

The Impact of Employee Engagement as a Mediation Variable on Perceptions of Organisational Support and Compensation of Employee Performance

(Study at PT. Monoform Prana Cipta)

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Abstract:- This research aims to analyze factors that influence employee performance, including: Perceptions of organizational support, compensation, and employee engagement. This research also wants to analyze the influence of perceived organizational support and compensation on employee engagement and analyze how employee engagement mediates the influence of perceived organizational support and compensation on employee performance. The population in this study were 74 permanent employees of PT Monoform. The sampling technique used was a simple total sampling technique where the entire population was sampled. The research method used is quantitative with SEM-PLS. Based on the analysis in this research, the results showed that: Perception of organizational support has a positive and significant effect on employee engagement; compensation has a positive and significant effect on employee engagement; employee engagement has a positive and significant effect on employee performance; perceived organizational support has a positive and significant effect on employee performance; compensation has a positive and significant effect on employee performance; Employee engagement successfully mediates the influence of perceptions of organizational support and compensation on employee performance.

Keywords:- Perception of Organizational Support, Compensation, Employee Engagement, Employee Performance.

I. INTRODUCTION

The COVID-19 pandemic has devastated businesses around the world. The contracting sector is one of the most affected. Various countries, including Indonesia, have seen a decline in construction activity as a result of the COVID-19 pandemic. The process of implementing construction projects is influenced by lockdowns, movement restrictions and enforced health protocols (Sari & Suryan, 2021).

After the COVID-19 pandemic, the Central Statistics Agency (BPS) reported an increase in the number of construction service companies in Banten Province by 3,875 from 2019 to 2021, with an average growth of 1,937.5 per year (Statistics, 2021). In addition, in 2018–2020, the value of projects in the construction sector increased. Civil building construction projects had a value of 8,243,380 in 2018 and 18,170,062 in 2020, while the overall project value was 31,701,382 in 2018 and 33,350,709 in 2020 (Statistics, 2020). This data shows that the number of construction projects in Banten continues to increase every year. The number of companies operating in the construction industry including planning consultants, supervisory consultants and contractors continues to increase.

With the tight construction industry, PT. Monoform Prana Cipta should become more competitive and make more money. PT. Monoform Prana Cipta works as an interior contractor. The company also offers contracting, interior design, and architectural consulting. However, based on information collected by researchers, PT. Monoform Prana Cipta has experienced a decline in profits in the last three years. Net profit of PT. Prana Cipta monoform is Rp. 927,217,192 in 2019 and Rp. 1,157,960,428 in 2020, decreasing to Rp. 362,561,420 in 2021, and Rp. 444,231,065 in 2021.

