



Article

Investigating the Role of Job Satisfaction in the Relationship between Employee Engagement and Organizational Support on Employee Performance

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Abstract: Performance is one of the factors that become a benchmark for both subordinates and subordinates in assessing the results of the work itself, with good performance will proclaim that employees have worked optimally and as they should, human resources are one of the success factors of an organization so that the organization has the responsibility of managing the organization optimally, especially in managing the human resources owned, The purpose of this study is to determine the causality relationship between the variables of employee engagement and organizational support to job satisfaction and employee performance, both directly and indirectly. The sample used in this study was the entire population, namely PT. KIE has a total of 68 respondents, the data collection method is in the form of distributing questionnaires and will then be processed using the Smart-PLS statistical tool version 3.0. The result of this study is that employee engagement variables have a significant positive influence on job satisfaction and employee performance, and organizational support variables have a significant positive influence on job satisfaction variables but do not have an influence on employee performance. Job satisfaction influences employee performance variables. The job satisfaction variable has a positive and significant influence in mediating the relationship between employee engagement variables and employee performance variables but is not able to mediate the relationship between organizational support variables and employee performance.

Keywords: organizational support, employee engagement; job satisfaction; employee performance.



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1. Introduction

The success of the company in achieving goals is greatly influenced by the role of employees (Iskamto, 2020; O'Brien et al., 2007). Without employees, the company cannot realize all the plans it has made, because it is in the hands of employees that all will be able to develop by increasing extra-role behavior. This behavior is called Organizational Citizenship Behavior (OCB). Human resources play an important role in a company as a driver of activity

in the company (Garg, 2014; Iskanto, 2020; Soliman & Spooner, 2000). The importance of human resources for the continuity of the progress of a company, the company must pay special attention to employees as human resources and it is natural that company owners view human resources as more than just company assets and become partners in trying. Employees in the company as human beings become thinkers, planners and controllers of the company's activities. Without quality human resources, the organization will not run well, therefore it is necessary to pay attention to the factors that can make the organization run well which is realized with the productivity of the organization increasing. Resilient human resources are needed by companies in the face of economic globalization. Because in its development when human resources play an important role in supporting company operations, the better the human resources in a company, the easier the company is to achieve its targets. High quality standards in the company are indispensable because it will be an opportunity for the company to advance bigger.

Company failure can be seen from the decrease in employee involvement which can be seen from the low behavior of employees in a company such as being lazy at work, often the longest at work, not obeying company rules and lack of concern for workers and colleagues. Asrin et al. (2019) stated that employees who are not involved in their work will give rise to a less caring attitude towards work, namely only carrying out work according to orders, not focusing on work, relaxing at work, not taking advantage of work time to lead to a decrease in employee productivity and a decrease in company income. Companies that have high-engagement employees tend to have low employee rotation, high productivity, more shareholders, and better financial performance. This is evidenced by research by Towers Perrin (Robertson-Smith & Markwick, 2009) regarding the operating income of 50 financial companies, the results of the study found that companies with a high level of employee engagement (70 percent of employees) experienced an increase in operating income of up to 19.1 percent within a year and a combined additional income of more than 192 million.

2. Materials and Methods

The sample size is the number of samples to be taken from a population. According to Arikunto (2010) if the total population is less than 100 people, then the number of samples is taken as a whole, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25% of the total population. The number of samples in this study is the entirety of the total population, so the number of samples used is 68 people. The sample criteria used are as follows:

1. Employees have been working at PT KIE for more than 1 year.
2. Employees are permanent staff/employees.
3. Does not have a strategic position within the scope of PT. KIE

On the basis of the sample criteria above, the sample in this study and from the total sample of 68 employees were employees with the status of subordinates and did not occupy a strategic position at PT. KIE and then will be given a questionnaire and then will be answered and will be carried out a data analysis test which begins with tabulation activities on the answers given to the questionnaire and for the next time will be tested with the help of the Smart PLS data analysis tool.

