



Influence Employee Engagement and Perceived Organization Support on Job Satisfaction as an Intermediary Variable in Employee Performance

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Abstract

This research aims to analyze the direct influence of employee engagement and perceived organizational support on employee performance. Apart from that, it also analyzes the role of job satisfaction in mediating the relationship between employee engagement and perceived organizational support on employee performance. The sample for this research consisted of 160 respondents using a saturated sampling method. Hypothesis testing uses SEM-PLS analysis via the Smart PLS 4.0 application. The research results show: 1) employee engagement has a beneficial and important impact on worker performance; 2) Employee performance is positively and significantly influenced by perceptions of organizational support; 3) Employee performance is positively and significantly influenced by job satisfaction; 4) the impact of employee involvement on job satisfaction is very good and worthy of attention; 5) the perceived organizational impact on job satisfaction is good and substantial; 5) employee performance is mediated by job satisfaction on employee engagement, and 6) employee performance is mediated by job satisfaction and perceived organizational support.

Keywords: Employee engagement, perceived organization support, job satisfaction, employee performance.

INTRODUCTION

One of the most important things for a company is the quality of the employees who work in it. If there are quality human resources, this can have an impact on company performance because the performance of business members is indirectly correlated with the business development process. According to (Umihastanti & Agus, 2022) explain that an organization can be categorized as the best if it has good employee performance.

Performance is the final result of individual or group work in an organization, which includes responsibility, authority, duties, and roles (Umihastanti & Agus, 2022). According to (Nur et al., 2021), the performance assessment and evaluation process can be used to measure employee performance levels. This allows the company to know the extent of its employees' abilities in the process. Numerous elements pertaining to an organization's corporate environment and workforce have an impact on employee performance. One such one is employee involvement (employee engagement).

The gross NPL ratio level in 2022 is higher than in 2021. The ratio increased due to the Covid-19 pandemic so customers

were unable to repay their loans. The existence of several customers experiencing bad credit is partly due to the uncertainty of economic conditions which have not fully recovered after the pandemic, thus triggering problems for companies and employees.

With the existing problems, there are several problematic phenomena at Bank BPR Surya Yudha Kencana, namely a decrease in morale or dedication which is lacking because the work they do does not reach the target. With a pick-up and drop-off system or employees going directly to the customer's house, when the customer cannot repay the loan, the employee is lazy about working. Apart from that, there are heavy work demands in handling credit customers so employees sometimes complete their work not on time and are even neglected, because employees do not have seriousness, enthusiasm, and persistence in doing the work. And employees who lack a sense of engagement can affect employee performance, therefore all employees are expected to contribute fully to the company's success. This problem is similar to the engagement dimension, namely Vigor, Dedication, and Absorption.

According to (Katili et al., 2021), employee engagement is defined as the extent to which a person can fully involve himself in his work and is committed to achieving organizational goals by providing his best performance and expressing himself physically and emotionally about his work. Highly engaged employees will perform more than “good enough.” They work by committing to goals, use intelligence to decide how to effectively accomplish jobs, monitoring on their behavior to make sure they're doing things correctly, following the goals to be achieved, and deciding to correct if necessary (Thomas, 2009).

According to (Eisenberger et al., 1986) perceived organizational support (perceived organizational support) employee confidence in the company where they work. Employee perceptions of the organization's appreciation of their efforts and concern for their well-being may rise as a result of these factors. Companies that pay attention to and appreciate the performance of their employees by providing awards in the form of compensation, promotions, and recognition will keep employees loyal. If an employee feels that he or she is not appreciated and cared for by the company, they will feel uncomfortable, become dissatisfied, and leave the company, the performance of employees is also impacted by this (Mujiasih, 2015)

Job satisfaction is a happy emotional state or positive emotion that comes from assessing one's job or work experience. Where job satisfaction is the result of employees' views regarding how the work they do provides important value (Luthans, 2012). If staff members feel satisfied and comfortable with their work environment, they will put more effort into their work, which in turn will open up opportunities for company success. In this way, employee productivity and work results will increase optimally, so that the company can be successful.

