



Job satisfaction and employee engagement affect employee performance and its impact on turnover intention

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ABSTRACT

Many factors lead employees to switch jobs, and these reasons can be driven by their own desires or pressures and company preferences. Unpleasant conditions and a lack of Employee Engagement can affect these employees or workers. In this research, we aim to determine whether there is a negative effect of Job Satisfaction on Turnover Intention, whether there is a positive effect of Job Satisfaction on Job Performance, whether there is a negative effect of Employment Engagement on Turnover Intention, whether there is a positive effect of Employment Engagement on Job Performance, and whether there is a negative effect of Job Performance on Turnover Intention. The research was conducted on 90 production employees of the PT. Arbe Styrindo Merak Banten department. This research was carried out using a questionnaire method, and the results were processed using SEM PLS software version 4.0. By addressing five proposed hypotheses, the results are as follows: there is no effect of Job Satisfaction on Turnover Intention, no effect of Job Satisfaction on Job Performance, Employment Engagement affects Turnover Intention, there is a positive effect between Employment Engagement and Job Performance, and Job Performance has a positive effect on Turnover Intention.

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1. INTRODUCTION

A viral video showed hundreds of employees protesting because their monthly salaries were reduced by IDR 105,000. The management allowed employees to leave if they didn't accept the new rules (Indraini, 2023). Meanwhile, hundreds of Twitter employees are expected to leave the social media company following an ultimatum from the new owner, billionaire Elon Musk, to work longer hours (Australia, 2022). The actions and attitudes of the employees in both companies represent an integrated reflection of an employee's sense of self and how they feel about their job, as reflected in job satisfaction (Wijaya, 2018). Furthermore, it's explained that an employee's level of job satisfaction can affect their actions in performing their work and directly impact their job performance (Susanto, 2019). This is supported by research conducted by (Hendrayana et al., 2021), where job satisfaction affects employee performance.

In contrast to the findings of the study mentioned above, Adiyasa & Windayanti (2019) found that job satisfaction does not affect employee performance. If employee satisfaction cannot affect employee performance, other aspects can affect employee performance. Markos & Sridevi (2010), as cited in Wicaksono & Rahmawati (2019), revealed that, compared to the job satisfaction construct,

employee commitment, and organizational citizenship, the construct of employee engagement has a stronger effect on employee performance. This is because employee engagement is a construct that encompasses almost all issues in human resource management. Unlike the study mentioned above, Tri Rahmadalena & Asmanita (2020) found that employee characteristics have a stronger effect on employee performance compared to Employee Engagement, so their research results indicate that Employee Engagement does not have a significant impact on employee performance.

In general, good employee performance is something desired by both the company and the employees themselves; the impact of employees' performance on themselves includes feelings or desires to leave their current job, which is referred to as Turnover Intention. This is evidenced by the research conducted by Suswati, (2020), where there is a negative effect of employee performance on Turnover Intention, meaning that the better an employee's performance, the less likely they are to have Turnover Intention.

The occurrence of demonstrations, protests, or employee actions is a manifestation of dissatisfaction. In both of these cases, the common thread is the company's management policies or other factors that lead employees to desire to leave the organization, known as turnover intention. Meanwhile, employees' continuous inflow and outflow are referred to as Employment Turnover (Fauziridwan et al., 2018). Turnover intention refers to an employee's attitude with a desire to leave a company. Turnover intention is also defined as a step towards one's awareness of the desire to move from one workplace to another, although it has not yet materialized (Marcella & Ie, 2022). The level of satisfaction has a negative effect on turnover intention, which aligns with the findings of Lin & Huang (2021) in their research; the higher the satisfaction level, the lower the turnover intention.

Turnover Intention or Employment turnover is divided into two types. First is voluntary turnover, where the desire or departure of employees is driven by the individual's own will. In the two cases mentioned above, the type of Turnover Intention is evident in the case of Twitter employees, where they would feel more comfortable leaving the company rather than adhering to the new rules. Second is involuntary turnover, where the desire or departure of employees is due to organizational factors or a resignation prompted by urgent circumstances. This scenario, as seen in the shoe factory case, arises from the policy of cutting previously agreed-upon wages, as discussed by Judge & Robbins, (2011) dalam (Alfatania, 2017).