In this study, the data used is quantitative because it is expressed by numbers that show the value of the amount of the variable it represents. Research data sources are divided into 2, namely primary data sources and secondary data sources (Sugiyono, 2018). The data source used in this study is primary data where data is obtained from the results of respondents' answers to the shared questionnaire and subsequently tabulated and analyzed with statistical aids. The study aims to verify the following hypotheses:

- H1 : Employee involvement has a positive and significant effect on job satisfaction.
- H2 : Organizational support has a positive and significant effect on job satisfaction.
- H3 : Employee involvement has a positive and significant effect on employee performance.
- H4 : Organizational support has a positive and significant effect on employee performance.
- H5 : Job satisfaction has a positive and significant effect on employee performance.
- H6 : Employee involvement has a positive and significant effect on employee performance with job satisfaction as a mediation variable.

3. Results

Discriminant validity is performed to ensure that each concept of each latent model is different from other variables. The table below shows the results of the validity of the discriminants of the research model by looking at the cross-loading values.

Table 1. Result of Discriminant Validity Testing (Cross-Loadings)

Item(s)	Employee Engagement (X1)	Organizational Support (X2)	Employee Performance (Y)	Job Satisfaction (Z)
X1.1	0.704	0.473	0.115	0.140

Item(s)	Employee Engagement (X1)	Organizational Support (X2)	Employee Performance (Y)	Job Satisfaction (Z)
X1.2	0.938	0.402	0.314	0.304
X1.3	0.789	0.339	0.051	0.114
X2.3	0.468	0.856	0.327	0.482
X2.4	0.371	0.887	0.514	0.397
Y1.1	0.368	0.486	0.847	0.574
Y1.2	0.042	0.253	0.802	0.475
Y1.3	0.153	0.393	0.720	0.386
Z1.2	0.220	0.521	0.276	0.627
Z1.4	0.202	0.260	0.519	0.819
Z1.5	0.215	0.396	0.601	0.864

Table 1 shows that the value of the loading indicator against the variables that form it has been greater than the value of the loading indicator against variables that are not the shaper, so it can be said that the data used is good or reliable. Average Variance Extracted (AVE) value describes the magnitude of the variants or diversity of manifest variables that a latent construct can have. An AVE value of at least 0.5 indicates a good measure of Convergent Validity. That is, the latent variable can explain on average more than half of the variants of its indicators.

Table 2. Result of Convergence Validity using Average Variance Extracted (AVE)

Variable(s)	Average Variance Extracted (AVE)
Employee Engagement (X1)	0.666
Organizational Support (X2)	0.760
Employee Performance (Y)	0.627
Satisfaction (Z)	0.603

The average variance extracted (AVE) derived value of all variables used in this study is located. Table 2 indicates that the AVE value is greater than 0.50. Thus, we can be concluded that there is no convergent validity problem in the model tested in this study. In addition to being measured by assessing the convergent validity and validity of the outer model, it can also be done by looking at the reliability of the construct or latent variables that are measured by looking at the composite reliability value of the indicator block that measures the construct. Composite reliability (CR) is better at measuring internal consistency compared to the Cronbach Alpha in SEM because CR does not assume the boot similarity of each indicator.

Table 3. Result of Composite Reliability Testing.

Variable(s)	Composite Reliability
Employee Engagement (X1)	0.855
Organizational Support (X2)	0.864
Employee Performance (Y)	0.834
Satisfaction (Z)	0.818

Table 3 captures the result of the composite reliability analysis test. The result shows that the composite reliability value for all constituents is above the value of 0.70. With the resulting value, all contractors have good reliability following the limit of the drinking value that has been required. Outer models can also be measured by looking at the reliability of constructs or latent variables measured by looking at the Cronbach alpha value of the indicator block that measures the construct. The construct is declared reliable if the value of Cronbach's alpha is greater than 0.60. The result of Cronbach alpha can be seen in Table 4 below:

Table 4. Result of Cronbach Alpha Testing

Variable(s)	Cronbach's Alpha
Employee Engagement (X1)	0.787
Organizational Support (X2)	0.685

Variable(s)	Cronbach's Alpha
Employee Performance (Y)	0.705
Satisfaction (Z)	0.661

Table 4 displays three variables used in this study, over all the variables obtained a Cronbach alpha value greater than 0.60. Thus, we can be concluded that the entire construct has good reliability by the minimum required limits.

3.1. Hypothesis Testing

Hypothesis testing is a temporary answer to the formulation of the problem, that is, one that asks about the relationship between two or more variables. The design of hypothesis testing is used to determine the correlation between the two variables studied. The following are the results of hypothesis tests that have been carried out (see Figure 1).

