

*Original Article*

# The Influence of Employee Engagement and Job Satisfaction on Employee Performance at PT Pegadaian Office Region X Bandung

<sup>1</sup>Khansa Qurratu'aini Salsabila, <sup>2</sup>Fetty Poerwita Sary

<sup>1,2</sup>Master of Management study program, Faculty of Economics and Business, Telkom University, Bandung.

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**Abstract:** For any organization, human resources are vital. This is so that the business can accomplish its intended goals thanks to the contribution of human resources. In this case, human resources are employees. Employees, as drivers in achieving organizational goals, must, of course, have their needs met so that employees can provide good feedback to the organization. Employees, as the main resource for the organization, must also pay attention to their quality in order to create superior human resources. An organization definitely expects employees to work productively; a factor that can increase the growth of an organization or company is looking at employee performance. Organizations need to pay attention to the sense of attachment and involvement of employees to their company; this is because employees who have a sense of bond and involvement with their company will increase productivity and the ability of employees to provide the best for the organization where they work. Employee satisfaction also needs to be managed well by the company. Because employee satisfaction can affect the performance provided by employees. Quantitative research methods were applied to obtain detailed information through questionnaires to 136 employees of PT Pegadaian Region X Bandung Office. The study's findings indicate that worker performance, work satisfaction, and employee engagement all fall into the "good" category. Employee performance is positively and significantly impacted by job satisfaction and employee engagement, according to the results of hypothesis testing.

**Keywords:** Employee Engagement, Job Satisfaction, Employee Performance.

## I. INTRODUCTION

According to Wardhana (2014), one of the organizational resources needed to be able to create added value is human resources, making them another one of a company's most valuable assets that are rare to have, difficult to imitate, irreplaceable, non-substitutable, and get value creation. In this case, human resources are employees.

Performance is the outcome of an individual's efforts to complete the responsibilities that have been delegated to them. One tool for measuring employee performance is using the KPI (Key Performance Indicator) method. KPI (Key Performance Indicator) compares what has been created with what has been determined (Putri et al. 2012). To improve performance in the organization, one of which is increasing its employees, PT Pegadaian Regional Office X Bandung has employee assessment data called KPI (Key Performance Indicator).

It is known that there will be a decrease in the KPI (Key Performance Indicator) value from 2022-2023. The KPI value fell starting in February. This, of course, happened due to various factors, so the need to increase performance became important in improving employee performance. This is in line with research conducted by Riyadi & Rusmana (2022) that KPI, which decreases every year, is an indication that employee performance in the company is not yet optimal.

Research by Ali, Sabir & Mehreen (2019) states that one of the factors that can influence employee performance is employee engagement or the level of attachment possessed by employees. Apart from employee engagement, based on research conducted by Sari and Susilo (2018), it is explained that another factor that can influence employee performance is job satisfaction. An employee who is satisfied with his job, salary and coworkers will have optimal performance.

### A) Problem statement

Based on previous research and data obtained by the author, it can be interpreted that problems related to employee performance, employee engagement, and job satisfaction can occur in various organizational industries. This also happened to PT Pegadaian Regional Office X Bandung, which is one of the state-owned companies in Indonesia that focuses on pawn services. Problems related to employee performance, employee engagement and job satisfaction, which have decreased in three



consecutive years, namely from 2021 to 2023, are something that needs further research.

### **B) Research Questions**

According to the above problems, the research questions are developed as follows.

1. How is Employee Engagement at PT. Pegadaian Region X Bandung Office?
2. How is job satisfaction at PT. Pegadaian Regional Office X Bandung?
3. How is the performance of employees at PT. Pegadaian Regional Office X Bandung?
4. How big is the influence of Employee Engagement and job satisfaction on employee performance at PT. Pegadaian Regional Office X Bandung?

## **II. LITERATURE REVIEW**

### **A) Human Resource Management and Organizational Behavior**

Dessler (2020) states that the process of hiring, onboarding, evaluating, compensating, and attending to matters pertaining to labor relations, health, safety, and justice is known as the management of human resources. The Human Resources Management function consists of planning, organizing, actuating and controlling.

Robbins & Judge (2022), the goal of the study of organizational behavior is to apply an understanding of how people, organizations, and organizational frameworks affect behavior in order to improve the efficacy of the organization.

The relationship between organizational behavior and this research is the discussion of employee engagement, job satisfaction and employee performance, which are related to the behavior of members of an organization.

