

Employee Performance and Employee Engagement Towards Job Satisfaction

Sudjiwanati*
 University of Wisnuwardhana Malang
 sudjiwanati@yahoo.com

Nindita Pinastikasari
 University of Wisnuwardhana Malang

Abstract. The progress of a company can be influenced by many factors, one of which is employee performance. Employee performance, as part of management, is associated with employee engagement in the company needs to get attention because it relates to employee job satisfaction. Job satisfaction is another factor that needs attention because job satisfaction can encourage employees to improve their performance. The relationship between the three research variables is interesting to study because it has a very related relationship to company performance. The purpose of the study is to determine the relationship between employee performance and employee engagement on job satisfaction. The research method used is quantitative, and data collection methods using a questionnaire of employee performance and engagement. The number of samples used in the study was 171 employees who had worked for at least one year. The results showed that the engagement of employees in the company has a positive relationship, which means that the better the engagement of employees in the company, the better the job satisfaction of employees. The conclusion from the results of the study is the performance and engagement of employees must walk together and support each other to get good job satisfaction.

Keywords: *employee performance, employee engagement, job satisfaction*

INTRODUCTION

The progress of a company is influenced by employee performance. The company hopes that employees who have been recruited can give their best contribution in helping the company to progress and develop. Good employee performance can provide benefits for the company because the plans and targets set can be easier to run.

Nowadays, employee performance can be an important issue in company management because it is associated with employee engagement in the company. Employee engagement is needed to create conducive conditions in the company. Conducive conditions will provide benefits for the company because the company can run the specified program.

Another issue that needs attention is the problem of job satisfaction obtained by employees. Job satisfaction is another factor that needs attention because job satisfaction can encourage employees to improve their performance. Job satisfaction is one factor that can be used to improve employee performance. According to Martoyo, the emotional state of employees where there is or does not occur a meeting point between the value of employee benefits from the company/organization with the level of winning reward value desired by the employee concerned. Job satisfaction obtained by employees is subjective. Job satisfaction received by employees depends on how employees assess what they receive from their work. [1].

The results of research conducted by Dajani show that employee engagement has a significant impact on performance, but has less impact on the commitment to the organization [2]. The results of other studies conducted by Shmailan about the relationship between job satisfaction, employee performance, and employee engagement show that employees who are satisfied with their performance are better and contribute to the overall success of an organization [3]. Disgruntled employees show poor performance and are a barrier to success. Employee engagement can also contribute to organizational success. Having employees present and committed is also a key factor. The employees involved want good communication with their superiors, the work they have means a lot to them and motivates them, and employees feel that this is a safe place to work [4], [5].

Based on the description above, researchers are interested in researching employee performance, employee engagement, and job satisfaction. The relationship between the three research variables is interesting to study because it has a very related relationship to company performance. Knowledge about the relationship between the three variables is expected to contribute to the company in implementing work management.

Employee Performance

Employee performance is the work shown by employees in the form of achievement following targets set by the company. Both the poor performance of employees will be evaluated periodically, referring to the results that have been achieved. Employee performance is also often

associated with the progress that can be achieved by the company [6]. In the opinion of Ahmad and Shahzad (2011), employee performance is defined as the embodiment of employee skills in behaving and contributing to the organization/company and employee performance will be determined through organizational efforts in providing compensation, evaluating employee performance and providing opportunities for promotion to employees [7], [8]. For this reason, it is necessary to determine clear and measurable criteria and to establish them together as a reference. Organizational performance is a sign of a company's capacity to achieve independent goals effectively, and one element that can be assessed is employee performance through their productivity levels [9]. Some factors that can affect employee performance are 1) work stress on employees, which if not managed properly can affect employee performance; 2) how the company can maintain and increase employee motivation to achieve company goals, and 3) effective and good communication and coordination between the company and employees so that the company's plans can be carried out properly [9], [10].

Employee Engagement

Employee engagement is an emotional commitment that employees have towards the company. Employees will feel that their vision and mission are in line with the company. Thus the employee has a strong commitment to the company's vision and mission and has a great concern for the tasks for which he is responsible. Employees will be happy to do their work and not consider it a burden [11]. Employee engagement is a reflection of how important the role of human resources and their involvement both physically and psychologically in producing maximum outcomes with fewer employee inputs to create efficiency for the company [2]

Employee engagement is a form of individual employee engagement to commit to the company/organization. Three indicators can be used to see how much employee engagement is: 1) how an employee talks positive things about the company/organization to colleagues or customers, 2) employees have the passion and sense of belonging to the company/organization, and 3) employees show extra effort and give their best efforts in helping companies/organizations to progress and develop.