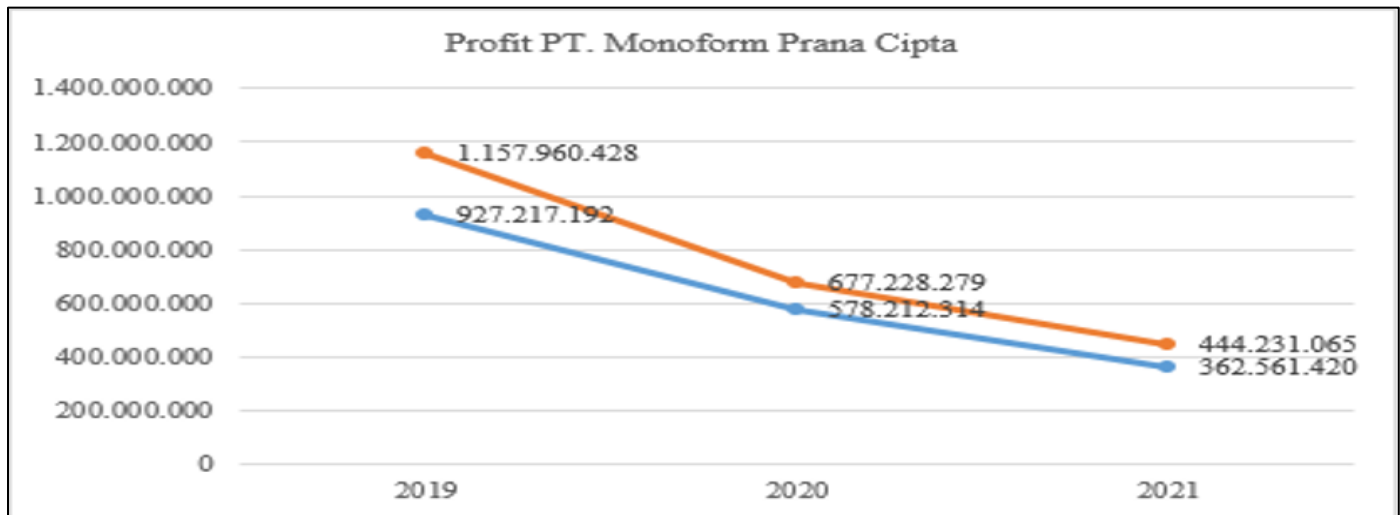


Fig 1 Profit of PT. Prana Cipta Monoform

Declining sales data in the last three years also shows a decline in company profits. In 2019, the project value was 6,809,874,050, but in 2021, the project value dropped drastically to 1,721,030,820.

HRD Manager PT. Monoform Prana Cipta also said that the company cut wages by 5% of the wages they should have due to delaying payment of wages or salaries. In addition, payments are made in stages. Apart from that, there is no payment for BPJS health and BPJS employment. Although company regulations, Chapter V, Article 18, Paragraph 5 state that "Wages are paid once a month on the 1st-5th of each month", there is no rule that states that salaries will be paid in installments every month. Furthermore, paragraph 6 of article 18 states that "Based on the company's capabilities, the Board of Directors can conduct a salary review and the basis for calculating the salary review is the basic salary." This wage is the amount of money given to workers during their work period.

Perceived organizational support shows how employees value the organization's contribution, provide support, and care about their health. Danish (2013) in Marbun & Jufrizen (2022) states that organizational support is proof that the organization values the work and contributions made by employees. Employees feel organizational support, which shows their deepest feelings about what is important to the organization. Employees who feel valued by their company feel that the company is willing to help them in situations where they need help with work or life. This feeling of respect and recognition leads to increased cooperation, identification, performance, diligent appreciation, and reciprocity among employees (Defrionaldo & Rivai, 2019). This is in line with findings from Nabila & Ratnawati (2020), Nazir & Islam (2017), Marbun & Jufrizen (2022), and Nuraini Rahmawati, & Julientia (2021) stating that organizational support influences employee performance.

Apart from the things above, this research also has research gaps. In other words, the results of previous research, conducted by Mundakir and Zainuri (2018), which found that compensation does not affect employee performance, are

inconsistent with research by Rinny, Purba, & Handiman (2020) and Puspitasari, Nursyamsi, & Rasjid (2018), shows that compensation does not affect employee performance. This is due to the fact that employees do not only work for compensation. Previous study by Diana and Frianto (2021); Wahyuni (2019); and Khusnah (2020) found that input that is not responded to by the company affects employee performance. Apart from that, there is also a study conducted by Pebriansyah (2021) that employee engagement has no significant influence on employee performance.

II. LITERATURE REVIEW

➤ Employee Performance

Performance, according to Edison, Anwar, and Komariyah (2016), is a process that is mentioned and measured over a certain period of time based on predetermined requirements or agreements. Experts have different opinions about the indicators used to measure employee performance. Performance, according to Fahlevi, Mahdani, and Sofyan (2021), is the result or level of success of a person over a certain time in completing a task compared to standards, targets or work criteria that have been mutually agreed upon. Furthermore, Fahlevi stated that performance does not stand alone, but is related to job satisfaction and compensation which is influenced by a person's skills, abilities and characteristics. Therefore, for good performance, a person must have a strong desire to do something and believe that the work will produce results. Ans can be improved if there is a match between work and abilities. According to Wibowo (2010) in (Suprpto, Priyono, Udjang, & Subarjo, 2020) performance is a management style in managing performance-oriented resources that carries out an open and continuous communication process by creating a shared vision and a strategic and integrated approach as a driving force. achieving organizational goals.

Organizations that are able to create a supportive work environment are successful organizations. Two important components that can influence employee performance are perceptions of fair organizational support. Employees who feel supported and appreciated by the organization tend to be more

engaged and better at their work. Employees who don't give up and are curious tend to be better able to change and find solutions to problems (Suprpto & Herta, 2018).