### **B) The Relationship between Human Resource Management and Research**

Tabouli et al. (2016) stated that the research conducted resulted in the finding that the performance of workers and the management of human resources are positively correlated. Therefore, companies need to pay attention to human resource management practices in order to produce good employee performance and achieve the company's main goals. From these various explanations, it can be concluded that the topic examined in this research, namely employee performance, is related to human resource management.

### **C) Employee Engagement**

Robbins and Judge (2018) state that employee engagement is a sense of satisfaction and enthusiasm that an individual engages in doing work. Employee engagement can be seen from employee involvement and the opportunities employees get to develop themselves. Apart from that, employee engagement can also be assessed from individuals' views on whether their work is important or not, as well as the relationships that exist between coworkers and the supervision provided by superiors.

According to research conducted by Djatmiko, Prasetyo & Azis (2020), it is explained that employee engagement has three dimensions, namely vigor, dedication, and absorption. These three dimensions are a development of the theory of Schaufeli, Gonzalez-Roma, and Bakker's (2002) dimensions: Vigor, Absorption, and Dedication.

### **D) Job Satisfaction**

Priansa (2017) describes job satisfaction as a collection of employees' feelings of liking or disliking their work as a result of their relationship with the work environment. Apart from that, job satisfaction is also defined as an employee's mental perception and assessment of their work. Employee attitudes and behaviour at work are reflected in how employees feel while working.

In research conducted by Prasetyo et al. (2019), job satisfaction consists of five dimensions, namely salary, career, the job itself, supervisor, and coworkers, which is a development of the theory of Robbins and Judge (2017).

### **E) Employee Performance's**

Fahmi (2016) states that performance is the achievement of results achieved by organizations, both profit-oriented and non-profit-oriented. Performance is referred to as the level of success in implementing an activity that has been successfully achieved by an organization to realize the planned goals, objectives, vision and mission of the organization. Another opinion regarding the definition of employee performance is explained by Torrington et al. (2017), who argue that performance is related to organizational targets and the framework, namely the Balance Scorecard, as well as measurements and matrices. Performance focuses on the alignment between individual development and motivation to include the organization and the individual in good management practices. According to Pradhan Jena (2017), there are three dimensions that are used as measuring tools for employee performance. These dimensions are task performance, Adaptive performance and Contextual Performance.

**F) Employee Engagement Relationship with Employee Performance**

Previous research related to the effect of employee engagement on employee performance has been conducted, such as research conducted by Wicaksono and Rahmawati (2019). The research also explains that employee engagement is referred to as one of the important aspects. This is because the higher the level of employee engagement, the higher the performance achieved. Conversely, if employees have a low level of engagement, then employees will not have a sense of belonging and do not want to take part in advancing the company by giving everything they have. Meanwhile, according to Uddin et al. (2019), employee engagement has a significant positive relationship to performance. The study explains that employees who choose to stay and contribute for a long period of time will provide employees with an understanding of the organization and their coworkers. This understanding will improve team and organizational performance.

**G) Relationship between Job Satisfaction and Employee Performance**

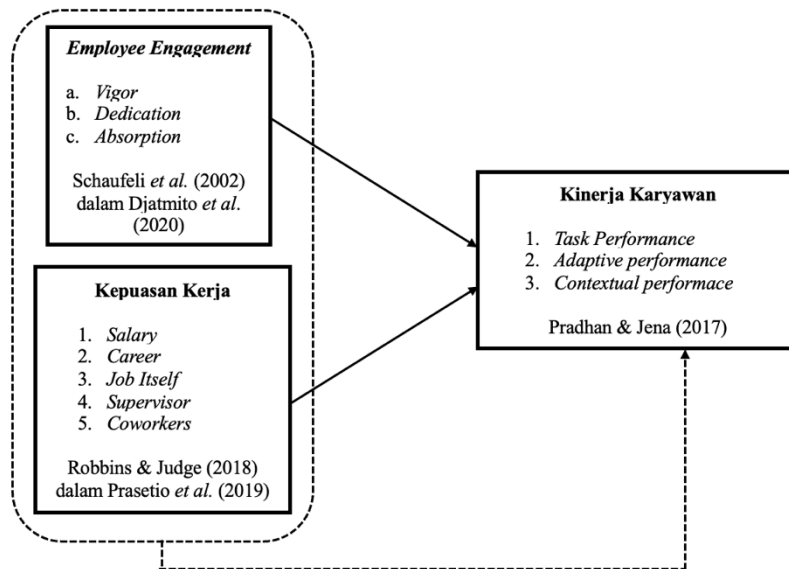
Krishnan, Loon, and Tan (2018) suggested that there is a significant relationship between job satisfaction a contributor to performance. From employee job satisfaction will increase high employee performance. Research conducted by Fajri et al. (2022) explains that job satisfaction with employee performance has a significant relationship. Good employee performance can be influenced by the level of job satisfaction of each employee. So, job satisfaction is an important thing that needs to be managed by the company, this is because job satisfaction can improve the performance of its employees.