Employee engagement as an expression by individuals emotionally and intellectually committed to the organization, which is measured through three main behaviors: 1) speaking positively about the organization to coworkers and customers, 2) having an intense passion for being a member of the organization, even though getting a job opportunity at elsewhere, 3) show extra effort and behavior that has contributed to the success of the organization [12], [13].

Job Satisfaction

Job satisfaction is one factor that can be used to improve employee performance. The emotional state of employees where the point of contact occurs or does not occur between the value of employee benefits from the company/organization with the level of winning service value desired by the employee concerned[1]. Job satisfaction can not only improve employee performance but also can be one of the factors that can support company success. Employees who are satisfied with their work will be able to maintain their competitiveness. Companies/organizations must continue to try to find ways to maintain the level of employee satisfaction. Many studies conducted have shown that maintaining employee job satisfaction levels can support a company/organization to achieve success [3]. Some factors that can influence employee job satisfaction, according to some researchers, are 1) salary, 2) opportunities to enhance careers, 3) working environment conditions; and 4) support from the working group [7], [14].

METHOD

The research method used is a quantitative method and data collection method using a questionnaire of employee performance and engagement. Employee performance questionnaire, employee engagement, and job satisfaction before being distributed to study, participants have passed the reliability and validity tests. The reliability test results for employee performance, employee engagement, and job satisfaction based on the Cronbach alpha test were 0.74, 0.69, and 0.71 > 0.6, which means the questionnaire data used in reliable research. The number of samples used in the study was 171 employees who had worked for at least one year. Selection criteria for participants who work at least one year, researchers hope that employee performance and engagement in company activities have been formed. Questionnaire data analysis uses statistical tests to determine the relationship between employee performance and employee engagement on job satisfaction.

RESULT & DISCUSSION

The results showed that employee performance and employee engagement in the company affect employee job satisfaction. Based on the results of correlation analysis between variables shows that the variable employee performance and job satisfaction have a correlation value of -0.029 (sig 0.704 > 0.05). The relationship between employee performance variables and job satisfaction is negative, but even so between the two variables do not have a strong relationship.

Employee performance is one factor that gets the attention of company management to obtain

organizational efficiency. Employee performance is one of the factors that can provide employee satisfaction with what is done [15], [16]. Job satisfaction obtained by employees shows how the performance is done [17]. Employee dissatisfaction with their performance can cause organizational management to become inefficient [15]. Lack of relationship between employee performance and job satisfaction obtained by employees does not mean the performance of employees is lacking, but based on the results of research, job satisfaction obtained does not come from employee performance.

Job satisfaction can be obtained if factors such as salary, work environment, promotions, relationships with coworkers can be fulfilled. Employee job satisfaction factors that are not met can cause a lack of employee performance. Therefore there needs to be attention from the management of the company/organization in maintaining the harmonization and effectiveness of the organization [10], [15], [17]. The decline in employee job satisfaction at this time can have a significant influence on the decline in employee performance [7], [18].

The results of the data analysis of the variables of employee engagement and job satisfaction show a correlation value of 0.624 (sig 0.00 <0.05). The relationship between employee engagement variables and job satisfaction is positive, which means the better the engagement of employees in a company, the employee job satisfaction will also be better, and between the two variables shows a strong relationship.

The results showed that employees who become participants would feel job satisfaction if more involved in matters relating to their work in the company. Employee engagement can be the key to company progress and success. Involving employees in their work can motivate employees to improve their performance. The opposite result is obtained if the employee feels not involved in his work [3]. Company managers or organizational leaders need to encourage and increase employee engagement because this can encourage employee loyalty to the company/organization [2].

Several studies have been carried out in examining the relationship between employee engagement, employee performance, and employee job satisfaction, and from various studies, it shows a good relationship between these variables. From the research that has been done shows that employee engagement is a positive driving factor in improving employee performance or job satisfaction [3], [19], [20]. To increase employee engagement, several factors need to be considered by the leadership of the organization or company. These factors are 1) leadership style; 2) the rules that apply in the organization; 3) Compensation and benefits for employees; 4) the management of the work carried out; and 5) training and developing employee skills

[2]. But not all research results on employee engagement have a positive influence on employee performance and employee job satisfaction. Research conducted by Balain and Sparrow (2009) shows that the relationship between employee engagement and employee performance is not significant, because there is an inverse relationship between employee engagement and employee performance where when good employee performance will provide a positive effect on employee engagement [2], [21].

