



## THE ROLE OF EMPLOYMENT ENGAGEMENT AND ORGANIZATIONAL TRUST ON EMPLOYEE PERFORMANCE: MEDIATION OF JOB SATISFACTION IN PANDEMIC CONDITION FOR PUBLIC SERVICES EMPLOYEES

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Article Info	Abstract
<p><b>Article History</b></p> <p>Received: 28 December 2021</p> <p>Accepted: 30 December 2021</p> <p>Published: 31 December 2021</p>	<p><i>The purpose of this study is to determine the influence of work engagement and organizational trust by mediating job satisfaction on employee performance during the pandemic for employees in the public service sector. The type of research was quantitative. This study used primary data with a sample in this study of 103 respondents taken from employees of the public service sector. The sampling technique used purposive sampling. Data collection method was by distributing questionnaires. Analysis technique of PLS (Partial Least Square) was through SEM-PLS software with Smart PLS 3.0. The results indicate that job satisfaction and work engagement have a significant positive effect on employee performance in public service employees. Job engagement has a significant positive effect on job satisfaction. Organizational trust has no significant effect on job satisfaction and also on employee performance. Job satisfaction is not able to mediate the effect of organizational trust on employee performance. Meanwhile, work engagement has a significant effect on employee performance by mediating job satisfaction of employees in the field of public services. The results of this study reinforce the importance of the role of employee engagement in increasing job satisfaction which in turn will lead to increased employee performance.</i></p> <p><b>Keywords:</b> <i>Work Engagement, Organizational Trust, Job satisfaction dan Employee Performance.</i></p>

### INTRODUCTION

In the midst of the Covid-19 pandemic (Coronavirus Disease 2019), it causes a global health crisis bringing changes in various fields such as education, social, culture, and trade. The number of public service providers that limit services, initiate online services to increase the quantity and quality of services, of course, is related to the quality of human resources owned by the public service unit or the implementing apparatus of the public service unit. The management

of human resources in question is that the company is able to unite the perceptions of employees and leaders to achieve company goals. This can be done through the formation of employee engagement (work engagement), trust in the organization, job satisfaction and good employee performance. The strong impact of organizational culture and employee performance on work relations, trust, and job satisfaction of professionals with significant mediation of attachment and trust can be achieved well. The research gap in this study is the effect of work engagement and organizational trust on employee performance by mediating job satisfaction during the pandemic on employees in the public service sector.

The first objective of analyzing a supportive organizational culture is to have a positive impact on employee engagement and trust. Second, the strong performance shown by the leader's communication in the organization affects employee engagement and trust. Third, organizational condition is very important (that is, supportive organizational culture and superior employee performance) still have an indirect influence on overall professional job satisfaction, through mediating attachment and trust which have a positive relationship. Cultural implications supporting strong employee performance in public and facilitate communication relations initiatives and organizational development are to increase employee engagement. This type of productive work environment leads employees to believe that their active engagement. Increasing their trust in the organization, is essential not only for their own job satisfaction at the individual level, but also for competitive advantage at the organizational level (Meng & Berger, 2019).

Improving employee performance is an important goal for companies to maintain their business success. In this way, contextual factors, such as cultural norms or the impact of new technologies, characteristic for all organizations, are part of the performance management process and need to be taken into account (Rusu et al., 2016). Employee performance can be created if the variables that influence it include employee engagement (work engagement), trust in the organization, job satisfaction) can be properly accommodated and accepted in an organization/company (Meng & Berger, 2019).

The level of employee work attachment to the values and goals of the organization will ultimately affect job satisfaction. Of course, the organizational commitment of employees can grow together with the creation of a conducive organizational climate. Several studies explain that there is a positive relationship between work engagement and employee performance. This can be seen when employees are engaged, they dedicate their resources cognitively, emotionally, and physically to work roles, so that they can contribute to organizational goals (Buil et al., 2019). According to Brown et al., (2011), the relationship between job satisfaction and work performance is positive and significant.