**H) Relationship between Employee Engagement and Job Satisfaction**

According to Basit & Arshad (2016), positive and significant employee engagement is related to job satisfaction. The study produced a finding that employees who feel the match between job needs and what the job wants to provide, employees tend to be involved in employee engagement at work. Research conducted by Suhery et al. (2020) states that employee engagement has a positive and significant effect on employee job satisfaction. Employee engagement will increase if the satisfaction felt by employees at work also increases.

**I) Framework**

Researchers have explained the explanation in the background regarding Employee Engagement, Job Satisfaction, and Employee Performance. This explanation has also been supported by theories and results of previous research conducted by experts who are used as references. The framework in this study aims to show that there is an effect of Employee Engagement and Job Satisfaction on Employee Performance.



**Fig. 1 Framework**

**III. METHODOLOGY**

The effect of job satisfaction and employee engagement on performance is measured in this study using the casual verification descriptive research method. The results are provided numerically and include both statistical and descriptive analysis. This study will, therefore, demonstrate the hypothesis, which is grounded on the theory applied and the body of prior research. The theory was developed through a deductive strategy, which entails searching for study topics through a literature analysis of prior studies and the theory in use, followed by the formulation of a hypothesis that has to be verified. According to

the methodology, this study employed a quantitative approach, which implies that the findings are supported by statistical calculations, measuring scales, and operational variables, as well as by meaningful statistics. In this study, operational variables regarding employee engagement were adopted from Schaufeli et al. (2002)., regarding job satisfaction was adopted from Prasetio et al. (2019), and employees' performance was adopted from Pradhan & Jena (2017). In this study, the population to be taken is PT Pegadaian Region X Bandung Office employees. As is well known, a population is an item or subject that resides in a region and satisfies specific criteria pertaining to research issues (unaradjan, 2019).

The PT Pegadaian Region X Bandung Office employees, totaling 136, would be the sample used. Saturated sampling with non-probability sampling is used in this investigation. The method of data analysis that is employed is descriptive analysis, which is done after the data is already gathered. Measurements were carried out using a questionnaire to ascertain the size of the employee impression percentages of PT Pegadaian Kanwil X Bandung regarding the employee engagement variables, job satisfaction, and employee performance. The questionnaire consists of statements with five possible responses: Total Disagree (STS), Disagree (TS), Quite Agree (CS), Agree (S), and Strongly Agree (SS), which are chosen and taken into consideration based on the respondent's feelings. In this debate, a Likert scale is used as the research scale. The measurement instrument scale, according to Sugiyono (2015), is an agreement that serves as a reference to establish the duration and shortness of the intervals in the instrument being measured. This ensures that quantitative data is produced when a measuring tool is employed in measurement. Since this study would measure an individual's or a group's attitudes, views, and perceptions on social phenomena, an ordinal measurement scale with a Likert scale type was employed. Thus, variables can be measured and converted into variable indicators using a Likert scale. These indicators are then used as a basis for gathering instrument items, some of which may take the shape of statements. This study's Likert scale numbers are divided into a range of 1 to 5. As indicated in Table 2 below, the value is calculated on a scale from one negative result to five positive results.

**Table 1. Likert Scale**

Positive Statement	
Scale	Category
1	Totally Disagree (STS)
2	Disagree (TS)
3	Quite Agree (CS)
4	Agree (S)
5	Strongly Agree (SS)