CONCLUSION

Based on the discussion, it can be concluded that the performance of employees in the company does not necessarily provide job satisfaction to employees, but the more engagement of employees in various work activities by the company can provide job satisfaction to employees. Increasing employee engagement in relations with companies and organizations needs attention because, based on this study, employee engagement can provide job satisfaction for employees.

REFERENCES

- [1] S. Martoyo, *Manajemen Sumber Daya Manusia*, 4th ed. Yogyakarta: BPFE Publisher, 1994.
- [2] Maha Ahmed Zaki Dajani, "The Impact of Employee Engagement on Organizational Performance," *South African Inst. Chart. Accountants Conf.*, vol. 3, no. 5, pp. 288–295, 2015.
- [3] A. S. bin Shmailan, "The Relationship Between Job Satisfaction, Job Performance, and Employee Engagement: An Explorative Study," *Issues Bus. Manag. Econ.*, vol. 4, no. 1, pp. 1–8, 2016.
- [4] "Effective Communication and Employee Performance." [Online]. Available: <https://engageforsuccess.org/effective-communication>. [Accessed: 12-Mar-2020].
- [5] D. Robinson, S. Perryman, and S. Hayday, "The Drivers of Employee Engagement."
- [6] L. Sinambela, *Kinerja Pegawai: Teori, Pengukuran dan Implikasi*. Yogyakarta: Graha Ilmu, 2012.
- [7] M. Inuwa, "Job Satisfaction and Employee Performance: An Empirical Approach," *Millenn. Univ. J.*, vol. 1, no. 1, 2016.
- [8] S. Ahmad and K. Shahzad, "HRM and Employee Performance: A Case of University Teachers of Azad Jammu and Kashmir (AJK) in Pakistan," *African J. Bus. Manag.*, vol. 5, no. 13, pp. 5249–5253, 2011.
- [9] I. Muda, A. Rafiki, and M. R. Harahap, "Factors Influencing Employees' Performance : A Study on the Islamic Banks

- in Islamic Science University of Malaysia University of North Sumatera," *Int. J. Bus. Soc. Science*, vol. 5, no. 2, pp. 73–81, 2014.
- [10] T. L. T. Thao and C. J. Hwang, "Factors Affecting Employee Performance – Evidence From Petrovietnam Engineering," *J. Manag. Res.*, vol. 21, no. 3, pp. 21–33, 2010.
- [11] "Pentingnya Meningkatkan Keterlibatan Karyawan." [Online]. Available: <https://zahiraccounting.com/id/blog/pentingnya-meningkatkan-keterlibatan-karyawan/>. [Accessed: 31-May-2020].
- [12] N. R. Lockwood, *Employee Engagement*. USA: SHRM Research Briefly Stated, 2005.
- [13] D. Ulrich, *Human Resource Champions*. Boston: MA: Harvard Business School Press, 1997.
- [14] L. Rue and L. Byars, *Management: Skills & Application*. McGraw-Hill Higher Education, 2003.
- [15] A. H. Khan, M. M. Nawaz, M. Aleem, and W. Hamed, "Impact of Job Satisfaction on Employee Performance: An Empirical Study of Autonomous Medical Institutions of Pakistan," *African J. Bus. Manag.*, vol. 6, no. 7, pp. 2697–2705, 2012.
- [16] I. Bakan, T. Buyukbese, B. Ersahan, and B. Sezer, "Effects of Job Satisfaction on Job Performance and Occupational Commitment," *Int. J. Manag. Inf. Technol.*, vol. 9, no. 1, pp. 1472–1480, 2014.
- [17] E. E. Ezeanyim and E. T. & A. Ufoaroh, "The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State," *J. Manag. Bus. Res. A Adm. Manag.*, vol. 19, no. 7, p. 11, 2019.
- [18] R. T. Mowday, L. W. Porter, and R. M. Steers, *Employee—Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. London: Academic Press, 2013.
- [19] R. Tepayakul and I. Rinthaisong, "Job Satisfaction and Employee Engagement Among Human Resources Staff of Thai Private Higher Education Institutions," *J. Behav. Sci.*, vol. 13, no. 2, pp. 68–81, 2018.
- [20] N. Kim-Soon and G. Manikayasagam, "Employee Engagement and Job Satisfaction," *Ijsr -International J. Sci. Res.*, vol. 3, no. 5, pp. 339–340, 2014.
- [21] S. Balain and P. Sparrow, *Engaged to Perform: A New Perspective on Employee Engagement: Executive Summary*. Lancaster: Lancaster University Management School, 2009.