According to Gomes (2015), employee performance indicators are as follows: quality of work, quantity of work, creativity, innovation and initiative.

➤ Perception of Organizational Support

Perceived organizational support is when a person believes that the organization values their work and cares about the health of their employees. According to Eisenberger, Rhoades Shanock, & Wen (2020), perceptions of organizational support for employees can be seen through fairness for employees, supervisor support for employee welfare, company appreciation for employees, and a safe and comfortable work environment (Eisenberger, Rhoades Shanock, & Wen, 2020).

➤ Compensation

According to Dessler (2020), compensation includes all types of payments or rewards given to employees as a result of their work. According to Purwanti, Salim, and Hamzah (2020), compensation is an award or income in the form of money, goods or services that employees receive as compensation for the services they provide to the company.

➤ Employee Engagement

According to Maylett & Warner (2014), employee engagement is a condition or state where an employee is enthusiastic, full of energy, and committed to his or her work. According to Robbins and Coulter (2016), employee engagement is a participatory process that involves all

employee capacities and is intended to encourage increased commitment to the company's success. Employee engagement makes them feel more responsible, prouder, and more appreciated, which in turn results in improved performance.

Indicators of employee engagement according to Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002) consist of 1) vigor; 2) dedication; 3) absorption.

➤ Research Methodology

This study uses quantitative methods, using the Partial Least Square Structural Equation Model (PLS SEM) approach. The research hypothesis was tested with the Partial Least Square (Smart-PLS) program. Data will be examined using two models. The measurement model (Outer Model) connects indicators with latent variables, while the structural model (Inner Model) connects latent variables.

Perception of Organizational Support (X1), Compensation (X2), Employee Engagement (Y1), and Employee Performance (Y2) are the variables used in this research. This research uses a total sampling method. All employees will receive a questionnaire with a Likert scale.

III. RESULTS

A. Evaluation of the Measurement Model (Outer Model)

This model defines how each indicator is related to its latent variable, or it could be said that the outer model can specify the relationship between the latent variable and its indicators. The outer model is carried out by looking at the values of convergent validity, discriminant validity and construct reliability.