## **LITERATURE REVIEW**

### **Employment Performance**

Employee performance is a reasonable outcome directly related to the degree of internal fit among Human Resources (HR) practices. Internally aligned HR practices optimize to influence employee capabilities, motivation, and opportunities in a potentially harmonized manner. We, therefore, comprehensively discuss how different aspects of the HR system can affect the ability, motivation, and opportunities to contribute and potentially effective alignment among them (Huselid & Becker, 1997). According to Wulandari & Putriyanti, (2020) and F Wulandari (2021), task performance or work performance and contextual performance are dimensions of measuring a performance. Task performance can be in the form of behaviors related to the technical core of the organization while contextual performance includes activities that support long-term organizational performance. When conceptualizing performance one must distinguish between actions and aspects of performance outcomes. Aspects of behavior based on a person's actions relevant to organizational goals. The outcome aspect refers to the consequences or outcomes of individual behavior. Performance is defined as the degree to which a person completes his role according to the standards set by the organization. Public service performance is also measured by quality work, work effectiveness and efficiency, service satisfaction, service as expected, service quality.

### **Work Satisfaction**

Job satisfaction is the degree to which employees like their job or aspects of their job. When employees affirm that their work fulfills their needs, values and personal characteristics, their job satisfaction will increase and thereby develop an individual's positive attitude towards the job and its environment. Job satisfaction is also defined as, all the characteristics of the job itself and the work environment that are useful and satisfying, or frustrating and unsatisfactory (Rutherford et al., 2009). Job satisfaction can be measured overall; the degree to which individuals is satisfied or dissatisfied with their jobs. The second approach is the faceted approach, where job satisfaction is broken down into aspects or aspects used as a basis for identifying aspects that need to be developed to increase employee satisfaction (Meng & Berger, 2019). All of these arguments converge on the common and shared assumption that global job satisfaction is associated with a series of interrelated tasks, tasks, roles, responsibilities, interactions, incentives and rewards (Spagnoli et al., 2012). Job climate satisfaction refers to satisfaction with aspects of the work climate within the organization, such as relationships with managers and the work environment. Management practice satisfaction concerns satisfaction with organizational management practices

and is measured by performance appraisal practices, company management practices, and job organization. Reward satisfaction is measured by two items; salary and social benefits provided by the company. Self-employment satisfaction is measured by how the work is done and the company's services (Spagnoli et al., 2012).

### **Trust in Organization**

Trust is one of the main indicators in society to understand the perception of organizational relationships. Trust is not only considered as an important supporter of a successful relationship but also a resource for generating sustainable competitive advantage for relationship partners, both internally and externally. Thus, it can be estimated that trust will have a direct effect on professional job satisfaction (Meng & Berger, 2019). Organizational trust has been defined as an internal problem, one of which is analyzing the dimensions felt by employees. The dimension of trust has the complex nature of the exchange relationship between employees and the organization; an employee can consider various features to assess the trustworthiness of his organization (Ozmen, 2018). This definition indicates that trust is a dynamic phenomenon depending on the interaction of various factors that may influence the construction of a trust model (Martins, 2002). The dimensions of trust according to Robbins & Judge (2009) are integrity (honesty and moral character), loyalty (intentions, agendas, and motives), behavioral consistency (reliability, related to the concept of predictability), openness (generalizing and expressing ideas freely, one aspect of the concept of accessibility), functional/specific competence (knowledge and skills related to a particular task), and interpersonal competence (one's skills), judgment (ability to make good decisions, including the other eight belief bases). According to Choon et al., (2015) trust is usually studied in two dimensions based on the rational evaluation process and emotional responses from and due to interactions.