**IV. RESULTS AND DISCUSSION**

**A) Results**

Structural Equation Modeling (SEM) based on Partial Least Square (PLS) was the analytical tool used in this work. Structural Equation Modeling (SEM) is an evolution of multiple equation models derived from economic principles linked with regulatory ideas from sociology and psychology, according to Musyaffi et al. (2021). SEM has become an essential component of academic management research. Musyaffi et al. (2021) state that PLS is an alternate strategy that switches from a variant-based SEM approach to one determined by covariance. PLS is more of a predictive model, whereas covariance-based SEM typically examines theory or causation. However, when it comes to using structural equation models to test theories or generate new theories for prediction, component-based PLS and covariance-based SEM are not the same. In PLS, there are two phases of model evaluation: the assessment of the measurement model, which is divided into formative and reflective models, and the assessment of the inner model, also known as the structural model (sometimes called structural measurement). The second step involves assessing the outer model, also known as the measurement model. This model is examined using individual launching, internal composite reliability, variance average extraction, and discriminant validity techniques to ascertain its validity and reliability. The path coefficient, t-statistic, r-squared value, and p-value will be used to evaluate the data for relevance if it satisfies the criteria of the measurement model (Musyaffi et al. 2021).

The process of confirming or refuting a hypothesis regarding a specific pattern or relationship is known as hypothesis testing. Testing is required to determine if the suggested pattern or link is accurate (Hair et al., 2020: 153). Comparing t-statistics values with t-tables and keeping an eye on p-values and path coefficient values are the methods used in PLS-SEM hypothesis testing (Hair et al., 2017). The purpose of the P-value is to ascertain whether or not a hypothesis is significant. According to Hair et al. (2017), a variable is considered to have a significant influence if the p-value is less than 0.05 and not significant if the p-value is greater than 0.05. A variable's positive or negative effect can be determined using the route coefficient value (Hair et al., 2017).

This study uses values for employee engagement, work satisfaction, and employee performance that were collected from 136 respondents. Subsequently, the investigators would deliberate on every variable under investigation by analyzing the answers to the questionnaire. All employees of the PT Pegadaian Region X Bandung Office participated in this study;

respondents were split up according to age, gender, length of service, and last education. The findings of the respondents' characteristics are shown below. In order to see the results, descriptive analysis describes the features of the research data (Sujarweni, 2019: 122). An overview of the characteristics related to employee engagement, the physical work environment, and employee performance will be provided in this study based on the responses to questionnaires given to PT Pegadaian Region X Bandung Office employees.

**a. Respondents' Responses to Employee Engagement**

The Gallup research organization conducted an initial study on employee engagement. According to their claims, higher employee performance, profitability, retention rates, customer satisfaction, and organizational success may all be predicted by a highly engaged workforce (Baumruk & Gorman, 2006). The term "engage" has multiple definitions, and different academics interpret it in different ways. An individual will feel obliged to act rather than keep mute when he is truly dedicated to performing what he is doing with the greatest care possible. The zeal of organizational members for their work, where they express themselves physically, mentally, and emotionally while working, is known as employee engagement. The three dimensions of the employee engagement variable (X1) are vigour, devotion, and absorption. The replies from the respondents about each facet of employee involvement are listed below. The following summarizes the findings of the employee engagement variable based on the computation of respondents' answers to all dimensions:

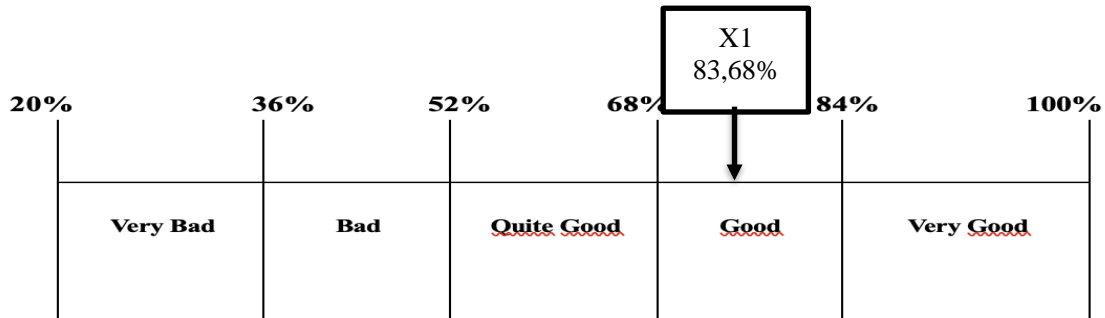
**Table 2. Results of Employee Engagement Variables**

Dimensions	Percentage	Category
<i>Vigor</i>	84,75%	Very Good
<i>Dedication</i>	84,28%	Very Good
<i>Absorption</i>	82,01%	Good
<b>Variable Percentage Average</b>	<b>83,68%</b>	
<b>Variable Category</b>	<b>Good</b>	

Sources: Processed data, 2024

The variables related to employee involvement in each dimension are summarized in Table 2. The percentages for the vigour, devotion, and absorption dimensions were 84.75% in the very good category, 84.28% in the very good category, and 82.01% in the good category, respectively, according to the recapitulation data.