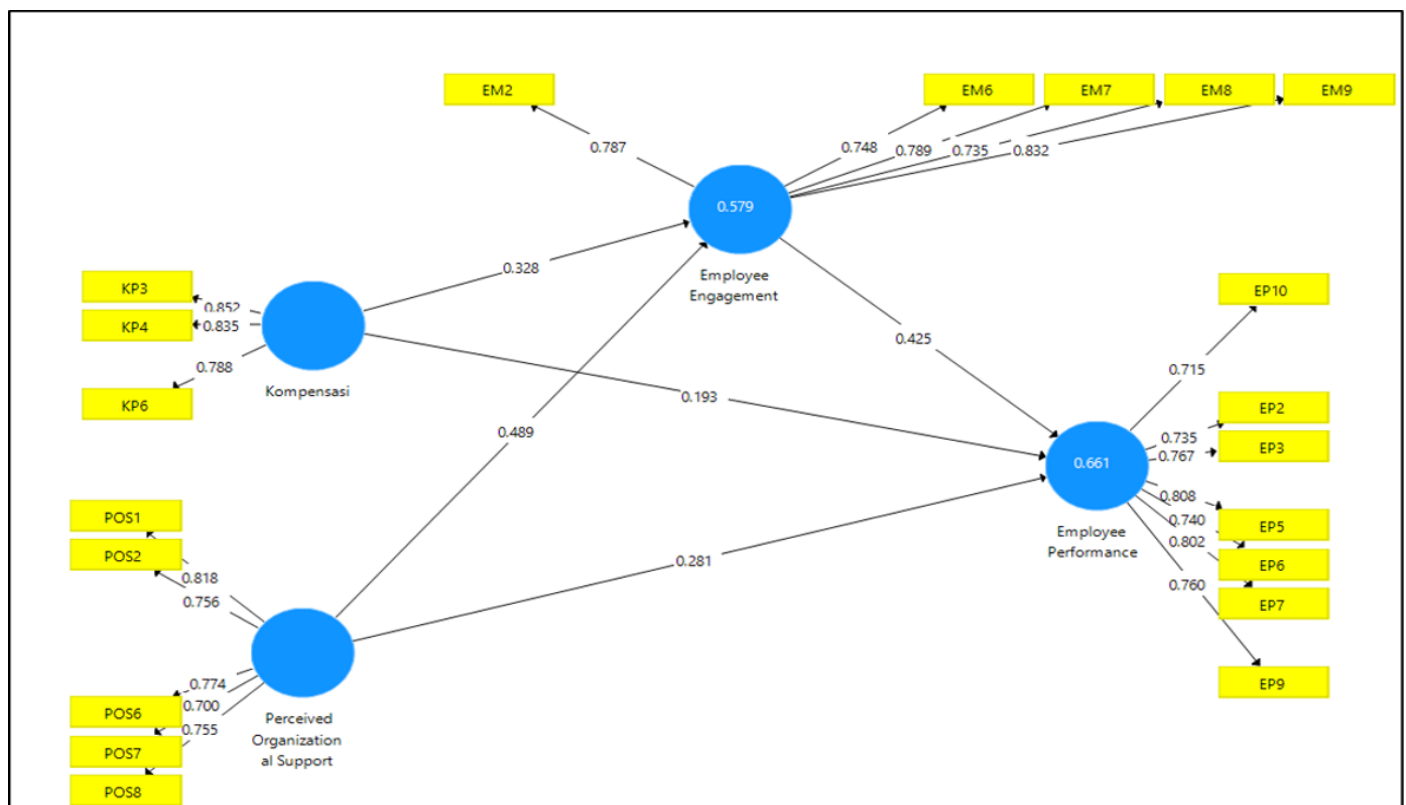


Fig 2 Path Outer Loading

➤ Convergent Validity Test Results

Convergent Validity testing is the loading factor value on the latent variable with its indicators. This measurement is carried out to test the validity of each variable. Data is said to be valid if it obtains a loading value > 0.7 . Based on the path diagram of the measurement model in Figure 4, it states that all indicators for each variable have an outer loading / factor loading value of more than 0.7, which means all indicators are valid. Thus, the research model has met the requirements for convergent validity, which means that all indicators are valid in measuring the construct.

The convergent validity test can also be done by looking at the AVE (*Average Variance Extracted*). It is declared that the construct meets convergent validity if the construct's AVE value is more than 0.5.

Table 1 AVE Results

Variable	Average Variance Extracted
Perception of organizational support	0.580
Compensation	0.681
Employee performance	0.580
Employee Engagement	0.607

The table shows that all variables have an AVE value of more than 0.5. so it can be concluded that all variables have met discriminant validity (Ghozali & Latan (2019:37).

➤ Discriminant Validity Test Results

One way to test discriminant validity is through the Heterotrait-Monotrait Ratio (HTMT) test. The recommended HTMT value should be smaller than 0.85 (Clark & Watson 1995; Kline 2011) while others suggest a value smaller than 0.90 (Gold et al. 2001; Teo et al. 2008).

Table 2 Fornell Larcker Results

	Employee performance	Employee Engagement	Compensation	Perception of Organizational Support
Employee performance	0.799			
Employee Engagement	0.761	0.761		
Compensation	0.683	0.687	0.825	
Perception of Organizational Support	0.727	0.730	0.725	0.762

The results obtained were that each construct had a value greater than the correlation between one construct and the other constructs in the model. Thus, it can be stated that all constructs are valid in terms of discriminant validity.

Table 3 HTMT Test Results

	Employee Engagement	Employee performance	Compensation	Compensation
Employee Engagement				
Employee performance	0.883			
Compensation	0.849	0.828		
Perception of Organizational Support	0.812	0.823	0.850	

Based on the results of the HTMT test, it shows that all constructs have an HTMT value of less than 0.90. Thus, it can be stated that all constructs are valid in terms of discriminant validity.