### **Work Engagement**

The concept of employee engagement theoretically and empirically, engagement is defined as an experience representing strength, dedication to the middle, and a period of absorption over a long period of time – weeks, months, or even years (Choo et al., 2013). Engagement refers to an affective and cognitive state that does not focus on a particular object, event, individual, or behavior (Schaufeli et al., 2006). Briefly, it explains the dimensions contained in work engagement, namely: vigor characterized by enthusiasm, strength / energy and a high level of mental resilience in completing a job, willingness to invest effort in one's work, and persistence in the face of adversity. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge; this is required not to benefit oneself or other parties. Dedication refers to a certain

cognitive condition or belief but also includes an affective dimension. Absorption is a concept addressed to employees who are required to concentrate fully on a job

## **HYPOTHESES DEVELOPMENT**

### **The effect of work engagement on employee performance**

In this study, the authors focus more on employee trust. Trust can be defined as a strong belief in the reliability, correctness, or ability of someone or something. Employee trust in the workplace affects employee behavior, which in turn affects company performance. These way employees believe that their managers will treat them honestly and fairly can influence the extent to which employees are involved. Therefore, the level of trust that employees have in their managers can have an impact on company performance (Brown et al., 2011). When employees are engaged, they dedicate their resources cognitively, emotionally, and physically to mid-work, thereby contributing to organizational goals (Rich et al., 2010). Employees who work with greater intensity on their tasks for longer periods of time, they pay more attention and focus more on responsibilities, and they are more emotionally connected to the tasks that make up their roles (Rich et al., 2010). Therefore, they are more likely to respond positively to customer requests and display better job performance. Previous empirical studies have shown that job engagement is positively related to employee performance (Buil et al., 2019).

H1: Work engagement has a positive influence on employee performance

### **The effect of work engagement on job satisfaction**

The definition of work engagement that emphasizes passion, dedication, and application suggests that it primarily refers to how employees perceive their work when they do it. This is particularly evident for the dimensions of engagement application (Steele & Fullagar, 2009). The difference in our conceptualization is that job satisfaction refers to how employees feel about their jobs generally, whereas job engagement refers more specifically to how they feel when they do work (Skaalvik, 2013). Moreover, the results show that engagement is a stronger predictor of professional job satisfaction through its direct influence on building trust in organizations and job satisfaction (Meng & Berger, 2019).

H2: Job engagement has a positive effect on job satisfaction

### **The effect of trust in organization on job satisfaction**

Trust is not only considered as an important supporter of a successful relationship but also a resource for generating a sustainable competitive advantage for partner relationships, both internally and externally. The importance of building trust has been verified from a relational perspective in various communication contexts (Meng & Berger, 2019). Thus, we predict that trust

will affect professional job satisfaction. The impact of CEO credibility on organizational reputation and employee engagement and public relations executives is expanded in strengthening internal communication to build trust and engagement with employees (Mishra et al., 2004). This shows the positive impact of internal communication satisfaction on employee engagement (Tkalac Verčić & Pološki Vokić, 2017). Thus, we wanted to test whether engagement would be positively associated with their trustworthiness and overall job satisfaction.

H3: Organizational trust has a positive influence on job satisfaction.

### **The effect of organizational trust on employee performance**

Increasing organizational commitment among employees is an important aspect to do better. Then Setiawan et al., (2020) argue that employee trust in superiors has a positive and significant effect on employee trust in the organization. The more and more often superiors give trust to their employees, the more often and many employees believe in their organization. The results explain that trust in the organization has a big impetus to improve employee performance. In line with Suropto, (2011) organizational trust that has a positive or significant influence on employee performance. Therefore, attention to organizational commitment and organizational trust will result in better employee performance.

H4: Organizational trust has a positive influence on employee performance.

### **The effect of job satisfaction on employee performance**

Empirically, the influence of the organization on organizational commitment and job satisfaction on work performance, the results of which can be seen that it is important to increase job satisfaction in the organization. Eliyana et al., (2019) the importance of maintaining trusts in the organization, especially to superiors/leaders and colleagues in the team have an important impact on improving employee performance. The results of the study aimed to determine the relationship between two variables, namely job satisfaction and performance, both of which show significant and positive results (Brown et al., 2011).

H5: Job satisfaction has a positive influence on employee performance.