The emergence of Turnover Intention, whether Voluntary or Involuntary, is characterized by several factors, as outlined by Ratnaningsih (2021): 1. Increasing absenteeism rates. 2. Inefficiency in work. 3. A rise in violations of work regulations. 4. Increased protests against superiors. 5. Unusual behavior. With these tendencies, the occurrence of turnover will impact the organization's sustainability and can reduce organizational productivity. High turnover rates will affect financial aspects, such as the cost of recruiting and training new employees. There is also a waste of costs associated with orientation, overtime, and supervision. Additionally, there are non-financial costs like the loss of productivity and a decline in service quality (Alfatania, 2017). Therefore, policies are needed to reduce Turnover Intention by identifying the root causes of its emergence. Looking at the cases of demonstrations and Twitter employees mentioned above, the causes of Turnover Intention include dissatisfaction with wages and time pressure on the work being performed or the emergence of Turnover Intention due to employee job dissatisfaction (Susanti & Halilah, 2019).

These assumptions align with the findings of the literature review conducted by Ihwanti & Gunawan (2023), where job satisfaction has a negative effect on turnover intention. In other words, if job satisfaction increases, turnover intention decreases. Likewise, the research results of Susanti & Halilah (2019) demonstrate a negative effect of job satisfaction on turnover intention. These findings are somewhat different from the study conducted by Alam & Asim (2019), where, in a partial analysis of five job satisfaction indicators, only one indicator had an impact, while the other four job satisfaction indicators did not affect turnover intention.

Similar to job satisfaction that arises from within the employee, Employee Engagement grows in tandem with an individual's personal development within the organization. It involves the expression of oneself, both physically, cognitively, and emotionally, while fulfilling their roles within the organization. In other words, Employee Engagement represents an employee's positive attitude toward the organization they work for, as well as the values held by the organization Robinson *et al.*, (2004) as cited in (Ridwan et al., 2018). Slightly different from job satisfaction, Employee

Engagement focuses more on self-exploration with a positive attitude. This positive attitude can tend to help maintain one's position as an employee and reduce Turnover Intention (Schaufeli *et al.*, 2002) as cited in (Ridwan *et al.*, 2018). therefore, when an employee achieves a higher level of job satisfaction, they will have a higher level of Employee Engagement; consequently, their intention to leave the organization will decrease (Scanlan & Still, 2019). This is supported by the research conducted by Wang *et al.* (2020a), which found a direct relationship between Employee Engagement and Turnover Intention. Similarly, the study by Oh *et al.* (2023) discovered a negative relationship between Employee Engagement and Turnover Intention. In contrast to these two studies, Purba & Ananta (2018) found no direct relationship between Employee Engagement and Turnover Intention.

Overall, many of these studies discuss the direct relationship between Employee Engagement and Turnover Intention or discuss the direct relationship between employee performance and turnover intention, but in this research employee performance is used as an intervening variable in the relationship between Employee Engagement and job satisfaction and Turnover Intention. Likewise, the job satisfaction variable is generally a dependent variable, but in this research it is used as an independent variable. Based on the background provided above, this research will focus on the effect of job satisfaction and employee engagement on employee performance and their impact on turnover intention.

2. RESEARCH METHOD

2.1 Research Design

This study was a causal-quantitative research that explored the relationships among the variables under investigation. The research variables consisted of two independent variables, which were Job Satisfaction and Employee Engagement, and one dependent variable, which was Turnover Intention. One variable could serve a dual role as both a dependent and independent variable, but it could also function as an intervening or mediating variable, which was Employee Performance. In general, the research design could be summarized as follows.

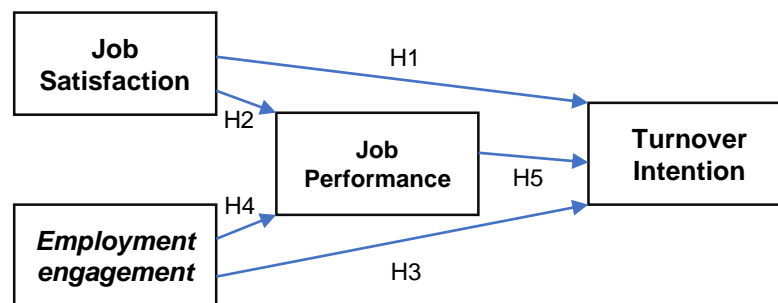


Figure 1. Research Framework

Based on the above design, the definitions of each variable can be described as follows:

2.2 Job Satisfaction

Individual experiences can enhance job satisfaction. Job satisfaction is attained when their needs are met in the workplace. Employee satisfaction can be affected by job characteristics. Five job characteristics proposed as influencing job satisfaction are task identity, task significance, skill variety required for the task, autonomy, and feedback about completed tasks (Park & Johnson, 2019a). Job satisfaction can also be defined as an attitude held by employees about many aspects of their work. In line with this, job satisfaction is a positive feeling about one's job that results from evaluating its characteristics. Based on this perspective, it can be concluded that job satisfaction is the employees' attitude or perspective about their work (Susanti & Halilah, 2019). In this study, the indicators used consist of five instruments, including: 1. Satisfaction with organizational policies and strategies, 2. Satisfaction with compensation levels, 3. Satisfaction with supervision, 4. Satisfaction with task clarity, 5. Satisfaction with career development (Alam & Asim, 2019)

2.3 Employment Engagement

Employee Engagement is a positive attitude of an individual within the scope of their job. This concept involves utilizing organizational values in one's work and using and expressing themselves physically, cognitively, and emotionally. Existing literature indicates that studies on Employee Engagement primarily focus on measuring Employee Engagement and the reciprocal effects of relationships with people. Kahn (1990), as cited in (Wang et al., 2020b), divides engagement into three dimensions: behavior, cognition, and emotion. In contrast to (Wang et al., 2020b), this study utilizes three dimensions consisting of Vigor or enthusiasm, Dedication or dedication, and Absorption or the ability to perform/absorb work (Park & Johnson, 2019).

2.4 Job Performance

Employee performance results from work in terms of quality and quantity an employee achieves in carrying out their responsibilities. In other words, employee performance is a reflection of the achievements of an organization or company in its operations. Employee performance can be measured by how much they contribute to the organization, and the dimensions of performance include quality, quantity, attendance at the workplace, and cooperative behavior (Hendrayana et al., 2021).

2.5 Turnover Intention

Turnover Intention is the desire, willingness, or impulse of an employee to leave an organization (company). Meanwhile, Putra et al. (2020) refer to turnover intention as a step towards the awareness that someone wishes to change jobs but has not yet done so. This condition should be addressed, and therefore, companies should manage and pay attention to human resources as effectively as possible (Setiyanto & Hidayati, 2017), as it can impact the costs within the company. In this study, the Turnover Intention indicator uses three instruments developed by Mobley (1984) as cited in (Susanti & Halilah, 2019), consisting of three components: thoughts of quitting, intent to search, and intent to leave.

2.6 Research Procedure

This research was a quantitative study that used primary data obtained from the distribution of questionnaires based on indicators of each research variable. The research respondents were employees from the production section of SAN Plant, PT. Arbe Styrimdo is a foreign-owned company operating in the chemical industry (Styrene Acrylonitrile) located in the Cilegon Industrial Zone. The total number of SAN Plant employees was 90, all of whom were included as the sample (saturated sample). The questionnaire results were processed using the statistical software SEM-PLS version 4.0, which involved a data quality testing phase to determine the validity and reliability of the data used. The next stage was hypothesis testing to understand the relationships between the variables used.

Hypothesis testing is used to assess whether or not the proposed hypothesis is accepted, which includes: H1: There is a negative effect of Job Satisfaction on Turnover Intention, H2: There is a positive effect of Job Satisfaction on Job Performance, H3: There is a negative effect of Employment Engagement on Turnover Intention, H4: There is a positive effect of Employment Engagement on Job Performance, H5: There is a negative effect of Job Performance on Turnover Intention

3. RESULTS AND DISCUSSIONS

3.1 Measurement Model Evaluation (Outer Model)

Measurement model testing is useful for assessing indicator variables that reflect a construct (latent variable). The measurement model aims to validate the model and the reliability of constructs that reflect the parameters of indicators and latent variables constructed based on theory and empirical studies (Agustine Pariesti et al., 2022). The measurement model in the model evaluation used convergent validity, discriminant validity, and reliability.

3.2 Convergent Validity

The convergent validity of all variables with reflective indicators was evaluated based on the loading factor (outer loading) values of each construct indicator, with a rule of thumb above 0.7. If there were values below 0.70, then the item is considered invalid from a convergent perspective so it must be eliminated. Table 1 showed some outer loading results below 0.70 there are five indicators of the job satisfaction variable (X1) so that the five instruments of the job satisfaction indicators must be eliminated, and after elimination, valid construct (above 0,7) relationships were obtained, as presented in Table 2.