According to the summary, the dimensions with the highest percentages in the very good category are the vigor dimension (84.75%), while the lowest percentages in the good category are the absorption dimension (82.01%). Figure 1 below shows the findings of the overall recapitulation of the employee engagement variables as a continuum line.



**Figure 1. Employee Engagement Variable Continuum Line Result**

Source: Processed data, 2024

The PT Pegadaian Region X Bandung Office has an 83.68% good degree of employee engagement, according to the meaning of the continuum line above. The implementation of employee engagement at PT Pegadaian Region X Bandung Office is the conclusion drawn from the restitution of customer involvement variables.

**b. Respondents' Responses to Job Satisfaction**

Luthans (2011) argues that job satisfaction is an individual's view of the good and bad aspects of the organization in terms of providing important things. In organizational behavior, job satisfaction is the most important and frequent thing to study. Job satisfaction is also grouped into three perspectives. First, job satisfaction is the answer to employees' feelings about the conditions at work. Thus, job satisfaction cannot be seen physically; it can only be inferred. Second, job satisfaction is related to how well the results are issued with the expectations obtained. For example, employees who work well feel they have given all their abilities to the organization but do not receive appropriate rewards, allowing them to

think negatively about their superiors and feel dissatisfied. Conversely, if employees are treated well and receive appropriate rewards, employees will have a positive perception of the organization. Third, job satisfaction is related to the attitude of employees while in the organization.

Employee satisfaction will provide benefits in work performance and organizational commitment. This is because work performance is related to the level of satisfaction felt by employees while working. Employees who feel satisfaction will work well according to their job description. The feeling of satisfaction felt by employees will bring creativity and improve problem-solving and decision-making; besides that, satisfaction will instil persistence when working Colquitt, Lepine & Wesson (2017).

The job satisfaction variable (X2) has 5 dimensions, namely salary, career, the job itself, supervisor, and coworkers. Following are the respondents' responses to job satisfaction based on each dimension. Based on the calculations of respondents' responses to all dimensions, the results of the job satisfaction variable recapitulations are as follows:

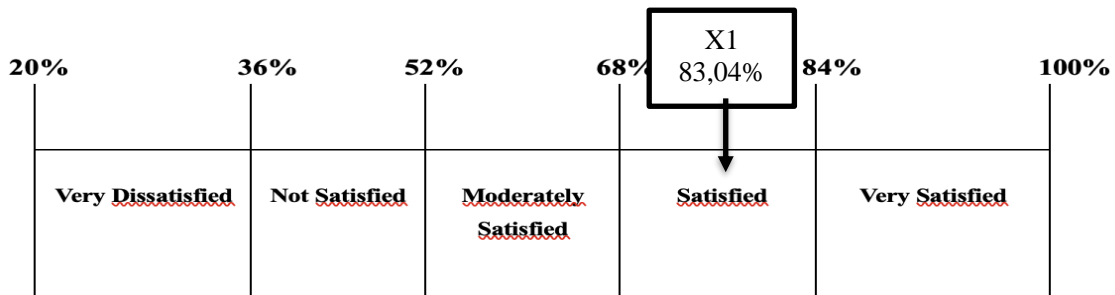
**Table 3. Result of Job Satisfaction Variables**

Dimensions	Percentage	Category
Salary	80,39%	Satisfied
Career	81,42%	Satisfied
Job Itself	83,62%	Satisfied
Supervisor	84,16%	Very Satisfied
Coworkers	85,63%	Very Satisfied
<b>Rata-rata persentase variabel</b>	<b>83,04%</b>	
<b>Kategori Variabel</b>	<b>Satisfied</b>	

Source: Processed data, 2024

The variables that affect work satisfaction in each dimension are summarized in Table 3. The summary results show that 80.39% of respondents were satisfied with their salary, 81.42% were satisfied with their career, 83.62% were satisfied with the job itself, 84.16% were very satisfied with their supervisor, and 85.63% were very v satisfied with their coworkers.

It is clear from the summary that the dimension of coworkers has the highest percentage—85.63 percent—in the very satisfied group, while the wage dimension has the lowest percentage—80.39 per cent—in the satisfied category. In Figure 1 below, the findings of the total recapitulation of the job satisfaction factors are shown as a continuous line.