## **METHOD**

### **Population and Sample**

Population according to Ferdinand (2014) is a combination of all elements in the form of events, things or people who have similar characteristics that are the center of attention of a researcher. The population in this study was taken from employees in the field of public services. By using the probability sampling technique, the research took samples between 100-200 sampling encompassing respondents from employees working in the field of public services such as

Hospitals, Village Government Employees, State Electricity Company (PLN), Transportation Office (Dishub), IAIN Surakarta, Indonesian Army (TNI AD), Local Office of Religious Affairs (KUA) and Municipal Waterworks (PDAM) employees.

**Variable Measurement**

Job engagement according to Schaufeli et al., (2006) is measured by referring to the affective and cognitive states of vigor, dedication and absorption. Organizational trust is measured by the dimensions of trust according to (Robbins et al., 2011; Robbins & Judge, 2009) namely integrity (honesty and moral character), loyalty (intentions, agenda, and motives), behavioral consistency (reliability, related to the concept of predictability), openness (generalizing and expressing ideas freely, one aspect of the concept of accessibility), functional/specific competence (knowledge and skills related to a particular task), and interpersonal competence (people skills), judgment (ability to make good decisions, including eight other basis of belief). Job satisfaction is measured by interrelated tasks, tasks, roles, responsibilities, interactions, incentives and rewards (Spagnoli et al., 2012). Employee performance according to Wulandari & Putriyanti (2020) is measured by task performance or work performance, and contextual performance is a measurement dimension of a performance. Public service performance is also measured by quality work, work effectiveness and efficiency, service satisfaction, service as expected, service quality.

**Data Analysis**

Data analysis in this study used the partial least squares (PLS) method.

**Description on Respondent Characteristics**

Table 1. Cross Tabulation Test Results of Gender and Position  
Position \* Gender of Crosstabulation

Count		Sex		Total
		Male	Female	
Position	Head of division	3	3	6
	Head of government section	0	1	1
	Head of subsection	2	3	5
	Nurse	0	1	1
	Nurse	2	3	5
	Police/Indonesian Army (TNI)	1	0	1
	Staff/Executive Staff	34	50	84
<b>Total</b>	<b>42</b>	<b>61</b>	<b>103</b>	

Respondents participated in this study were male and female respondents, out of 103 male respondents were 42 or 42%, while for female respondents were 61 or 58%. The gender category was dominated by female respondents. In general, it can be explained that the majority of respondents were staff/executive staff positions encompassing 50 female and 34 male respondents.

Table 2. Cross Tabulation Test Results of Gender and Work Experience  
Experience \* Gender of Crosstabulation

Count		Sex		Total
		Male	Female	
Experience	1-5 years	25	49	74
	6-10 years	10	4	14
	11-15 years	1	1	2
	16-20 years	4	1	5
	> 20 years	2	6	8
<b>Total</b>		<b>42</b>	<b>61</b>	<b>103</b>

In general, it can be explained that the majority of respondents are those with work experience between 1-5 years consisting of 49 female and 25 male respondents. The second largest are those with work experience between 6-10 years encompassing 6 male respondents.

## RESULT

### Test of Validity and Reliability

Table 3. Test results of the validity of work engagement, organizational trust and employee performance

Variable	Average Variance Extracted (AVE)	Rule of thumb	Conclusion
Job Satisfaction	0,652	>0,5	Valid
Work Engagement	0,699	>0,5	Valid
Organizational Trust	0,710	>0,5	Valid
Employee performance	0,619	> 0,5	Valid

Source: Data processed by PLS, 2021

From table 3, it is revealed that the AVE values for the variables of job satisfaction, work engagement, organizational trust, and employee performance are 0.652; 0.699; 0.710 and 0.619. So, it can be verified that the Average Variance Extracted value is more than the Rule of Thumb (0.5). Thus, it can be concluded that the latent variable has a good discriminant validity value.