The discriminant validity test can also be carried out using the Fornell and Larcker method by comparing the square root of average variance extracted (AVE) value for each construct with the correlation between the construct and other constructs in the model. The results of the discriminant validity test based on the Fornell Lackers test were obtained as follows:

Table 4 R Square Value (R^2)

Konstruk	R Square	RSquare Adjusted	Kategori
Employee Engagement (Y1)	0.579	0.567	Moderate
Employee performance (Y2)	0.661	0.646	Moderate

The R Square (R^2) value of the employee engagement construct (Y1) is 0.579. These results indicate that the endogenous variable employee engagement (Y1) can be explained by exogenous variables, namely perceptions of organizational support (X1), compensation (X2), amounting to 57.9% while the remaining 42.1% is explained by other exogenous variables. Meanwhile, the employee performance construct (Y2) can be explained by exogenous variables, namely perceptions of organizational support (X1),

B. Structural Model Evaluation (Inner Model)

Inner model testing can be seen through the coefficient of determination R-Square (R^2), effect size (F^2), and Q-Square predictive relevance (Q^2). Meanwhile, the significance level of the path coefficient is used for hypothesis testing, namely predicting the relationship between latent variables.

➤ R-Square Value Test Results (R^2)

The coefficient of determination R Square (R^2) shows how much the exogenous variable explains the endogenous variable.

compensation (X2) and employee engagement amounting to 66.1%. Meanwhile, the remaining 33.9% is explained by other exogenous variables.

➤ Predictive Relevance Test Results (Q^2)

Q^2 model value of more than 0 indicates the model has good predictive relevance, while a Q^2 value of less than 0 indicates the model lacks predictive relevance.

Table 5 Predictive Relevance Value (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Compensation	222.000	222.000	
Preceived OrganizationalSupport	370.000	370.000	
Employee Engagement	370.000	244.869	0.338
Employee performance	518.000	326.322	0.370

Based on the calculation of predictive relevance (Q^2) which shows the value of the employee engagement variable (Y1) is 0.338 and the value of the employee performance variable (Y2) is 0.370. The values of these two variables are greater than 0 so it can be concluded that the model has relevant predictive value.

➤ Hypothesis Test

PLS-SEM analysis hypothesis testing in this study uses a significance of 5% or with an error tolerance of $\alpha = 0.05$. The decision making in PLS-SEM analysis for hypotheses with a 5% significance test is if the value $|t\text{-statistic}| > 1.96$ or significance value (p-value) < 0.05 and positive path coefficient value.

