



Article

The Relationship between Employee Satisfaction and Employee Performance mediated by Employee Engagement

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Abstract: Countries all over the world are encouraged to improve the performance quality of their human resources as a result of the globalization era's growing level of competitive competition. Performance and employee satisfaction are closely related, whereas high employee satisfaction typically leading to improve employee performance and a sense of engagement to the organization. This research aims to study and analyze the influence of employee satisfaction in employee engagement towards employee performance. Using certain criteria, 110 employees of PT. IDS Medical Systems Indonesia were selected as the sample. The technique used to collect data from the respondents is questionnaires. Further, analysis model used is Structural Equation Model (SEM) with the basis of theory and concept with Smart-PLS software. This study found that employee satisfaction has direct significant effect on employee engagement and has a direct and significant effect on employee performance.

Keywords: employee satisfaction; employee engagement; employee performance



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1. Introduction

Companies must adopt a variety of methods to thrive in the quickly evolving business climate, which includes an escalation in tough competition. In the era of globalization, progressive competition encourages nations to improve the quality of their human resources. This sets high standards for the creation of high-quality employees who are able to work productively, effectively, efficiently, and professionally, and it forces businesses to come up with strategies to maintain their business. In order to obtain the highest performance, one of the strategies involves active employee engagement. A good business tries to maintain employee satisfaction. Employee satisfaction contributes to a positive work environment because they are loyal to their employer and follow its rules. They do not work for monetary gain but rather out of a desire to advance their organization. People rarely consider quitting their current position as a result of employee satisfaction, which is the first advantage. The impact of employee satisfaction on retention for long-term growth and success, businesses must keep good and talented employees. Employees who are content are more likely to adapt and handle pressure well than those who are dissatisfied. Dissatisfied employees will find problems in the smallest details and excessive rigidity. Employees, on the other hand, who are content with their jobs are more likely to

take part in training programs and are eager to learn about new software and technologies that will ultimately benefit their professional careers. A satisfied employee accepts a challenge with a big smile and responds, even in the worst of circumstances. Therefore, (Serra et al., 2017) claim that everything connected to job satisfaction can provide a more accurate prediction of employee behavior. High quality human resources are one of the most important elements in a company's success. In the new millennium, a company's challenges are no longer primarily located at the top of the management pyramid. Since the concepts of organizational administration cannot be achieved without the complete participation of human resources, human resources are important to the management of organizations (Oyewunmi et al., 2017).

2. Literature Review and Hypothesis Development

Job satisfaction cannot be understood from just one term because it has a very broad definition. Employee satisfaction is the term used to describe happy or positive feelings that come from evaluating a person's job and professional experience (Permana et al., 2021). Job satisfaction is basically a pleasant emotion experienced while working as a result of a character assessment, or, to put it another way, the feeling of pleasing someone after they have evaluated your work or related work. When employees dislike their jobs, there are consequences as well as when they enjoy it (Robbins et al., 2013). According to Badriyah et al., (2015) there are four indicators of employee satisfactions, which are salary, promotion, supervision, and contingent rewards. According to Tnay et al., (2013) definition of job satisfaction is viewed as a combination of psychological and environmental factors that can lead someone to really express satisfaction with the task completed. In order to validate this definition, examine how much job satisfaction is reflected by what makes people feel satisfied (Darmon, 2011). The sensation of ease is the essence of a happy workplace. Job satisfaction fluctuates while at work and is impacted by mood and emotions. Mood states are typically more temporary, have a causal object, and stay longer. Workplace incidents that cause emotions are simpler to recall than negative feelings (Tabarsa & Nazari, 2016). Employees who are satisfied are more likely to promote the company, more considerate of their teammates, and more supportive of task decisions (Vizano et al., 2021). However dissatisfied employees are hesitant to embrace the organization's objectives and values (Lee & Liu, 2021).