Table 4. The results of the reliability test of work engagement, organizational trust and employee performance

Variable	Cronbach's Alpha	Composite Reliability	Rule of thumb	Conclusion
Job satisfaction	0,868	0,903	>0,7	Reliable
Work engagement	0,857	0,903	>0,7	Reliable
Organizational trust	0,899	0,924	>0,7	Reliable
Employee performance	0,849	0,890	>0,7	Reliable

Source: Data processed by PLS, 2021

Table 4 shows that the Composite Reliability (CR) and Cronbach Alpha (CA) values are above 0.7. Therefore, it can be concluded that all constructs meet the reliable criteria so that they can be trusted as measuring tools.

### Hypothesis test

Table 5. Test of Coefficient Path

Variable	Original Sample	Rata-rata Sample	Standard Deviation	T Statistic	P Values
M -> Y	0,304	0,318	0,122	2,491	0,013
X1 -> M	0,781	0,763	0,093	8,392	0,000
X1 -> Y	0,473	0,461	0,129	3,655	0,000
X2 -> M	0,023	0,049	0,105	0,224	0,823
X2 -> Y	0,105	0,114	0,099	1,060	0,290

Source: Data processed by PLS, 2021

Based on table 5, it can be done hypothesis testing as follows:

#### 1. The Effect of Job Satisfaction on Employee Performance

Based on the results of table 5, it reveals the correlation between job satisfaction and employee performance; the t-statistic value is 2.491 and the p-value is 0.013 with the original sample value is positive, namely 0.304 indicating that the direction of the correlation between job satisfaction and employee performance is positive. So it can be concluded that the value of t-statistics (2.491) > t-table (1.960) and p values (0.013) < 0.05. This means that job satisfaction has a significant positive effect on employee performance.

#### 2. The Effect of Job Engagement on Job Satisfaction

Based on the results of table 5, it shows the correlation between work engagement and job satisfaction, the t-statistic value is 8.392 and the p-values are 0.000 with the original sample value being positive, namely 0.781 indicating that the direction of the correlation between work engagement and job satisfaction is positive. So it can be concluded that the value of t-statistics

(8.392) > t-table (1.960) and p values (0.000) < 0.05. This means that work engagement has a significant positive effect on job satisfaction.

### 3. The Effect of Work Engagement on Employee Performance

Based on the results of table 5, it shows the correlation between work engagement and employee performance, the t-statistic value is 3.655 and the p-value is 0.000 with the original sample value being positive, namely 0.473 which indicates that the direction of the relationship between work engagement and employee performance is positive. So, it can be concluded that the value of t-statistics (3.655) > t-table (1.960) and p values (0.000) < 0.05. This means that work engagement has a significant positive effect on employee performance.

### 4. The effect of organizational trust on job satisfaction

Based on the results of table 5, it shows the relationship of organizational trust to job satisfaction, the t-statistic value is 0.224 and the p-value is 0.823 with the original sample value is positive, namely 0.023 which indicates that the direction of the relationship between organizational trust and job satisfaction is positive. So it can be concluded that the value of t-statistics (0.224) < t-table (1.960) and p values (0.823) > 0.05. This means that organizational trust has no significant effect on job satisfaction.

### 5. The influence of organizational trust on employee performance

Based on the results of table 5, it shows that the correlation of organizational trust to employee performance, the t-statistic value is 1.060 and the p-value is 0.290 with the original sample value is positive, namely 0.105 which indicates that the direction of the relationship between organizational trust and job satisfaction is positive. So it can be concluded that the value of t-statistics (1.060) < t-table (1.960) and p values (0.290) > 0.05. This means that organizational trust has no significant effect on job satisfaction.