Previous research that studied employee engagement still found research gaps that found differences in the results of one researcher and another. The results of research by (Munparidi, 2020) and (Haedar et al., 2021) state that Employee Engagement has no significant effect on employee performance. Meanwhile, research conducted by (Fidyah & Setiawati, 2019) and (Chaerunissa & Pancasasti, 2021) stated that the results of the Employee Engagement research were favorable and had noteworthy effects on employee performance.

The above research on employee engagement is important to do even though many have previously researched it. Given that there are still inconsistencies in some research, this can attract researchers by increasing job satisfaction (job satisfaction) as mediation. From several studies, I as a researcher want to take the title "Influence Employee Engagement and Perceived Organization Support on Employee Performance through Job Satisfaction as mediation at Bank BPR Surya Yudhakencana Pusat Banjarnegara”.

LITERATUR REVIEW

Employee Engagement

According to (Dessler, 2015), employee engagement is important because both employee behavior (including turnover) and organizational performance reflect whether the employee is "engaged". For example, business units with the highest levels of employee engagement have an 83% chance of performing above the company median, while those with the lowest employee engagement only have a 17% chance. Actions supporting employee engagement to ensure employees include: obtaining an appreciation of how their division contributes to the company's achievements, observing how their job helps the organization reach its objectives, and feeling a feeling of satisfaction from working there.

According to (Robbins, S. P., & Coulter, 2010) employees who have a high level of enthusiasm will be enthusiastic in carrying out their work. On the other hand, if employees have a low level of participation, they tend to not care and are not enthusiastic about working. A person can be said to have employee engagement when that person carries out their work with enthusiasm, passion, and totality in completing their tasks (Schaufeli et al., 2002)

Perceived Organization Support

The concept of Perceived Organizational Support pertains to the belief held by workers that their contributions are valued and that the organization is concerned about their welfare (Neves & Eisenberger, 2014) In addition, Eisenberger et al., (1990) explained POS as employees' perceptions of the extent to which the organization respects and pays attention to their interests and welfare through consistent policies and actions.

According to (Köhler et al., 2015) stated that there are three results of social support: positive orientation towards work and the organization, subjective well-being, and behavior change. Organizational obligations, trust, and expectations increase for employees. In turn, employees will feel that their efforts and opinions are valued by the company, resulting in an affective commitment to the organization. In the end, a pleasant work experience will encourage employees to carry out their daily work. In addition, emotional feelings and assessments of the level of job satisfaction will be influenced by organizational support.

Employee performance

Performance is the result of work compared with standards determined by the organization and the success or failure of implementing employee duties is determined by the work results achieved over some time. According to (Mathis & Jackson, 2012) performance is how well employees do their work when compared to a set of standards and then communicate that information.

The definition of performance according to (Edison, 2017), performance refers to the outcome of a procedure that is measured over a predetermined period of time using pre-established agreements or regulations. Employee performance which is formed from the encouragement or motivation of employee work is a form of support for achieving organizational goals (Darmawan et al., 2020).

According to the definition (Robbins & Judge, 2008) performance is the outcome of the labor that an employee successfully achieves in accordance with certain criteria that have been determined previously, In contrast, according to (Mangkunegara, 2013) performance is a result of work that an employee successfully achieves in carrying out a job in accordance with the assigned tasks. charged and the results of their work can be measured in terms of quantity and quality. Good quality and quantity of employee work will certainly result in good performance, and vice versa, so this will be a special concern in an organization to achieve effective and efficient goals by improving employee performance (Weny et al., 2021).

Job satisfaction

One of the relationships between organizations and employees is job satisfaction (Arifin & Mardikaningsih, 2022). To maintain employees, management needs to develop employee job satisfaction. According to (Rudolph et al., 2016) defined an individual's attitude toward their current employment, their emotive responses, and their overall feelings from the work experience as their level of job satisfaction. When employees are happy with their jobs, they approach their work with optimism, happiness, and a strong sense of motivation. Encouraging these feelings in workers ought to be an ongoing responsibility of organizational management (Darmawan et al., 2020).