The definition of employee engagement varies widely across organizations. The idea of employee engagement is the participation of people who are enthusiastic and satisfied with the work that employees accomplish. Very active employees are passionate about their work, feel a strong connection to the firm, and devote a lot of energy and attention to it (Robbins et al., 2013). Job fatigue is the total opposite of employee engagement. Employee engagement may be a state that develops from social interactions at work and leads to improved organizational performance. When a worker finds significance in his work, corporate culture, and policies, he performs better. Self-association with job roles, which includes continued attendance at work, intense involvement there, and increased involvement in work-related activities, is another factor that contributes to employee involvement (Srivastava & Madan, 2016). Employee engagement is related to long-term employment, changes in people's working habits, environments, and expectations, as well as changes at work. Additionally, it is crucial to communicate clearly so that staff members can understand and understand information as well as develop a sense of trust in the company's engagement. Every engagement follows the same pattern: managers, executives, and workers are fully aware of everything that is happening. They are aware of the issue, what is not functioning, and the areas where trust, coherence, harmony, and communication are lacking. Employee attachment can be considered as a condition or circumstance of employees who have a sense of belonging, employee willingness or willingness to maximize their potential for effective and best results for the company. Employees not only work with the salary and promotions offered by the company in mind, but employees who feel connected will work based on the goals of the organization or company. According to Handoyo, (2017), mentioned several indicators of employee engagement, which are work environment, leadership, team and relationship of worker, training and carrier improvement, and compensation.

Employee performance is also a factor in determining the profitability of the firm and can be defined as the outcome of an employee's work over a period of time in comparison to the criteria, goals, or norms established and agreed upon by the company (Eliyana et al., 2019). To effectively manage employee performance, performance appraisal is necessary as an end goal that should motivate employees to improve their performance (Selvarajan et al., 2018). According to Chowdhury et al., (2020) a good performance can be achieved by completing work above the established standards. A person can be said to perform well if the resulting performance meets or exceeds predetermined standards or goals, and vice versa. The further away the goal from achieving performance, the person can be categorized as underperforming. There are several indicators that explain employee performance metrics according to Dessler & Varrkey, (2005), named as quality, quantity, communication, cooperation, and work commitment. On the basis of previous studies and existing theories, the proposed hypotheses in this study are:

H1: Employee Satisfaction has a direct effect significantly on Employee Performance

H2: Employee Satisfaction has a direct effect significantly on Employee Engagement

H3: Employee Engagement has a direct effect significantly on Employee Performance

H4: Employee Satisfaction has indirect effect significantly on Employee Performance through Employee Engagement

3. Materials and Methods

This study is a quantitative study, aims to explain the influence among variables or the relationship that affects between variables through hypothesis testing. The sampling technique is census methods, which is a sample determination technique if all members of the population are taken as samples. The samples of this study were 110 people, all permanent employees of PT. IDS Medical Systems Indonesia with at least 2 years work experience. Data collection is done with the technique of direct submitting from respondents and guiding respondents to fill out questionnaires. Score in determining the respondent's answer, using a Likert scale. The Likert's scales are 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). Furthermore, validity and reliability test were carried out. Analysis model used is structural equation model (SEM) with the basis theories and concepts, Partial Least Square (PLS) is a variant-based analysis of structural equations that can test measurement models while testing the structural models, using SmartPLs software.

The characteristics of each variable measured from a variety of study indicators are first determined through data analyses, using descriptive analysis. The method of analysis used to determine the mode value and mean value (mean) of each variable, research indicator, and questionnaire item is statistics descriptive. Second, the SmartPLS Structural Equation Modeling (SEM) PLS tool is used to assess different dependent links between employee satisfaction, employee engagement, and employee performance within a measurement and structural model, as well as to spot any previously unforeseen relationships and any measurement mistakes throughout the estimate process. Third, testing the hypotheses according to which there is a significant effect if t-statistics must be higher than 1.96 for the bi-directional hypothesis and P value below 0.05.

4. Results

4.1. Measurement Model

A model that explains the connections between each block of indicators and its latent variables, which are consists of convergent validity, discriminant validity, and composite reliability. Then used to test the validity of constructs and the reliability of tools.