**Figure 2. Results of the Continuum Line of Physical Work Environment Variables**

Source: Processed data, 2023

Based on the interpretation of the continuum line above, it shows that the level of job satisfaction at PT Pegadaian Region X Bandung Office is 83,04% in the satisfied category. The conclusion from the recapitulation of the job satisfaction variable is that the implementation of the job satisfaction at PT Pegadaian Region X Bandung Office is satisfactory.

**c. Respondents' Responses to Employees' Performance**

Performance is an achievement of results achieved by organizations, both profit-oriented and non-profit oriented organizations (Fahmi, 2016). Performance is referred to as the level of success of the implementation of an activity that the organization has successfully achieved to realize the goals, objectives, vision and mission of the organization that has been planned.

Performance includes activities in management that have the aim of building an organization by increasing its human resources. To improve the organization's human resources, competency building, human resource development, fair compensation, and empowering organizational employees are carried out (Abdullah 2014).

From the aforementioned understanding, it can be inferred that employee performance is a collection of outcomes attained through work and that an individual or group of individuals is accountable for having their work evaluated for both quantity and quality in relation to the standards and criteria for accomplishing the work that employees must perform in order to meet organizational goals. Task performance, adaptive performance, and contextual performance are the three dimensions of the employees' performance (Y) variable. The respondent's assessment of the performance of the staff according to each dimension is as follows.

The findings of the recapitulation of the employees' performance variable are as follows, based on the computation of respondents' answers to all dimensions.

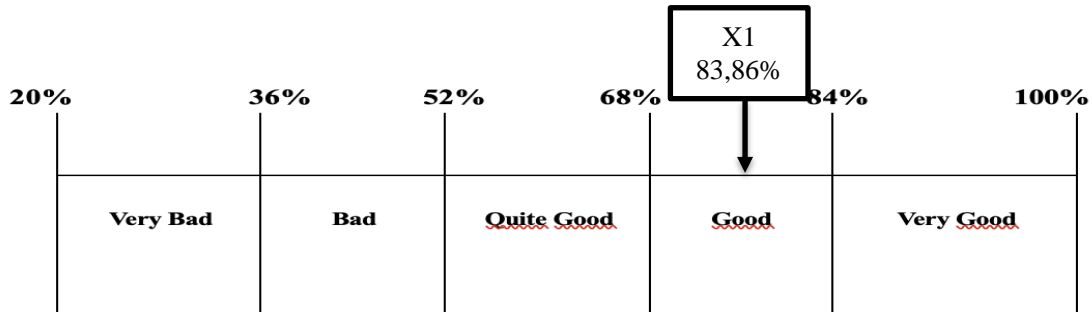
**Table 3. Results of Employees' Performance Variables**

Dimensions	Percentage	Category
Task Performance	83,26%	Good
Adaptive Performance	84,67%	Very Good
Contextual Performance	84,21%	Very Good
<b>Rata-rata persentase variabel</b>	<b>83,86%</b>	
<b>Kategori Variabel</b>	<b>Good</b>	

Sources: Processed data, 2024

The summary of the performance characteristics of employees in each dimension is shown in Table 3. The results of the recapitulation showed that 83.26% of the task performance dimension was in the good group, 84.67% was in the very good category, and 84.21% was in the good category when it came to the contextual performance dimension.

Based on the summary, it can be inferred that the task performance dimension has the lowest percentage (83.26% in the good category), and the adaptive performance dimension has the highest percentage (84.67% in the very good category). Figure 1 below shows the results of the overall recapitulation of the performance variables for the employees represented by a continuum line.



**Figure 3. Results of the Continuum Line of Employees' Performance Variables**

Source: Processed data, 2023

Based on the interpretation of the continuum line above, the level of employees' performance at PT Pegadaian Region X Bandung Office is 83.86% in the good category. The conclusion from the recapitulation of employees' performance variables is the implementation of employees' performance at PT Pegadaian Region X Bandung Office.

**B) Discussion**

A number of test outcomes, including assessing the inner and outer models and testing the hypothesis via the path coefficient, were achieved based on the study findings from the respondents' questionnaire replies and SEM analysis. The criteria employed in this study—employee engagement, job satisfaction, and performance—are what divide the conversation. In order to address the pre-formulated research objectives, this talk will cover the impact of job satisfaction and employee engagement on workers' performance.