According to (Luthans et al., 2007) employee job satisfaction is a positive feeling that is formed from the employee's assessment of his work based on the employee's perception of how good his work is, which means that what is obtained at work meets what is considered important. According to (Robbins & Judge, 2008) job satisfaction is defined as positive feelings about one's job. People who are very satisfied with their jobs have positive feelings about their jobs, whereas people who are dissatisfied are more likely to have negative feelings about their jobs.

According to (Robbins, S. P., & Coulter, 2010), job satisfaction is the attitude that a person usually shows towards their work. When someone talks about the attitudes of their employees, they are usually talking about their job satisfaction; employees who are very satisfied with their jobs will have a more positive attitude towards their work, while employees who are less satisfied with their jobs will have a more negative attitude, which in turn will have less impact.

RESEARCH METHODE

This study's population consists of all employees of Bank BPR Surya Yudha Kencana Pusat Banjarnegara, totaling 160 people. The samples in this research were all employees of Bank BPR Surya Yudha Kencana. This study employs a non-probability sampling strategy using saturation sampling, where every member of the sample is a member of the population. Meanwhile, to analyze the data using SEM with the PLS program.

Employee leadership is measured using dimensions developed by (Schaufeli et al., 2006), which consists of vigor,

dedication, and absorption. Then employee performance is assessed based on the dimensions developed by (Edison, 2017) consisting of targets, quality, time, and adherence to principles. Meanwhile, Perceived Organization Support is assessed based on dimensions developed by Eisenberger et al., (1997) consisting of appreciation, development, working conditions, and employee welfare. Finally, job satisfaction is measured using dimensions developed by Luthans, (2006) consisting of the job itself, income/wages, prospects for advancement, and colleagues.

RESEARCH RESULTS AND DISCUSSION

Table 1 presents the findings of the validity test analysis (Convergent Validity). From the instrument testing results, all question items are valid with a correlation value above 0.7

Table 1 Results Loading Factor

Indicator Variable	Loading Factor	Result
EE4	0.770	Valid
EE5	0.742	Valid
EE6	0.786	Valid
EE7	0.775	Valid
EE8	0.735	Valid
EE9	0.719	Valid
K1	0.776	Valid
K2	0.769	Valid
K3	0.776	Valid
K4	0.740	Valid
K5	0.787	Valid
K6	0.769	Valid
K7	0.762	Valid
K8	0.784	Valid
K9	0.765	Valid
K10	0.799	Valid
K11	0.739	Valid
KK1	0.724	Valid
KK2	0.804	Valid
KK3	0.813	Valid
KK4	0.810	Valid
KK5	0.720	Valid
POS1	0.776	Valid
POS2	0.752	Valid



Indicator Variable	Loading Factor	Result
POS3	0.799	Valid
POS4	0.751	Valid
POS5	0.720	Valid
POS6	0.751	Valid
POS7	0.737	Valid
POS8	0.701	Valid

Reliability Test

Table 2 Cronbach Alpha, Composite Reliability dan AVE

	Cronbach's alpha	Composite reliability (rho_a)	AVE	Result
EE	0,906	0,909	0,57	Reliable
K	0,931	0,933	0,561	Reliable
KK	0,833	0,834	0,593	Reliable
POS	0,888	0,892	0,601	Reliable

Table 2 shows that the value Cronbach Alpha for all constructs in this study above 0.7 (>0.7), the value Composite Reliability for all constructs in this study above 0.6 (>0.6), then the AVE value for all constructs in this study is above 0.5 (>0.5). Thus it can be concluded that the conditions reliability in this research is fulfilled or all constructs are reliable. So all constructs have met the criteria and can be used to continue research.

Structural Model Analysis (Inner Model)

After successfully testing and validating the external model (outer model), the next step is to carry out testing on the internal model (inner model) or structural model. The model test in PLS was evaluated using the R-square value (R2).