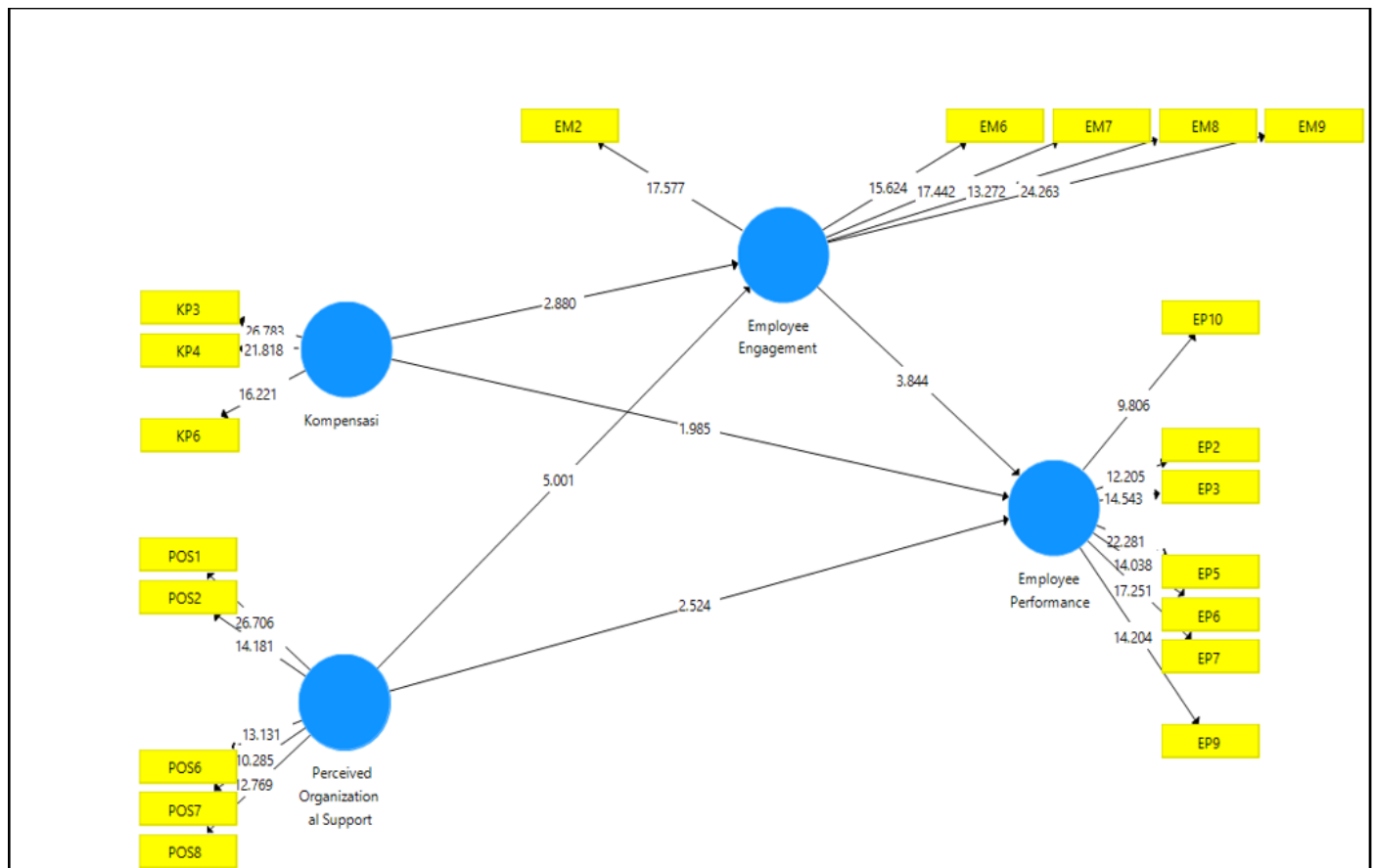


Fig 3 Path Diagram Path Coefficient & T-Statistics Structural Model (Inner Model)

Table 6 Results of Direct and Indirect Hypothesis Testing

Hypothesis	Variable	Original Sample (O)	Standard Deviation (STDEV)	t Statistic (O/STDEV)	p Values	Ket.
H1	Perception of organizational support (X1) → Employee performance (Y2)	0.281	0.111	2.524	0.012	Positive and significant
H2	Compensation (X2) → Employee performance (Y2)	0.193	0.097	1.985	0.000	Positive and significant
H3	Employee Engagement (Y1) → Employee performance (Y2)	0.425	0.110	3.844	0.000	Positive and significant
H4	Perception of organizational support (X1) → Employee Engagement (Y1)	0.281	0.110	5.001	0.000	Positive and significant
H5	Compensation (X2) → Employee Engagement (Y1)	0.328	0.114	2.880	0.004	Positive and significant

	<i>Original Sample (O)</i>	<i>Standard Deviation (STDEV)</i>	<i>t statistic (O/STDEV)</i>	<i>P value</i>	<i>Ket.</i>
Perception of organizational support (X1) → Employee Engagement (Y1) → Employee performance (Y2)	0.208	0.077	2.707	0.007	<i>Partial Mediation</i>
Compensation (X2) → Employee Engagement (Y1) → Employee performance (Y2)	0.139	0.055	2.550	0.011	<i>Partial Mediation</i>

IV. DISCUSSION

➤ *H1: Influence of Perceived Organizational Support on Employee Performance*

- H1 in this Study was Accepted.

These results are in accordance with research by Rismanto (2020) which states that perceptions of organizational support influence employee performance. This means that the perception of organizational support is a variable that influences employee performance at PT Monoform Prana Cipta.

These results are in accordance with research by Rismanto (2020), which states that perceptions of organizational support influence worker performance. One of the factors that influences employee performance at PT Monoform Prana Cipta is the perception of organizational support.

Many things can improve employee performance; one of them is the sense of organizational support that employees have. When employees feel supported by the organization due to a reciprocal relationship, they should behave well for the organization. Therefore, having the perception of company support can improve the performance of ordinary work activities and actions that benefit the company.

➤ *H2: Effect of Compensation on Employee Performance.*

- H2 in this study was accepted. This is in line with the results of various previous studies relating to the influence of compensation on employee performance, which was carried out by Suwandi (2020), which stated that compensation had a significant positive effect on employee performance.