Table 1. *List of Outer Loadings Before Elimination*

| Construct Relationships | Outer Loading |
|----------------------------|---------------|
| M1 ← Job Performance | 0.895 |
| M2 ← Job Performance | 0.767 |
| M3 ← Job Performance | 0.890 |
| M4 ← Job Performance | 0.885 |
| X111 ← Job Satisfaction | 0.749 |
| X112 ← Job Satisfaction | 0.657 |
| X121 ← Job Satisfaction | 0.607 |
| X122 ← Job Satisfaction | 0.780 |
| X131 ← Job Satisfaction | 0.626 |
| X132 ← Job Satisfaction | 0.407 |
| X141 ← Job Satisfaction | 0.614 |
| X142 ← Job Satisfaction | 0.798 |
| X151 ← Job Satisfaction | 0.290 |
| X152 ← Job Satisfaction | 0.772 |
| X211 ← Employee Engagement | 0.785 |
| X212 ← Employee Engagement | 0.935 |
| X221 ← Employee Engagement | 0.932 |
| X222 ← Employee Engagement | 0.713 |
| X231 ← Employee Engagement | 0.945 |
| X232 ← Employee Engagement | 0.721 |
| Y1 ← Turnover Intention | 0.805 |
| Y2 ← Turnover Intention | 0.910 |
| Y3 ← Turnover Intention | 0.942 |

Source: Processed with SEM-PLS 4.0

In table 2 you can see the relationship between the constructs and their variables after elimination. There are only five constructs used in the job satisfaction variable with the value of all construct relationships having a value above 0.7. Thus, the measurement instrument that will be used in this research is considered valid. So this research can be continued to the next stage.

Table 2. *List of Outer Loadings after Elimination*

| Construct Relationships | Outer Loading |
|----------------------------|---------------|
| M1 ← Job Performance | 0.896 |
| M2 ← Job Performance | 0.767 |
| M3 ← Job Performance | 0.890 |
| M4 ← Job Performance | 0.885 |
| X111 ← Job Satisfaction | 0.841 |
| X122 ← Job Satisfaction | 0.783 |
| X131 ← Job Satisfaction | 0.771 |
| X142 ← Job Satisfaction | 0.804 |
| X152 ← Job Satisfaction | 0.858 |
| X211 ← Employee Engagement | 0.785 |
| X212 ← Employee Engagement | 0.935 |
| X221 ← Employee Engagement | 0.932 |
| X222 ← Employee Engagement | 0.713 |
| X231 ← Employee Engagement | 0.945 |
| X232 ← Employee Engagement | 0.721 |
| Y1 ← Turnover Intention | 0.806 |
| Y2 ← Turnover Intention | 0.910 |
| Y3 ← Turnover Intention | 0.942 |

Source: Processed with SEM-PLS 4.0

After two rounds of testing, the outer loading values were obtained from the processing using SmartPLS for reflective indicators. Convergent validity testing can also be conducted by examining the Average Variance Extracted or AVE values. Data validity can be seen from the variable values. Data valid if the AVE value for each variable is greater Data is considered valid if it has values greater than 0.50, as presented in Table 3. In this table, all measurement variables including employee engagement are 0.713. Job performance variable 0.741, Job satisfaction 0.679 and Turnover Intention variable 0.788. All of these variables have a value above 0.50 so this variable is said to be valid. So that the research testing process can be continued to the next stage.

Table 3. AVE Value

| Variable | The average variance extracted (AVE) |
|---------------------|--------------------------------------|
| Employee Engagement | 0.713 |
| Job Performance | 0.741 |
| Job Satisfaction | 0.679 |
| Turnover Intention | 0.788 |

Source: Processed with SEM-PLS 4.0

3.3 Reliability

The data quality to be processed should not only be valid but also accurate and consistent when tested. To establish the reliability of each data, a reliability test must be conducted. Instruments for measuring this reliability can be observed through Cronbach's alpha and composite reliability values. Composite reliability testing is used to assess the reliability between indicators of the construct. Table 5 provides the values of Cronbach's alpha and composite reliability for the research variables with reflective indicators. These values should be >0.60 in accordance with the rule of thumb. With these values, all latent variables with reflective indicators have good composite reliability in exploratory research (Agustine Pariesti et al., 2022).