Table 6. Test of Indirect Effect

Variable	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P Values
X2 -> M -> Y	0,007	0,013	0,035	0,201	0,841
X1 -> M -> Y	0,238	0,246	0,106	2,246	0,025

Source: Data processed by PLS 2021

Table 6 reveals the correlation between organizational trust and employee performance indirectly through job satisfaction, the t-statistic value is 0.201 and the p-value is 0.841 with the original sample value is positive, namely 0.007 which indicates that the direction of the relationship between organizational trust and job satisfaction is positive. So, it can be concluded that the value of t-statistics is 0.201 < t-table of 1.960 and p values (0.841) > 0.05. This means that organizational

trust has no significant effect on employee performance through job satisfaction

Based on the results of table 6, it shows the relationship between work engagement and job satisfaction indirectly through job satisfaction, the t-statistic value is 2.246 and the p-value is 0.025 with the original sample value is positive, namely 0.238 which indicates that the direction of the relationship between job engagement and job satisfaction work is positive. So, it can be concluded that the t-statistic value is  $2.246 > t\text{-table is } 1.960$  and p-value is  $0.025 < 0.05$ . This means that work engagement has a significant effect on employee performance through job satisfaction. From the two methods; direct and indirect effect, it can be seen that:

1. The influence of organizational trust on employee performance indirectly through job satisfaction that there is no mediation
2. The influence of work engagement on employee performance indirectly through job satisfaction that there is full mediation (*full mediation*).

## DISCUSSION

The results show the influence of job satisfaction on employee performance which can create job satisfaction in accordance with individual satisfaction, values and personal characteristics (Handayani, 2016; Rutherford et al., 2009) Thus, job satisfaction is important for employees to improve and develop positive attitudes individuals to their work and environment. The results show that there is an effect of work engagement on job satisfaction. There is an alignment of work engagement between job satisfaction found in employees in the field of public services having strong dedication. So, it makes the job satisfaction of an employee to be proud of his work. The results show that there is an influence of work engagement on employee performance found in employees who are able to produce products or services that are better and more efficient. This is because the orientation of employee work engagement can contribute to their work, and the employees show a feeling of pride and never give up.

However, the results indicate that organizational trust has no significant effect on job satisfaction. Therefore, according to employees faced with job demands that exceed their individual abilities, and an imbalance between the characteristics of organizational aspects and employee personality characteristics, it can cause organizational trust to be less than optimal and have an impact on decreased job satisfaction. In addition, the object of this research is the public service employees/civil servants/BUMN of public service, that job satisfaction is created by individual abilities emphasizing more on employee characteristics.

Organizational trust has no significant effect on employee performance. One of the dimensions of organizational trust is having the value of integrity, consistency and competence

towards organizations using a bureaucracy that tends to have a limited level of authority. One of the characteristics of the bureaucratic structure is that it has characteristics such as formal/rigid provisions which the performance orientation of public service employees must be in accordance with predetermined standards. The results show that organizational trust has no significant effect on employee performance through job satisfaction. However, the object of this research is public service employees/civil servants. They use the bureaucracy and see the freedom of decision-making have a limited level of authority which must comply with the implementation instructions and technical instructions. The results indicate that work engagement has a significant effect on employee performance through job satisfaction. This shows that employees in the public service sector have high values of enthusiasm, dedication and absorption towards the organization. So, the employees are able to produce better and more efficient products. For example, employees in the public service sector show a sense of pride in their employees and a sense of never giving up, so they will be more enthusiastic to be involved with their work.

## **CONCLUSIONS AND RECOMENDATIONS**

This study shows that job satisfaction has a significant positive effect on employee performance in public service employees. Job engagement has a significant positive effect on job satisfaction. Job engagement has a significant positive effect on employee performance. Organizational trust has no significant effect on job satisfaction and also on employee performance. Job satisfaction is not able to mediate the effect of organizational trust on employee performance. Job engagement has a significant effect on employee performance through job satisfaction of employees in the field of public services.

An important implication of this research is to support the role of engagement in improving employee performance directly or indirectly. The need to increase work engagement, especially in vigor characterized by enthusiasm and energy as well as mental resilience to complete work. It is also a dedication to feelings of enthusiasm and pride in work.

The limitation of this study is that there is an insignificant effect on the direct relationship between organizational trust and employee satisfaction and performance. Moreover, it is also the inability of satisfaction mediates the effect of organizational trust and organizational performance.

Suggestions in this study are organizations need to increase morale and dedication to the organization to produce better and more efficient services. Second, the management conducts an evaluation to build employee trust in the organization to be better.

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