This means that compensation is a variable that influences employee performance. A sense of satisfaction with the compensation provided in the form of salary, bonus allowances and various adequate facilities will foster high motivation at work, because employees feel appreciated and supported at work. The presence of high motivation makes employees more focused and attentive to efforts to achieve good work results that meet the company's expectations so that this fosters better performance from employees.

➤ *H3: The Effect of Employee Engagement on Employee Performance*

- H3 in this study was accepted. This is in line with the findings of Rismanto (2020) in previous research on the influence of employee engagement on employee performance, which found that employee engagement has a significant positive impact on employee performance.

These results can be used by companies to develop policies and practices that increase employee engagement, such as recognition, training and career development programs. To improve a company's overall performance, companies may have to invest in programs that increase employee engagement. In doing so, companies can increase the motivation, productivity, and loyalty of their employees, which will ultimately result in increased performance and efficiency.

➤ *H4: Influence of Perceived Organizational Support on Employee Engagement*

- H4 in this study was accepted. Previous research by Syarif Rismanto (2020) found that perceptions of organizational support had a positive impact on employee engagement.

Employees who have a strong relationship with the company feel comfortable in their workplace and like what they do, which allows them to improve their performance to help the company. The research results show that increasing employee engagement affects their performance levels.

➤ *H5: The Effect of Compensation on Employee Engagement*

- H5 in this study was accepted. According to Devita Sari et al. (2022), compensation influences employee engagement. Good compensation ensures employee satisfaction, allowing companies to acquire, retain, and hire exceptional employees.

➤ *H6: The Influence of Perceived Organizational Support on Employee Performance is Mediated by Employee Engagement*

- H6 in this study was accepted. This is in line with the results of research conducted by Rismanto (2020) which states that employee engagement mediates the influence of perceived organizational support on employee performance.

Employees who feel that the organization provides support will tend to be more motivated to improve their performance.

➤ *H7: The Effect of Compensation on Employee Performance is Mediated by Employee Engagement*

- H7 in this study was accepted. This is in line with research conducted by Prasada, et.al (2018) which states that compensation has a positive and significant effect on employee performance, mediated by employee engagement. Compensation that is commensurate and in line with employee expectations can make employees feel attached to the company, which can make employees not think about changing their place of work because of the compensation provided. So it indirectly impacts employee performance. Appropriate compensation will make employees feel tied to the company, employees who are tied to the company will provide better work results (performance).

V. CONCLUSION

➤ *Conclusion*

The conclusions from this research are:

- Perception of organizational support influences employee performance.
- Compensation has a positive and significant effect on employee performance.
- Employee engagement influences employee performance.
- Perception of organizational support has a positive and significant effect on employee engagement.
- Compensation has a positive and significant effect on employee engagement.

- Perception of organizational support influences employee performance which is mediated by employee engagement.
- Compensation has a positive and significant effect on employee performance which is mediated by employee engagement.

VI. SUGGESTION

➤ *For Companies*

In the results of hypothesis testing, employee engagement has a big impact on employee performance. The most dominant thing is the "inseparable from work" indicator. This needs to be maintained and improved so that employee performance continues to increase. Companies can give employees greater responsibility and the opportunity to make important decisions in their work. This can increase their sense of ownership and commitment to their tasks. Companies can also provide ongoing training and skills development relevant to employees' jobs. This helps employees feel more competent and confident in performing their duties.

It is hoped that companies will value the contribution in the work carried out by employees more because they see the good results in this research. This needs to be maintained and improved in order to increase employee performance.

It is hoped that the company will continue to improve the timeliness of providing compensation and also comply with applicable regulatory standards. So that employees can be expected to improve their performance. Implement an automated payroll system that can help ensure salary and bonus payments are made on time. Set a clear payment schedule and make sure all employees know the exact payment dates. Provide reserve funds to ensure that salary payments are not disrupted even if temporary financial problems occur.

➤ *For Further Researchers*

This research still has many shortcomings and limitations. The R2 result is only 66.1% which influences performance, there are other variables of 33.9% which can influence performance. Future researchers can add other variables that influence employee performance variables.

Consider testing the role of other moderating variables that may influence the relationship between organizational support, compensation, employee engagement, and employee performance, such as organizational culture or leadership style.

Future researchers can add qualitative methods such as in-depth interviews or focus groups to gain deeper insight into how and why perceptions of organizational support and compensation influence employee engagement and performance.

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