4.1.1. Convergent Validity

Validity testing is connected to the concept that structural indicators should have a strong correlation with load factor indicators in PLS. The factor loading performs a more significant role in explaining the factor matrix the higher its value. The AVE value must be larger than 0.5 and the loading factor value must be greater than 0.7. The output of Smart PLS Outer loading is as shown below:

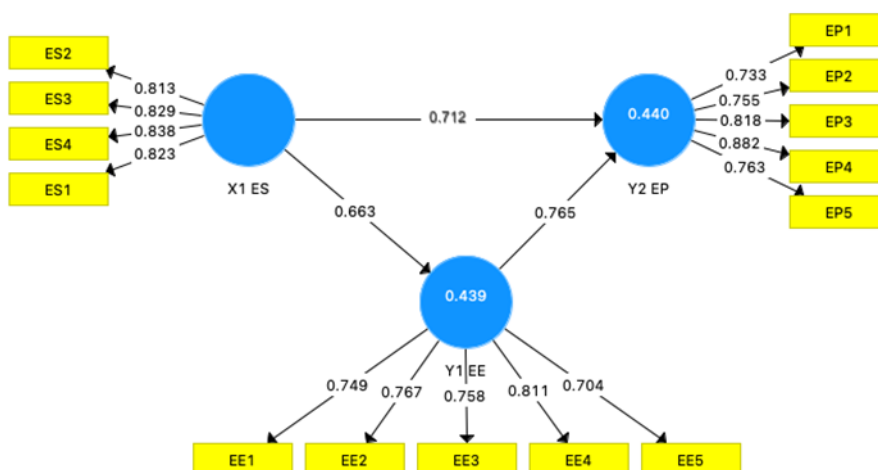


Figure 1. Outer Loading

Figure 1 captures Outer loading results, all indicators have value more than 0.7, meaning all the indicators are valid. The criteria of Construct Reliability and Validity also show valid and reliable, the AVE value is more than 0.5 and Cronbach's Alpha and Composite Reliability are above 0.70, as shown in Table 1.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1. ES	0.847	0.872	0.896	0.682
Y1. EE	0.816	0.823	0.871	0.575
Y2. EP	0.853	0.885	0.893	0.627

4.1.2. Discriminant Validity

The amount of cross-loading with the construct is used to evaluate discriminant validity. If the AVE root for each construct is higher than the correlation between other constructs in the model, the model has appropriate discriminant validity. Cross-loading results in an AVE value that is higher than the correlation between the constructs, indicating that the analysis satisfies the criteria for discriminant validity as indicated in Table 2.

Table 2. Cross Loading

	X1. ES	Y1. EE	Y2. EP
ES1	0.823	0.479	0.192
ES2	0.813	0.485	0.251
ES3	0.829	0.668	0.406
ES4	0.838	0.502	0.195
EE1	0.365	0.749	0.449
EE2	0.594	0.767	0.508
EE3	0.474	0.758	0.540
EE4	0.563	0.811	0.546
EE5	0.480	0.704	0.404
EP1	0.219	0.414	0.733
EP2	0.243	0.376	0.755
EP3	0.299	0.587	0.818
EP4	0.287	0.651	0.882
EP5	0.267	0.460	0.763

4.2. Structural Model

The dependent construct, the value of the path coefficient, or the value of t for each path are all evaluated using R² to determine the significance between the constructs in the structural model. R² is a measure of how much the free variable changes in relation to the bound variable; the higher the value of R², the better the production model.

4.2.1. R-Square

From the results found value R² obtained by Y1. EE indicates variable Employee Satisfaction affects Employee Engagement by 43.9%, while R² obtained by Y2. EP indicates variables Employee Satisfaction and Employee Engagement affect Employee Performance by 44 %.

4.2.2. Hypothesis Testing

The relationship or level of influence of the underlying construct on the guiding process is indicated by the path coefficient. By comparing statistical values of t and values of t-tables, this approach aims to determine if exogenous variables have an impact on endogenous variables.

Table 3. Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1. ES → Y1. EE	0.663	0.667	0.050	13.301	0.000
X1. ES → Y2. EP	0.712	0.771	0.094	1.823	0.000
Y1. EE → Y2. EP	0.765	0.775	0.082	9.376	0.000

Table 3 above shows all the relationship between Employee satisfaction on Employee Engagement, Employee Satisfaction on employee performance, and employee engagement on employee performance variable, has positive and significant effect.

Table 4. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1. ES → Y1. EE → Y2. EP	0.507	0.517	0.070	7.220	0.000

Table 4 above shows the relationship between employee satisfaction to employee performance through employee engagement has a significant effect. Variable employee engagement can fully mediate in the relationship between the variables of employee satisfaction and employee performance.