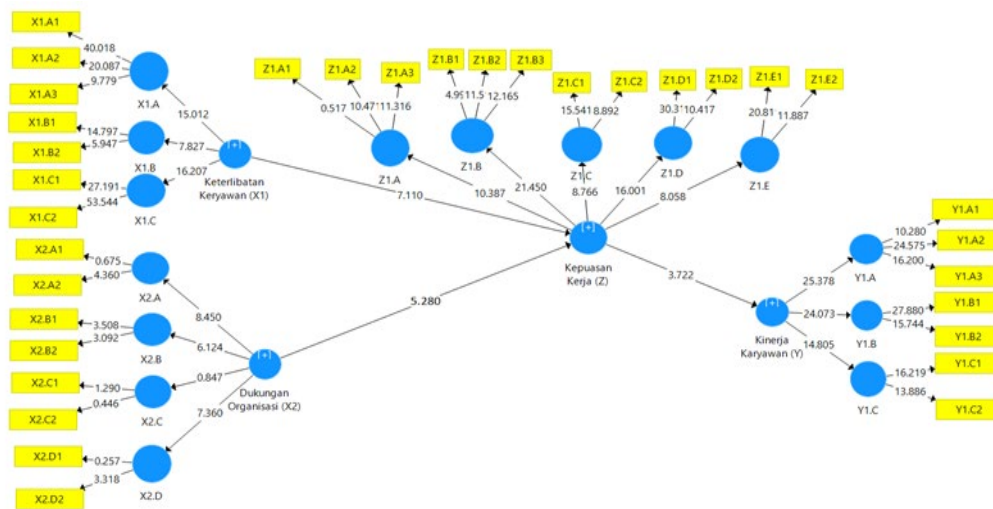


Figure 1. Result of PLS Bootstrapping

From the results of the hypothesis test in Figure 1 above, we identified that there is a relationship between variables that obtain values below the terms of acceptance of the hypothesis or are below 1.96. More details can be seen in the table below:

Table 5. The Result of Hypothesis Testing

Path Analysis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-stat	Sig.
Employee Engagement (X1) -> Job Satisfaction (Z)	0.518	0.512	0.090	5.729	0.000
Organizational Support (X2)-> Job Satisfaction (Z)	0.315	0.340	0.121	2.610	0.009
Employee Engagement (X1) -> Employee performance (Y)	0.404	0.395	0.109	3.715	0.000
Organizational Support (X2) -> Employee Performance (Y)	0.173	0.210	0.141	1.224	0.221
Job Satisfaction (Z) -> Employee Performance (Y)	0.391	0.388	0.168	2.322	0.021
Employee Engagement (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.202	0.200	0.092	2.211	0.028
Organizational Support (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.123	0.135	0.077	1.603	0.110

Table 5 describes the results of hypothesis testing. The result indicates that Employee Engagement and Organizational Support have a significant effect on Job Satisfaction. Also, Job Satisfaction has a significant influence on Employee Performance. Next, employee engagement has a significant effect on employee performance. Besides that, organizational support does not affect employee performance. The coefficient regression of employee engagement is 0.404, the standard deviation is 0.109, the t-stat is 3.715 and significant at the level 0.01 or P-Value = 0.000. It means that by assuming an increase in employee engagement of as much as 1 percent, employee performance will increase

as much as 40.4 percent. Also, this study found that job satisfaction mediates the relationship between employee engagement and employee performance.

4. Discussion

4.1. Effect of Employee Engagement Variables on Job Satisfaction

The result found that employee engagement has a significant positive update on job satisfaction, the results of this study indicate that the direct involvement of employees in completing a job in the organization can provide a sense of satisfaction for employees, this is because the employee is directly involved in the work process so that they can feel how the work process is until it is completed the work. By involving employees more often directly, it will encourage employees to be able to work optimally because with these activities the employee will feel that he will always be cared for by the organization so he/she will try to maximize his work and of course, that way the employee will feel satisfied because he feels that he has responsibility for all activities in the organization and the level of satisfaction that will be achieved will be maximum.