Table 3 R-Square test

	R-square	R-square adjusted
Employee Performance (K)	0,525	0,515
Job Satisfaction (KK)	0,491	0,484

Table 3 shows that adjusted R-square value for employee performance of 0.525. This means that the variability of employee performance constructs can be explained by employee engagement, perceived organization support, and Job Satisfaction 52.5% while the rest was explained by other variables outside the model studied, namely 47.5%.

Meanwhile, the adjusted R-square value for job satisfaction is 0.491 or 49.1%. This means that the job satisfaction variable is influenced by the exogenous variable, namely employee engagement and perceived organization support, and the remaining 50.9% is influenced by other factors.

Hypothesis test

Hypothesis testing can be measured through the results of Inner Model testing, which includes measurements such as r-square output, coefficient parameters, and t-statistics. The importance of significance values, t-statistics, and p-values is to evaluate whether the proposed hypothesis can be accepted or rejected. The research hypothesis testing method was carried out using Smart PLS software which involves a bootstrapping procedure. The rule of thumb used as a benchmark is when the t-statistic is greater than 1.96 and the significance level is 0.05 (5%), and has a positive beta coefficient.

Table 4: Path Coefficient

	Original sample (O)	Sample mean (M)	Std. Dev .	T statistic s	P value s
EE -> K	0,357	0,362	0,08	4,343	0,000
YES-> KK	0,307	0,309	0,07	4,269	0,000
KK -> K	0,264	0,261	0,09	2,789	0,005
POS -> K	0,230	0,233	0,09	2,556	0,011
POS-> KK	0,486	0,486	0,07	6,724	0,000

Table 5 Indirect Effects

	Original sample (O)	Sample mean (M)	Std. Dev .	T statistic s	P values
EE -> KK -> K	0,081	0,080	0,03	2,383	0,017
POS -> KK -> K	0,128	0,127	0,05	2,569	0,010

Employee engagement and performance have a considerable relationship, as Table 5 illustrates. It can be seen that the employees of Bank BPR Surya Yudha Kencana Banjarnegara have increased employee engagement in carrying out their work, it is indicated that employees feel full of energy, very enthusiastic about their work, and feel happy. Increasing employee engagement This means that employees will improve their performance, which is characterized by employees always working based on existing procedures to fulfill good quality work, in completing work targets, employees are always on time so that the organization is satisfied with the quality of work that employees produce.

This empirical study is according to the study conducted by (Wicaksono & Rahmawati, 2020); (Pongton & Suntrayuth, 2019); (Umihastanti & Agus, 2022); (Ahakwa et al., 2021);



(Maryati & Astuti, 2022); (Sungmala & Verawat, 2021) that employee engagement has a positive and significant influence on employee performance.

The results of the analysis are that perceived organization support positive and significant effect on performance. It can be seen that the organizational support provided by Bank BPR Surya Yudhakencana is considered capable of meeting the needs of employees, such as being willing to help employees when they need special assistance, caring about employee complaints, giving awards to employees if employees provide good performance, and providing opportunities for employees. to develop further.

So that employees of Bank BPR Surya Yudhakencana Banjarnegara Center with perceived organizational support If the employee is high, the employee will have a sense of responsibility that the employee will reciprocate by improving his/her performance which is indicated by the employee complying with the rules and regulations within the company, the employee being able to achieve the targets set by the company and the employee being able to complete the work accurately according to company standards.

The results of this study are in accordance with previous research conducted by (Chen et al., 2020) ; (Yücel et al., 2020) ; (Dewi & Wibawa, 2023); (Umihastanti & Agus, 2022) ; (Metria & Riana, 2018) where the research results show that perceived organization support has a positive and significant influence on employee performance.