**a. Analysis of Employee Engagement on Employee of PT Pegadaian Region X Bandung Office**

This study uses the employee engagement variable as an exogenous variable. A total of 136 employees of PT Pegadaian Kanwil X Bandung participated in this study as respondents. The employee engagement variable has three dimensions: energy, devotion, and absorption. Based on the replies provided by the respondents, it was discovered that the staff member participation variables had an average value of 83.68%, with the good group on a horizontal line.

The employee engagement variable has 9 statement items. Of the 9 statement items that have been distributed, the vigor dimension has the highest percentage value, while absorption has the lowest percentage value. The statement item with the lowest value is "not thinking about time when doing work". This means that most of the employees of PT Pegadaian Kanwil X Bandung have thought about working time. Therefore, companies must start to be aware of the balance between employee work and work-life balance.

There are 2 statement items with the highest scores, namely "When I wake up in the morning, I feel enthusiastic about working" and "I have the enthusiasm to do my work". It can be interpreted that the employees of PT Pegadaian Kanwil X Bandung feel enthusiastic about doing their work.

Based on the results of the observations, it is known that the management of PT Pegadaian Kanwil X Bandung has made several efforts to increase the value of the Employee Engagement Index (EEI).

#### **b. Analysis of Job Satisfaction on Employee of PT Pegadaian Region X Bandung Office**

This study uses job satisfaction variables as exogenous variables. This research was conducted at PT Pegadaian Kanwil X Bandung with 136 employees as respondents. There are 5 dimensions to the job satisfaction variable, namely Salary, Career, Job Itself, Supervisor and Coworkers. From the results of respondents' responses regarding job satisfaction, it was found that the job satisfaction variable had an average value of 83.04% with a category on the continuum line, namely good. This means that there is good job satisfaction among employees.

The job satisfaction variable has 15 statement items. Of the 15 statement items that have been distributed, the coworkers dimension has the highest percentage value, while the salary dimension has the lowest percentage value. The statement item with the lowest value is 'the salary provided by the company provides guarantees for the future'. This means that employees of PT Pegadaian Kanwil X Bandung feel that the nominal amount given has not provided a guarantee for the employee's future. Young employees, especially Gen Z and Millennials, are prone to burnout due to being overworked and underpaid. In the past the size of the company and salary offerings were the main attraction for talents, nowadays work flexibility is also one of the main attractions for talents. Their mindset has shifted by prioritizing work-life balance as one of the important values in their lives (Putri, 2023).

Based on the results of observations and interviews, employees are still not satisfied with the company's HR management regarding the salary given. That way, the company must make rules for what kind of salary formula can make future guarantees for employees with a focus on innovation, employee welfare, and career development, and the company can create a better work environment for all parties (Kompasiana, 2024). According to Gomes & Cardoso (2011), salary has an important role for an employee because, with sufficient salary and salary provided, it can provide a future in which employees will work well. Salaries can encourage employees to contribute as much of their services and energy as possible according to their abilities. With a sufficient salary, it can be expected that employee loyalty or loyalty to the organization to which the employee devotes himself.

#### **c. Analysis of Employee Performance on Employee of PT Pegadaian Region X Bandung Office**

This study uses employee performance variables as endogenous variables. This research was conducted at PT Pegadaian Kanwil X Bandung with 136 employees as respondents. There are 3 dimensions to the employee performance variable, namely Task Performance, Adaptive Performance and Contextual Performance. Based on the replies provided by the respondents, it was determined that the employee productivity parameter had an average value of 83.86%, falling into the good group on the continuum line. This means that employees perform well.

The employee performance variable has 14 statement items. Of the 14 statement items that have been distributed, the Adaptive Performance dimension has the highest percentage value, while the Task Performance dimension has the lowest percentage value. The statement item with the lowest value is 'I am happy to hold responsibilities outside the main job'. This means that employees feel that additional responsibilities will increase their workload and feel burdened.

Based on the results of observations and employee interviews, it is known that employees have two or more jobs that are carried out at one time. Hence, employees find it difficult to prioritize the level of importance. The results of observations in the field show that employees of several divisions get abnormal reports due to work errors that cause company activities to be less good, such as administrative errors and miscommunication of work.