Employees play a very important role for a company, including the banking world, because employees are also the ones who determine the achievement or failure of the goals of a particular company. In order for employees to work to the maximum, then they must be tied up. Employees play a very important role for a company, including the banking world, because employees are also the ones who determine the achievement or failure of the goals of a particular company. In order for employees to work to the maximum, then they must be tied up. Based on the results of the study, it is known that employee involvement has a positive effect on job satisfaction, meaning that when employees have high employee involvement in the company, the higher the employee job satisfaction. The results of this study are the same as the study conducted by Noercahyo et al., (2021) which found that employee engagement can increase job satisfaction. Furthermore, it is also the same as research by Park & Gursoy, (2012) which states that employee engagement has a positive influence on job satisfaction. This result is also supported by an opinion (Batool & Niazi, 2014) concluding that employee engagement is positively related to job satisfaction. This shows that the higher the employee engagement, the higher the employee will have high satisfaction. A reward system that is not well designed can cause dissatisfaction.

4.2. Effect of Organizational Support Variables on Job Satisfaction

The result found that organizational support has a positive and significant influence on job satisfaction. The results of this study indicate that the support from the organization for employees at work will have an impact on the employee's job satisfaction, this is because the employee feels responsible for providing a reply to what has been given by the organization, so with the support by the organization, especially in supporting the work and employee activities, it will certainly have an impact on employee satisfaction itself.

An employee who has high job satisfaction will show a positive attitude towards his work. But if the level of job satisfaction is low then the employee will show a negative attitude toward his work so that there is no commitment to his organization and the performance achieved is not satisfactory. The support provided aims to increase efforts in appreciating employee contributions and meeting the socio-emotional needs of employees. Organizational support relates to how the organization assesses employee contributions and cares for the welfare of employees. Research conducted by Shore & Tetrick (1991) proves that organizational support correlates with Job Satisfaction, these two variables are considered to reflect the general belief in "humane" organizations, in which employees expect their needs to be met by organizations where unmet needs will lead to lower Job Satisfaction, lower commitments, as well as an increased level of employee turnover. The relationship between organizational support and job satisfaction is also strengthened by research conducted by Han et al. (2011) and Gendis (2016) which states that the results of the study show that organizational support has a positive and significant effect on employee job satisfaction.

The level of employee confidence in the support of this organization will be influenced by their evaluation of experiences and observations about the way the organization treats its employees in general (Eisenberger et al., 1986). If in the interaction of individuals-organizations, known as organizational commitment from individuals to their organizations, then organizational support means the opposite, namely organizational commitment to individuals (employees) in the organization. Organizational commitment to employees can be given in various forms, including rewards, equal compensation, and a fair organizational climate. The concept of organizational support has also long been described by management scientists in the literature of the theory of distributive justice. The theory of distributive justice states that individuals in the organization will evaluate the results of the organization by paying attention to some distributive rules based on rights according to justice or fairness. Meanwhile, equity theory also suggests that organizational awards must be distributed according to the level of individual contributions (Cowherd & Levine, 1992).

Job satisfaction occurs in the feelings of workers towards the work at hand. Job satisfaction occurs in the feelings of workers towards the work at hand. Job satisfaction affects employee work behavior such as attendance or absenteeism rates and others. The success of an organization can be realized, one of which can be seen in job

satisfaction. Job satisfaction is the biggest asset in the organization. (Hidayanto et al., 2013) explains Job satisfaction is an emotional attitude that is pleasant and loves the worker. Job satisfaction in work is job satisfaction enjoyed in work by obtaining work results, placement, treatment, equipment and a good working environment atmosphere.

4.3. Effect of Employee Engagement Variables on Employee Performance

The result found that employee engagement has a positive and significant influence on employee performance. The results of this study indicate that employee performance will be created if employees will always be directly involved in completing every job in the organization because directly involving employees in completing work, it will encourage an employee to be responsible for the completion of the work to the maximum both in terms of time and results. Because of the sense of responsibility of the employee towards the organization in which he is registered. An employee will be responsible for maintaining the dignity and self-esteem of the organization if the employee feels cared for by the organization, and one form of the organization's attention to employees is to always involve employees in every activity to achieve the vision and mission of the organization, so that with frequently employees are involved, the employee will strive to improve their work performance in the hope that they will always be included in every work done by his organization.

Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Human resources have an important and decisive role because what regulates and runs the organization is the human resources in it. No matter how sophisticated the machine used is if it is not supported by quality human resources and good performance, the organization will not be able to achieve the goals that have been determined. The advanced tools that the company has had no benefit to the company if the active role of the employee is not included.

