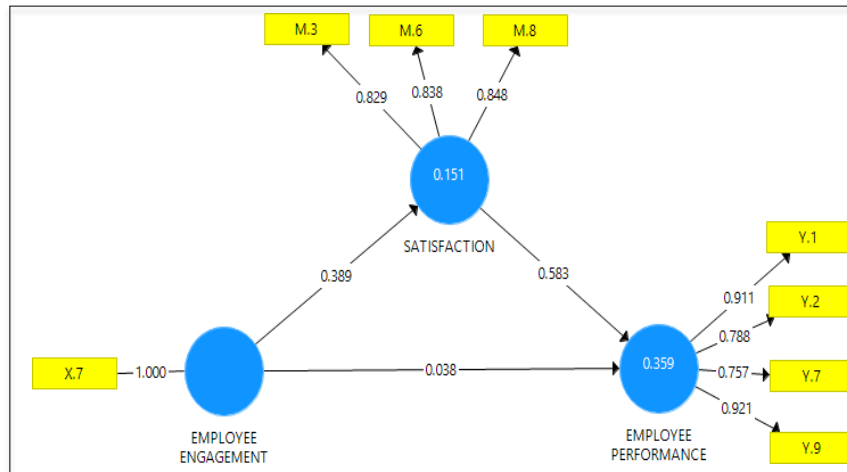


Table 2. Outer Loading

	Employee Engagement	Employee Performance	Satisfaction
M.3			0.829
M.6			0.838
M.8			0.848
X.7	1.000		
Y.1		0.911	
Y.2		0.788	
Y.7		0.757	
Y.9		0.921	

According to table 2, all research indicators already have an outer loading value of  $> 0.70$ , which means that they are acceptable or considered to have validation to explain latent constructs.

## 2) Reliability and Validity Test

Convergent validity, discriminant validity, and average extracted (AVE) tests were performed on the PLS construct validity. The consistency of measuring tools in measuring concepts as well as the consistency of respondents in answering tools are both evaluated using the reliability test. The instrument is thought to be dependable if a person's response to a statement is regular and stable. If a construct has a Cronbach alpha  $> 0.70$ , a composite reliability  $> 0.70$ , and an Average Variance Extracted (AVE)  $> 0.50$ , it is considered reliable.

Table 3. Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	1.000	1.000	1.000	1.000
Employee Performance	0.866	0.870	0.910	0.718
Satisfaction	0.791	0.803	0.877	0.703

All of the variables in the aforementioned table have Cronbach's alpha values and composite reliability values that are higher than 0.70; as a result, the indicators used in this study variable are thought to be reliable. All research variables have an AVE value more than 0.50, suggesting that all indicators and variables are regarded genuine. The table illustrates the validity of using the Average Variance Extracted (AVE) value with a value of >0.50.

### 3) Discriminant Correlation Test

Table 4. *Discriminant Validity*

	<b>Employee Engagement</b>	<b>Employee Performance</b>	<b>Satisfaction</b>
Employee Engagement	1.000		
Employee Performance	0.264	0.847	
Satisfaction	0.389	0.598	0.839

Employee Engagement's AVE root value is 1,000, employee performance's AVE root value is 0.847, and employee satisfaction's AVE root value is 0.839. The value obtained is shown in Table 4 and is more than 0.70 for each indicator on cross-loading. All of the latent variables in this study have strong construct and discriminant validity, as evidenced by the fact that when the AVE root values are compared, each of these values is greater than the correlation between other factors.

### 4) Model Structural Testing

Model structural testing examines the relationship between the study model's constructs, significant value, and R-Square. You can evaluate the impact of some independent factors on the dependent variable using the R-Square value. Table 5 displays the predicted value of R-Square.

Table 5. *Discriminant Validity*

	<b>R Square</b>	<b>R Square Adjusted</b>
Employee Performance	0.359	0.335
Satisfaction	0.151	0.136