Table 4. Cronbach's Alpha

| Variables | Cronbach's Alpha |
|-----------------------|------------------|
| Employment Engagement | 0.916 |
| Job Performance | 0.883 |
| Job Satisfaction | 0.919 |
| Turnover Intention | 0.864 |

Source: Processed with SEM-PLS 4.0

Based on the table above, The research variable value which includes employee engagement is 0.916. Job performance variable 0.883, Job satisfaction 0.919 and Turnover Intention variable 0.864. In this picture, all variables in this Research Variables have Cronbach's Alpha above 0.6. With these values, it can be said that all instruments in this study are reliable and feasible for use in measuring research variables.

3.4 Structural Model Evaluation (Inner Model)

The evaluation of the structural model using PLS is done by assessing the model's goodness of fit. The goodness of fit examination is performed by looking at the R Square values from the test and calculating the Q2 predictive relevance of the structural model. Q2 predictive relevance measures how well the model generates observed values. The evaluation of the structural model also aims to examine the coefficient values of path parameters and relationships between latent variables. These coefficient relationships are assessed based on the T-Statistic it produces, which can be used to determine the significance of relationships between variables. The significance of these relationships is used to address the research hypotheses.

Based on the research conceptual framework, the testing of hypotheses and the model of relationships between variables is carried out in two stages: (1) testing the coefficients of direct effect paths, and (2) testing the coefficients of mediating effect paths.

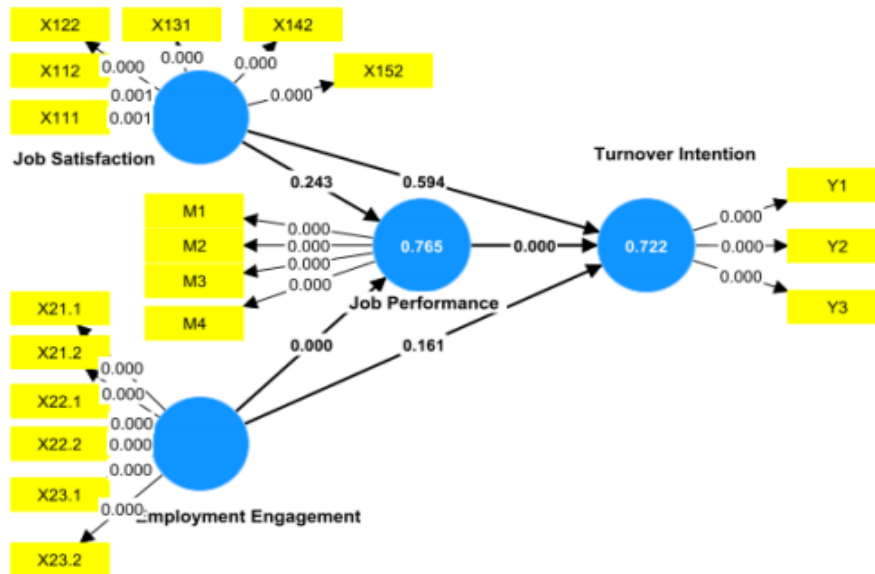


Figure 2. Inner Model
 Source: Processed with SEM-Pls 4.0

3.5 Testing of Direct Path Coefficients

The testing of path coefficients in this study to examine the relationships between research variables. According to the rule of thumb for structural model testing, relationships between variables considered to have significant effects are those with a t-statistic value > 1.96 or an α value equal to or less than 0.05. These results will be used to test the research hypotheses as seen in Figure 2 and the following Table 5:

Table 5. Total Effect

| Construct Relationship | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistic (O/STDEV) | P-Value |
|--------------------------------------------|---------------------|-----------------|----------------------------|-----------------------|---------|
| Employment Engagement → Job Performance | 0.862 | 0.858 | 0.044 | 19.371 | 0.000 |
| Employment Engagement → Turnover Intention | 0.788 | 0.783 | 0.059 | 13.392 | 0.000 |
| Job Performance → Turnover Intention | 0.644 | 0.634 | 0.159 | 4.055 | 0.000 |
| Job Satisfaction → Job Performance | -0.097 | -0.081 | 0.083 | 1.167 | 0,243 |
| Job Satisfaction → Turnover Intention | -0.024 | -0.007 | 0.101 | 0.239 | 0,811 |

Source: Processed with SEM-Pls 4.0

The first direct path test aims to examine the effect of Job Satisfaction on Turnover Intention. In Figure 2, the value of this path test can be seen from the line connecting the two variables, which is 0.594. This value is greater than 0.05, indicating no effect of Job Satisfaction on Turnover Intention. This is supported by Table 6, where the T-statistic value for this variable relationship is 0.239 or smaller than the T-table value (1.96). Similarly, the P-value is 0.811, which is greater than 0.05.