According to Ferizal (2016), employee involvement is the process of a person being involved, enthusiastic (enthusiastic), having commitment and giving extra effort to the company or organization where he works. (Wijayanti et al., 2015) employee involvement is a sense of enthusiasm for work and a willingness to advocate for their company and employees present physical, cognitive, and emotional dimensions when working. The involvement of employees is the result of favorable working conditions, such as the organization's reputation as a good company, and the availability of the required resources. Employees who feel attached are those who feel rightly engaged and have enthusiasm for their work and organization. Attachment is the willingness of the ability to contribute to the success of the company, namely in the condition of employees' discomfort employees makes a difference in attitudes willing to work hard to complete their work and use all their thoughts and energy to work. Research results of (Fahmi & Sanika, 2019); Widyastuti & Rahardja, 2018); (Arif et al., 2019); and (Lesmana & Damanik, 2022) proved that employee involvement has a significant effect on employee performance.

4.4. The Effect of Organizational Support Variables on Employee Performance

The result found that the organizational support certificate does not significantly influence employee performance variables, with the direction of the relationship being positive. The results of this study indicate that there is organizational support from PT. KIE has not been able to provide and improve the performance of its employees, looking at the direction of the relationship obtained is positive, giving the assumption that the support by the organization in providing facilities at work will have an impact on employee performance.

The results of this study can be input for organizations to pay more attention to indicators in improving the performance of their employees. Employees become the main resource for an organization and good employee work can have a positive impact on the organization itself. So that organizations are required to be able to provide various attentions, especially in the fulfillment of various facilities in supporting the work carried out by the employee. The existence of facilities will provide convenience for employees in completing their work optimally both in terms of results and in terms of time.

The real foundation of an organization is performance. If there is no performance, then the entire goal of the organization is difficult to achieve. Performance needs to be used as evaluation material for leaders or managers. The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by a person). (Sutedjo & Mangkunegara, 2018) said Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. Performance refers to the level of success in carrying out tasks as well as the ability to achieve the goals that have been set, Performance is declared good and successful if the desired goal can be achieved properly. It can be concluded that performance is the result of something done in a certain period of time both in quality and quantity by a person or group of people in carrying out work tasks by the responsibilities that have been given to them. The results of this study are different from the results of research conducted by Amelia, (2022) which states that Organizational Support or organizational support has a significant effect on employee performance. this means that the organizational support felt

by an employee can improve the employee's performance, so that the higher the Organizational Support or organizational support felt by employees, the employee will try to provide the best performance to the organization.

4.5. The Effect of Job Satisfaction Variable on Employee Performance

The job satisfaction variable has a significant positive influence on employee performance variables, the results of this study were obtained from the results of the analysis test from data obtained by researchers through the distribution of questionnaires and then processed through the SmartPLS statistical tool. From the results of this study, it is indicated that the satisfaction obtained by an employee in working in an organization, can improve the employee's work performance. So that the results of his work can be maximized and follow the expectations desired by the organization.

Job satisfaction is very important in the organizational environment because it has a relationship with employee behavior towards the organization and the environment, one of which is regarding the performance of employees in the organization or company. If someone feels satisfaction in their work, it will certainly make enthusiasm in carrying out their work. If employees in the company have a high spirit, this will make it easier for employees to achieve the goals that have been set by the company. Job satisfaction is interesting and important, the most basic thing is the influence of job satisfaction on the organization that will affect the performance of employees. Thus it can be concluded that the effect of job satisfaction on employee performance is the high or low level of job satisfaction of an employee which is felt to affect the performance of an employee. If job satisfaction is achieved, employee performance will be higher. The same thing can also be strengthened and concluded in research conducted by Kristian & Ferijani, (2020) and Mursidta, (2017) which states that job satisfaction has a positive influence on employee performance, the better and higher job satisfaction obtained by employees, the better and higher employee performance.

Employee performance is said to be good if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by job satisfaction in employees. Thus job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in the form of basic salary, compensation, salary increase opportunities, job promotion opportunities, awards, trips abroad, employment relations, etc. The results of this study are supported by research by Wijaya, (2018) which shows that job satisfaction has a significant and positive effect on employee performance. The research of Wijaya (2018) is in line with research conducted by Putri et al. (2021) and Febriyana & Sary (2015) which also showed results, namely job satisfaction has a significant and positive effect on employee performance.