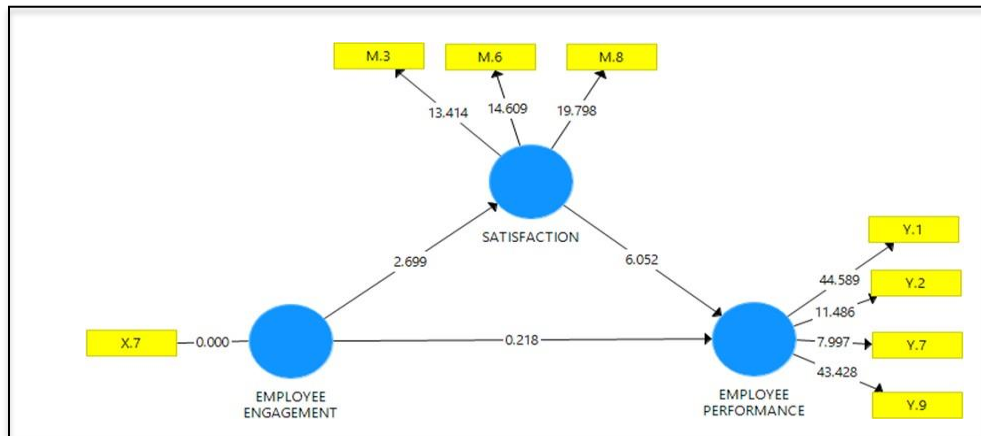
According to the table above, the R-Square value for the Employee Performance variable is 0.359, or 35.9%, and the remaining 35.9% is influenced by additional variables not investigated by the author. While the R-Square value for the Satisfaction variable is 0.151, or 15.1%, this suggests that the Employee Engagement factor may explain the magnitude of the satisfaction component. While additional factors not investigated by the author account for 84.9%.

### 5) Findings from Direct and Indirect Effects

To ascertain whether or not the proposed hypothesis is accepted, hypothesis testing is used. Using SmartPLS 3.0, bootstrapping was performed to evaluate hypotheses. The hypothesis is accepted if the t-value exceeds the critical value or the significant threshold is set at 0.05. According to path diagram 2 and table 6, the t statistics value for the 5% significant level is 1.96. The original sample value, p value, or t statistics are utilized as a benchmark when deciding whether to accept or reject the hypothesis, according to the path

coefficient. The hypothesis is accepted if the p value is less than 0.05 or the t statistics value exceeds the t table.

Figure 3 Diagram Path



## b. Discussion

Table 6. Research Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Employee Engagement -> Employee Performance	0.038	0.020	0.172	0.218	0.828
Employee Engagement -> Satisfaction	0.389	0.416	0.144	2.699	0.009
Satisfaction -> Employee Performance	0.583	0.612	0.096	6.052	0.000

### 1) The Effect of Employee Engagement on Employee Performance

The t-statistic value of Employee Engagement on Employee Performance is 0.218 < 1.96, or it can be seen that the p value is 0.828 > 0.05. The original sample value was positive at 0.038, indicating that the direction of the relationship between employee engagement and employee performance is positive. From these results, it can be concluded that employee engagement has no direct effect on employee performance.

Employee engagement is defined as an employee's favorable attitude or behavior toward work and the organization, marked by sentiments of passion, dedication, and obsession with accomplishing company objectives and success. An employee with a high level of engagement with the organization understands and cares about the operational environment of the organization, is enthusiastic at work, can collaborate with fellow workers, speaks positively about a company, and goes above and beyond organizational expectations.

According to theory and some previous research, Employees that are highly engaged are motivated to raise their productivity, are open to new challenges, and believe that their work has value for them. This will improve employee performance, productivity, and company growth. However, in the context of the Islamic banking industry, this participation has no effect on employee performance, according to this study (Sari et al., 2020).

The factor that causes this to happen is that the motivation of Islamic banking employees is not the same as the performance of conventional employees. The motivation to achieve *falah* is the main foundation that every Muslim wants to achieve. (Bayumi & Jaya, 2018), so do employees who work in Islamic banks. So that the motivation to promote Islamic banking is not only measured through worldly ties (Bayumi et al., 2022). Of course, it is interesting to do further research on the role of variable religiosity on employee performance.

## 2) Effect of Employee Engagement on Satisfaction

Employee Engagement on Satisfaction has a t-statistic value of  $2.699 > 1.96$ , and the p value is  $0.0090.05$ . The original sample value of  $0.389$  was positive, indicating that the link between employee engagement and satisfaction is positive. Based on these findings, it is possible to conclude that employee involvement has a positive and significant effect on satisfaction. This suggests that at PT Bank Tabungan Negara (Persero) Tbk Palembang Sharia Branch Office, employee involvement has an impact on job satisfaction. This is consistent with prior research indicating that work satisfaction is a driver of employee engagement (Siswanto; Ajeng, 2019). Furthermore, there is evidence that indicates a favorable influence of employee involvement on job satisfaction. (Wibawa, Nugraha Hadi; Soedarsono, 2016).