This is in line with the opinion of Rolos et al. (2018) that one of the causes of decreased performance from workload is the need to take on two or more tasks that must be done simultaneously and outside the main responsibility. Even if the task is too big for them to handle, someone who feels and believes that it is a challenge that needs to be overcome can still be satisfied with their employment. On the other hand, if the excessive task is perceived as a burden, they will eventually



grow weary, both mentally and physically, which will lower performance (Astianto & Suprihadi, 2014). Leaders or superiors should provide employees with work tools and facilities according to their needs so that work operations can run smoothly, provide training to employees before starting work, give authority or rights to employees in doing something in order to achieve organizational goals, and provide work according to the abilities of their employees, provide work according to body size, working conditions and always pay attention to what things cause employee performance to decline, especially on employee needs so that what employees expect can be fulfilled (Diana, 2019).

#### **d. Analysis of the Effect of Employee Engagement on Employee Performance at PT Pegadaian Region X Bandung Office**

When compared to the T-Table in this study, which was 1.96, the T-statistics results for the effect of the worker involvement variables on staff performance were 5.230 based on the findings of partial testing utilizing the Path Coefficient. Consequently, the T-statistics value exceeds the T-table. The assumption is supported since the p-value of 0.00 is less than the significance value of 0.05. Thus, there is a substantial correlation between employee engagement and performance.

The study's findings about the impact of employee engagement on performance are consistent with other research. Noviardy and Aliya's (2022) research indicates that employee involvement positively and significantly affects employee performance. This is in line with the study by Panggabean & Intan (2023), which finds that worker performance at PT Kawasan Industri Medan is significantly impacted by employee engagement. Employee engagement has been shown to be a predictor of enhanced staff efficiency, profitability, continuation, fulfillment, and performance for an organization (Bauguruk & Gorman, 2006).

#### **e. Analysis of the Effect of Job Satisfaction on Employee Performance at PT Pegadaian Region X Bandung Office**

The T-statistics results for the work satisfaction variable on employee performance were 5.217 when compared with the T-table in this study, which was 1.96, based on partial test results utilizing the Path Coefficient. Consequently, the T-statistics value exceeds the T-Table. The hypothesis is supported since the p-value of 0.00 is less than the significance value of 0.05. Thus, there is a strong correlation between job happiness and worker performance.

The results of this research are in line with previous studies related to job satisfaction and employee performance. According to research conducted by Aditia and Sudiana (2023), job satisfaction has a positive and significant effect on employee performance. This is the same as research conducted by Paparang et al. (2021), which states that job satisfaction has a significant effect on employee performance. In accordance with what was stated by Siengthai & Pila-Ngarm (2016) stated that job satisfaction can predict increased employee performance. Therefore, companies must try to increase employee job satisfaction, which will result in increased employee performance.

#### **f. Analysis of the Influence of Employee Engagement and Job Satisfaction on Employee Performance at PT Pegadaian Region X Bandung Office**

Testing the coefficient of determination of employee engagement and job satisfaction variables on employee performance obtained an R<sup>2</sup> of 0.651 or 65.1%. This shows that the variables that can be explained by employee engagement and job satisfaction are 65.1%, while other factors outside this research determine the remaining 34.9%. So, simultaneously, the influence of employee engagement and job satisfaction on employee performance has a strong influence of 65.1%.

The results of this research are in line with previous research regarding the influence of employee engagement and job satisfaction simultaneously on employee performance. According to research conducted by Heriansyah & Ali (2023) which states that employee engagement and job satisfaction simultaneously influence employee performance. This is the same as research conducted by Yulita et al. (2023), which states that employee engagement and job satisfaction together have an influence on employee performance.

### **IV. CONCLUSION**

Based on the previously provided background information, theory, research results, and discussion using descriptive statistics and the Structural Equation Modeling method, the impact of staff involvement and satisfaction with work at the PT Pegadaian Region X Bandung Office was in a good category. The conclusion from the recapitulation of employee engagement variables from employee perceptions at PT Pegadaian Region X Bandung Office is 83.68% in the good category, job satisfaction at PT Pegadaian Region X Bandung Office is 83.04% in the satisfied category, and employees' performance at PT Pegadaian Region X Bandung Office was 83.86% in the good category. The effects of job fulfillment and worker engagement on workers' performance at the PT Pegadaian Region X Bandung Office are both simultaneously and limited. Specifically, job satisfaction has an R-square value of 0.651, indicating that it partially positively influences workers' performance, and employee engagement has a t-statistics value of 5,230 and a p-value of 0.00, suggesting that it has a significant positive influence on workers' performance.

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