4.6. Mediating Role of Job Satisfaction between Employee Engagement and Employee Performance

The results showed that job satisfaction mediates the relationship between employee engagement and employee performance. The results of this study indicate that employee performance will be achieved by always involving employees in every work and activity of the organization, this action will also provide employee satisfaction with the organization, and of course, employees will feel a responsibility to provide all the skills and skills they have in return for what has been received from their organization. Job satisfaction is very important in the organizational environment because it has a relationship with employee behavior towards the organization and the environment, one of which is regarding the performance of employees in the organization or company. If someone feels satisfaction in their work, it will certainly make enthusiasm in carrying out their work. If employees in the company have a high spirit, this will make it easier for employees to achieve the goals that have been set by the company.

Research that has been carried out shows that work involvement affects employee performance because employees feel happy to be involved by spending their time completing the work given by the company, they can complete more work than the company targeted. There is high work involvement in employees, there must be a good work environment such as the existence of adequate facilities and good colleagues so that employees feel happy when doing their work. Supported by high job satisfaction, employees will have high performance also towards their work or the company. The results of this study are the same as the results of research obtained by Pawirosumarto et al., (2017) which obtained the result that employee involvement has a positive and significant influence on employee performance with satisfaction as a mediation variable.

4.7. Mediating Role of Job Satisfaction between Organizational Support and Employee Performance

The result found that job satisfaction does not mediate the relationship between organizational support and employee performance. The results of this study indicate that job satisfaction obtained by employees has not been able to have a significant impact on the performance of PT. KIE, the results of this study can provide input to PT. KIE to pay more attention and provide more support to its employees so that employees will get satisfaction in carrying out activities in the organization, work harder and strive to improve performance at work. Human resources are one of the factors that can have a positive impact on performance. Human resources have an important meaning because humans play an active and dominant role in every organizational activity. Humans in organizations play a role as determinants,

actors and planners in achieving organizational goals while determining the progress and retreat of the organization. Humans are resources that differ from other factors of production because humans have heterogeneous feelings, thoughts, desires and backgrounds. Human beings also have unlimited needs, meaning that human needs always increase over time. To improve performance, organizational support is needed. Furthermore, the organization's support of the work of employees will form the perception of organizational support. The perception of organizational support in general refers to the impression, awareness or assessment of employees regarding the extent to which the company values contributions and concerns about the well-being of employees (Jermsittiparsert, 2019). A good organization is an organization that cares about the well-being of its employees. Not only relying on the results but also paying attention to how the process is. Organizational support can be provided through salary or benefits, adequate workplace facilities, good communication between superiors and subordinates, and good relations between employees, to create good working conditions. When employees feel that the organization provides adequate support, then employees are increasingly motivated to improve their performance. On the one hand, there is still a realm of research that is not paid enough attention in this regard, namely the emergence of a mechanism or process that can mediate the influence of the perception of organizational support on performance.

5. Conclusions

In conclusion, this study identified that employee engagement has a significant positive effect on job satisfaction. It means more often employees are involved in work in organizations will have an impact on their satisfaction in work. The organizational support variable has a significant positive influence on the job satisfaction variable. The better the organizational support felt by employees, the more it has an impact on increasing job satisfaction directly. Employee engagement variables have a positive and significant influence on employee performance variables. The more often employees are involved in work in the organization will improve employee performance. Organizational variables do not have a significant influence on employee performance variables. This means that the high and low perception of organizational support does not influence performance. This is because the organizational support provided by the company has not been able to stimulate employee performance. The job satisfaction variable has a significant positive influence on employee performance variables. The higher the job satisfaction felt by employees, the more direct it will have an impact on increasing employee performance. Employee engagement variables have a positive and significant influence on employee performance variables through job satisfaction variables being mediation variables. The increasingly frequent involvement of employees in organizational activities and the more satisfied employees at work will have an impact on employee performance that is getting better. The organizational support variable does not have a positive and significant influence on the performance variable through the job satisfaction variable as a mediation variable. In this case, it is explained that the organizational support provided still does not provide employee satisfaction at work, so the performance provided by employees is still not optimal.

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