4.2.3. Q-Square Test

Q-square testing with a value of > 0 provides proof that the research model has a good productive relevance or observation with value of Q^2 is 0,242 for employee satisfaction and 0,253 for employee performance variable, both of the values are above zero, which confirm that they have good observation results, and this research model shows 75.6% fit.

5. Discussions

The study demonstrated that employee satisfaction has a significant effect on employee performance. Several factors, including employee satisfaction, have an impact on performance. Employees who are happy with their jobs take steps to improve their performance. Employees that are not satisfied will perform poorly, lose motivation, and be less productive. According to Platis et al., (2015) and Suker et al., (2016), employee satisfaction is a critical factor impacting employee performance and organizational success. Performance is dependent on the amount of satisfaction. Because respondents work as employees in the healthcare industry who depend on communication with leaders to get job direction, satisfaction with leaders or supervision is also more important to respondents than other types of satisfaction. Respondents also believe that someone close to the leader will gain access to everything, including benefits, employment status, facilities, and other things, easily. This is in line with the findings of (Karadağ et al., 2015), which found that satisfaction rises when leaders can show their dedication (Puri Palupi & Patmo Cahjono, 2017) and integrity (Akdol & Arikboga, 2015). The respondent's capacity to work with concentration is influenced by their time and commitment as a full-time worker because of the effect that the job has on crucial risk with people's health. According to Pradhan & Jena, (2017), task performance is the primary way that work performance is demonstrated.

The relationship between employee satisfaction and employee engagement was found to have a statistically significant beneficial effect. This implies that when workers are happy with their jobs, it fosters engagement with their company. The general definition of satisfaction is happiness with the business and the benefits offered to employees. Employee engagement happens after they have a strong emotional connection to their workplace. According to Khusniah et al., (2022), employees are more inclined to commit to a long-term connection with the organization when they are happy with their work. The dedication results in a feeling of success and a readiness to go above and beyond for the organization. So, job satisfaction and well-being can be used to predict an employee's level of engagement.

Employee performance is significantly impacted by employee engagement. Employees performance at work, which is influenced by the organization's external environment, its current state, and the employee's own knowledge, skills, attitude, and abilities, is reflected in an employee's performance. While itself is a product of training, environmental education, training, experience, perception, and cognition. Employee engagement is influenced by this, and as a result, so is employee performance. Employees that work in healthcare industry have high employee engagement, and this is reflected in their excellent performance. The findings of this research are consistent with (Priyadarshni, 2016); (Achieng Otieno et al., 2015); and (J., 2014). Therefore, in addition to the employee strengthening his mental work, appreciating and concentrating more on the task, the company must also be selective in hiring personnel who have good mentalities and make an effort to encourage their personnel.

Factors that affect employee behavior, employee engagement should be related to employee satisfaction as a reflection of organizational policy and work environment and employee engagement as a reflection of individual employee mentality in order to support the achievement of employee performance. This is why the role of employee engagement to mediate the effect of job satisfaction on employee performance is accepted (Arifin et al., 2013); (Werner, 2021). According to Zahrah et al., (2017), highly effective workplace performance is significantly influenced by engaged employees. Outstanding employee performance has a significant impact on organizational success thanks to high

employee engagement. This demonstrates the important link between employee satisfaction and employee performance. Engagement also produces effective performance results. It is expected of leaders to be able to direct their employees to motivate their employees to work in focus and control factors that can disrupt employee concentration mentality, such as adequate wages, fair supervisor attitude, bullying, conflict, and so on. The role of absorption indicator of employee entering is needed to mediate indicators of supervision of job satisfaction in improving employee performance.

6. Conclusions

In conclusion, this study indicates that employee satisfaction needs to be boosted to be more proactive and inventive, and to facilitate the achievement of desired results. Reviews produce feedback, and performance improvement plans assist employees in developing skills that maximize their potential. In order for employees that share this enthusiasm to gain from employee performance, the organization clearly communicates expectations and supports appropriate behavior from staff members. In order to maximize performance and foster a high level of love for work, active employee involvement needs to be encouraged in order to give job satisfaction and motivation in accordance with employee expectations. To affect the positive mindset of employees, organizational policy should be in line with circumstances and expectations of specific persons. Additionally, businesses must hire people with stronger mental faculties who are better able to deal with any issue that may arise at work. The organization should then provide training or advice in order to boost employee engagement.

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