Employee engagement has been linked to work satisfaction in previous research (Kurnia, 2019; Tejpal, 2015). The findings of this study are also supported by research by Cynthia (2015), which claims that job satisfaction has a positive impact on employee engagement. In this context, a person's sense of belief in the potential for action he wants to manifest is strengthened by positive words spoken.

A person's perception of job satisfaction may also result from a comparison of their own accomplishments to those of others. The individual will experience job satisfaction if the comparison is thought to be fair enough. If the comparison is unjustified, it will, however, bring up two options, namely, satisfaction, which happens when the employee feels benefited. If they feel inferior, both employees will be unsatisfied.

This is consistent with research by Siswanto (2019), which found that employee engagement is also influenced by work satisfaction. Additionally, earlier research has revealed a beneficial relationship between employee involvement and job happiness (Wibawa, Nugraha Hadi; Soedarsono, 2016). A person's perception of job satisfaction may also result from a comparison of their own accomplishments to those of others. The individual will experience job satisfaction if the comparison is thought to be fair enough. If the comparison is unjustified, it will, however, bring up two options, namely, satisfaction, which happens when the employee feels benefited. If they feel inferior, both employees will be unsatisfied.

## 3) Effect of Employee Satisfaction on Performance

Satisfaction with Employee Performance's t-statistic value is  $6.052 > 1.96$ , and the p value is  $0.0000.05$ . The original sample value is positive at  $0.583$ , indicating a positive link between employee performance and satisfaction. These findings suggest that employee performance is positively and significantly impacted by employee satisfaction.

Satisfaction, as a person's individual attitude towards the work he does, is influenced by many factors. Satisfaction can be caused by several factors. 1) equitable connections, including those between co-workers and those between subordinates and superiors; 2) career patterns related to career prospects expected by employees; 3) promotion as a step to achieving the career expectations of employees; and 4) assessment of the performance or work achievements achieved by each employee. From some of the findings and descriptions above, it can be concluded that there is a harmonious relationship horizontally and vertically, which is expected to give rise to job satisfaction (Suardi, 2020).

Job satisfaction must be owned by every employee in order to work well and

effectively. Employees must feel comfortable at work and valued by the company in order to develop their full potential. Job satisfaction will reflect their feelings towards the job they have. One of the dimensions of job satisfaction is the opportunity for promotion, which is the process of increasing the hierarchy of authority within a company (Triadi & Ekawaty, 2021).

This study has proven empirically that satisfaction affects employee performance. This should be a concern, and it should be an important point for the company that the growth of a company must start with providing satisfaction to various aspects of the company. To achieve satisfaction, it is necessary to have integration and interconnection between elements in a company (Bayumi & Jaya, 2018). The need for collaboration and mutual effort to achieve certain goals of the company.

#### 4) Satisfaction as an Intervening Variable and the Impact of Employee Engagement on Employee Performance

Table 6. Research Result

	OriginalSample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STD EV )	P Values
Employee Engagement -> Satisfaction -> Employee Performance	0.227	0.256	0.102	2.223	0.030

The t statistic value is  $2.223 > 1.96$ , meaning the P value ranges from 0.030 to 0.05. Since the sample's starting value is positive (0.227), it can be concluded that performance and satisfaction as an intervening variable have a good correlation with employee engagement. The indirect impact results show that employee engagement has a positive and considerable impact on employee performance, with satisfaction serving as the intermediary variable.

This empirical research demonstrates that job happiness affects employee performance through influencing employee engagement. Employee engagement refers to the commitment, zeal, and focus of employees that come from a happy, contented mental state and the working relationship. Employee self-identity with the organization increases if they feel a part of it. Employees' sense of self and connections to the company can foster dedication and boost productivity. So that employee performance cannot be achieved only by increasing employee engagement but must go through a process of making employees feel satisfied with the rights and obligations obtained from the company.

#### 4. Conclusion

Based on empirical testing, it can be concluded that employee engagement does not directly affect employee performance. The second finding is that employee engagement has a direct, positive, and significant effect on satisfaction; the third finding is that satisfaction directly has a positive and significant effect on employee performance; and the fourth finding is that satisfaction indirectly has a positive and significant effect on employee performance. Based on empirical testing, it can be concluded that employee engagement does not directly affect employee performance.

The findings of this study offer recommendations for further investigation into the relationship between characteristics related to religion and worker performance in organizations that adhere to sharia, or Islamic law. For the expansion of the Islamic banking sector globally, so that it has competitiveness and can develop the people's economy, it is necessary to quantify religious values in order to test their impact on employee performance.



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