The results of the analysis show that job satisfaction has a positive and significant effect on employee performance. This shows that the higher the job satisfaction felt by the employees of Bank BPR Surya Yudhakencana Pusat Banjarnegara, the higher the employee performance produced. If workers are happy with their jobs, this will result in maximum employee performance. The satisfaction that occurs at Bank BPR Surya Yudhakencana Pusat Banjarnegara can be seen in employees feeling satisfaction with good cooperation between co-workers, satisfaction with their work, satisfaction with the opportunities for promotion and promotion within the company, satisfaction with supervision from superiors and satisfaction With the salary you get, this can be a motivation to produce a good performance. So that job satisfaction can improve employee performance. The findings of this study are by previous research conducted by (Sabil, 2021); (Helmi & Abunar, 2021); (Al-Ali et al., 2019); (Giyanita, 2021); (Haedar et al., 2021) where the research results show that employee performance is significantly and favorably impacted by work satisfaction.

The results of the empirical study show that employee engagement is able to increase employee job satisfaction at Bank BPR Surya Yudhakencana Pusat Banjarnegara. Thus, it can be said that the higher the level of employee attachment to the organization, the higher the level of job satisfaction felt by the employee. The results of this study are in accordance with those carried out by (Kosec et al., 2022); (Reissova & Papay, 2021); (Fitria & Linda, 2020); (Al-dalalmeh et al., 2018);

(Tamrin, 2021); (Suhery et al., 2020) that employee engagement can increase employee job satisfaction.

The study results show that organizational support can increase job satisfaction. This can be proven by employees at Bank BPR Surya Yudhakencana Pusat Banjarnegara receiving support from superiors, the existence of supportive company policies, and the existence of a facilitating work environment. Thus, it can be said that the higher the support given to employees accompanied by employee career guarantees which are well supported by Bank BPR Surya Yudhakencana Pusat Banjarnegara, the more satisfied employees will be with what they receive, the level of employee job satisfaction will be higher. The results of this research are by previous research conducted by (Maan et al., 2020); (Aban et al., 2019); (Sari, 2019); (Umamy et al., 2021); (Purba et al., 2019) where the findings of the research indicate that job satisfaction is positively and significantly influenced by perceived organizational support.

The analysis's findings demonstrate that job satisfaction significantly influences employee performance and that employee engagement positively and significantly influences job satisfaction indirectly. It can be seen that employees feel engaged and have high levels of energy and mental resilience when doing work, like challenges and always being enthusiastic about trying new things and having loyalty to their work will increase their sense of satisfaction at work. This satisfaction can be characterized by their enthusiasm for going to work and feeling satisfied with the contribution they have made to the Company. This job satisfaction can increase employee performance and productivity. The results of this research are in accordance with previous research conducted by (Abu Khalaf et al., 2019); (Tafsir et al., 2022); (Fidyah & Setiawati, 2019), (Siswanti & Pratiwi, 2020); (Al-dalalmeh et al., 2018); (Chaerunissa & Pancasasti, 2021) that the impact of employee engagement on employee performance can be mediated by job satisfaction.

The analysis's conclusions demonstrate that employee performance is significantly impacted by perceived organizational support. Bank BPR Surya Yudhakencana Banjarnegara staff members perceive the organization to be caring, feel valued for their work, receive attention, and receive support in their personal growth, all of which contribute to strong staff performance.

The research results show that perceptions of organizational support will influence employee performance through job satisfaction. Where job satisfaction functions as a mediator between these two variables. When employees feel satisfied with their jobs because they get enough support from the organization, they tend to be more motivated to do their jobs better, improving their overall performance. The results of this research are by previous research conducted by (Siregar & Pasaribu, 2022); (Marbun & Jufrizen, 2022); (Umamy et al., 2021); (Wijaya & Ie, 2021); (KARAALIOĞLU & KARABULUT, 2019) stating that job satisfaction can mediate the influence perceived organization support on employee

performance in their periodicals and get indexed by number of sources.

CONCLUSION

Empirical studies show that organizations have created good services. Employee engagement, perceived organizational support, job satisfaction, and employee performance are proven to be high. Other findings from empirical studies show that employee engagement and perceived organizational support can increase employee satisfaction and performance in high organizations. Apart from that, satisfaction can improve employee performance and mediate the relationship between employee engagement and perceived organizational support on employee performance.

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