Thus, the first hypothesis (H1), stating that there is a negative effect of Job Satisfaction on Turnover Intention, is not accepted. This shows that employees who are satisfied with their work do not necessarily stay with the company. Therefore, it can be said that PT. Arbe Styrimdo employees prioritize professionalism over the desire to change jobs.

The second direct path test examines the effect of Job Satisfaction on Job Performance. The path coefficient between these two variables in Figure 2 is 0.243, greater than 0.05. The T-statistic value for the relationship between these two variables in Table 5 is 1.167, which is still less than 1.96

(T-table), indicating that there is no effect of Job Satisfaction on Job Performance. Based on these direct test results, the second hypothesis (H2) stating a positive effect of Job Satisfaction on Job Performance is not accepted.

The third direct path test aims to assess whether there is an effect of Employment Engagement on Turnover Intention. The path coefficient value for this test can be seen in Figure 2, and it is 0.161, which is greater than 0.05. In Table 5, the T-statistic value for the relationship between these two variables is 13.392, greater than 1.96 (T-table), and the P-value is 0.000 (less than 0.05). This indicates that Employment Engagement does affect Turnover Intention. However, the hypothesis presented in this study is a negative effect, so the third hypothesis (H3) stating a negative effect of Employment Engagement on Turnover Intention is not accepted.

The fourth direct path test is conducted to assess whether there is an effect of Employment Engagement on Job Performance. The path coefficient value for this test, as shown in Figure 2, is 0.000, smaller than 0.05. Similarly, in Table 5, the T-statistic value for the relationship between these two variables is 19.371, greater than 1.96 (T-table). The table also shows a P-value of 0.000 (less than 0.05). All the instruments in this test indicate that Employment Engagement has a positive effect on Job Performance. Therefore, the fourth hypothesis (H4), stating a positive effect of Employment Engagement on Job Performance, is accepted.

The fifth direct path test assesses whether there is an effect of Job Performance on Turnover Intention. Within Figure 2, the path coefficient value connecting these two variables is 0.000, smaller than 0.05. Similarly, in Table 5, the T-statistic value for the relationship between these two variables is 4.055, greater than 1.96 (T-table). The table also shows a P-value of 0.000 (less than 0.05). Based on these indicators, it is evident that Job Performance has a positive effect on Turnover Intention. However, the hypothesized relationship (H5) in this study is a negative effect of Job Performance on Turnover Intention, so the fifth hypothesis cannot be accepted.

4. CONCLUSION

Based on the data analysis conducted to achieve the objectives of this research, and by addressing the five hypotheses posed, the results are as follows: there is no effect of Job Satisfaction on Turnover Intention. There is no effect of Job Satisfaction on Job Performance. Employment Engagement has an effect on Turnover Intention. There is a positive effect between Employment Engagement and Job Performance. Job Performance has a positive effect on Turnover Intention. The results of this research cannot actually provide a general picture, because this research still has limitations. This limitation is caused by the lack of research objects, where the samples used are limited to the production section so that the samples used are very minimal. It is hoped that further research can be carried out on all departments in a company or on employees in several similar companies, so that the sample used is larger and can provide a generally acceptable picture.

Based on the hypothesis results obtained, the following things are recommended to the company. First, employee satisfaction does not affect employee performance, because perceived job satisfaction is only limited to satisfaction with compensation levels. To increase employee satisfaction, companies are advised to provide other compensation, especially Satisfaction with compensation. Second, Employment Engagement has a positive influence on Turnover Intention, therefore it is necessary to increase the dimensions of vigor or work enthusiasm in the production department, and it is recommended that the role of managers or superiors be to provide motivation to employees and carry out workplace exercises such as stretching in the middle of working hours so that employees do not get tired easily when working.

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