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THE EFFECT OF EMPLOYEE ENGAGEMENT AND WORKLOAD ON EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE WORK SATISFACTION IN THE ADMINISTRATION SECTION OF THE AIRPORT AUTHORITY REGION II OFFICE MEDAN

Egarius Budiarto[1], Sri Rahayu[2], Wilchan Robain[3]
Universitas Pembangunan Pancabudi
Email: egariusb@gmail.com[1], srirahayu@dosen.pancabudi.ac.id[2], wilchan_robain@dosen.pancabudi.ac.id[3]

Abstract

The purpose of this study was to determine and analyze the effect of Employee Engagement and Workload on Employee Performance which is mediated by Employee Job Satisfaction. This type of research is associative quantitative. The location of this research is the Airport Authority Region II Medan. The population and sample in this study were 70 employees (saturated sample). This research model uses Path analysis, and the measurement tool uses Smart PLS 3.3.3. Data collection was carried out using a questionnaire. The results of the research are as follows: Workload has a positive and significant effect on employee satisfaction. Workload has no significant positive effect on employee performance. Employee Engagement has a positive and significant effect on Employee Satisfaction. Employee Engagement has a negative and insignificant effect on Employee Performance. Job Satisfaction has a positive and significant effect on Employee Performance. Workload has a positive and significant effect on Employee Performance through Job Satisfaction. Employee Engagement has a positive and significant effect on Employee Performance through Employee Satisfaction.

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

INTRODUCTION

The achievement of company goals does not only depend on modern equipment, complete facilities and infrastructure, but even more depends on human resources, namely employees who carry out the work. The success of an organization is strongly influenced by the individual performance of its employees. Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved (Suwati, 2013).

Companies can achieve their company goals by optimizing the performance of their employees. With the optimal performance of employees, the company will be able to survive and will develop in the current globalization. Every company wants to have employees with the best performance. In other words, if the employee's performance is good, the company's performance will also increase (Fauziah, 2016).

According to Rivai (2013) performance can be defined as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Therefore, in order to have good performance, a person must have a high desire to do and know his work and can be improved if there is a match between work and abilities (Alfian et al. 2018). Employee performance is an important thing for the organization to pay attention to, because it can affect the achievement of organizational goals and progress in a global competition that often changes (Tampi, 2014).

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Understanding the importance of employee performance for the organization, experts determine a number of important factors that are considered to determine employee performance, including employee engagement and workload. According to Bakker and Schaufeli, (2016) employee engagement is defined as a positive, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption. Employee engagement is an approach at work that can produce the right conditions for all members of the organization to be able to give their best every day, be committed to organizational goals and values, and be motivated to contribute to organizational success (Yusuf et al. 2019).

Many other factors are considered to influence the not optimal performance of employees, one of which is the high workload of employees. Workload is an aspect that must be considered by every company, because workload can affect activities within the company regarding the completion of tasks and work for each employee and can affect employee performance. A heavy workload can make employees feel uncomfortable at work. Providing a good workload to employees can provide clarity for them to be able to complete work according to the workload that is their respective responsibility and prevent shifting of responsibilities from one another (Yusuf et al. 2019).

LITERATURE REVIEW

Employee performance

According to Mangkunegara (2017) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Factors that affect performance according to Kasmir (2016):

1. Capability and Expertise

   Is the ability or skill possessed by someone in doing a job. The more you have the ability and expertise, the more you will be able to complete the work correctly, according to what has been set. This means that employees who have better abilities and skills will provide good performance and vice versa. Thus, ability and expertise will affect a person's performance.
2. Peknow

   The point is knowledge about work. Someone who has knowledge. about good work will give good work results, and vice versa. So, it can be concluded that knowledge of work will affect performance.
3. Work Plan

   Is a work plan that will facilitate achieving its goals. This means that if a job has a good design, it will make it easier to carry out the job properly and correctly. Vice versa, it can be concluded that job design will affect a person's performance.
4. Personality

   That is a person's personality or character possessed by a person. Everyone has a personality or character that is different from one another. Someone who has a good

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personality or character will be able to carry out work seriously and responsibly so that the results of the work are also good.

5. Work motivation

   Work motivation is an encouragement for someone to do work. If employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be stimulated or motivated to do a good job. In the end encouragement or stimulation both from within and from outside a person will produce good performance.

6. Leadership

   Leadership is the behavior of a leader in organizing, managing and ordering his subordinates to carry out a given task and responsibility.

7. Leadership Style

   Is the style or attitude of a leader in dealing with or governing his subordinates.

8. Borganizational culture

   These are the habits or norms that apply and are owned by an organization or company. Habits or norms - these norms regulate things that apply and are generally accepted and must be obeyed by all members of a company or organization.

9. Job satisfaction

   It is a feeling of pleasure or joy, or a feeling of liking someone before and after doing a job. If employees feel happy or happy or like to work, then the work results will be good too.

10. Lwork environment

    It is the atmosphere or conditions around the workplace. The work environment can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers.

11. Loyalitas

    Is the loyalty of employees to keep working and defending the company where teit's working. This loyalty is shown by continuing to work earnestly even though the company is in a bad condition.

12. Commitment

    Is employee compliance to carry out company policies or regulations at work. Commitment can also be interpreted as employee compliance with the promises he has made. Or in other words, commitment is compliance to carry out the decisions that have been made.

13. Work Discipline

    It is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, for example coming to work always on time. Then discipline in doing what was ordered to him in accordance with the orders that must be done. Disciplined employees will affect performance.

14. Pework training

    Job training is a systematic process to teach or improve knowledge, skills and

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attitudes, and specific behaviors related to work so that employees become more skilled, have better responsibilities and have better performance.

15. Compensation

    If the level of compensation given to employees is lower than what can be provided by other agencies or companies for the same work, it will create a sense of dissatisfaction among employees, which can end in many potential workers leaving the company.

16. Job Promotion

    Providing opportunities for employees to develop creativity and better innovation for the optimal benefit of the company.

Employee Performance Indicators

According to Mangkunegara (2017) employee performance indicators are as follows:

1. Work quality
   How well an employee does what he is supposed to do.
2. Working quantity
   How long does an employee work in one day. The quantity of this work can be seen from the work speed of each employee respectively.
2. Execution of tasks
   How far the employee is able to do his job accurately or without errors.
3. Responsibility
   Awareness of the obligation to do work accurately or without errors.

Job satisfaction

According to Robbins (2015) job satisfaction is a general attitude towards one's work as the difference between the number of rewards received by workers and the number of rewards, they believe they should receive. Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, so the level of job satisfaction is also different so that the level of job satisfaction can have a different impact.

Factors that influence job satisfaction according to Mangkunegara (2018)

According to Mangkunegara (2018) there are two factors that influence job satisfaction, namely:

1. Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes.
2. Job factors, namely the type of work, organizational structure, rank (group), position, quality of supervision, financial guarantees, promotion opportunities, social interactions, and work relations.

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Job Satisfaction Indicator

According to Robbins (2015) indicators of job satisfaction:

1. Mentally challenging work

   Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer multiple assignments, freedom, and feedback.
2. Supportive working conditions

   Employees care about a good environment for personal comfort and to make it easier to do good work.
3. Decent salary or wages

   Employees want a pay system and promotion policy that they perceive is fair and in line with their expectations.
4. Personality compatibility with work

   People with the same personality as their jobs have a high probability of being successful in their jobs, so they will also get high satisfaction according to their expectations.
5. Supportive co-workers

   For most employees, work also fills the need for social interaction. Therefore, it is not surprising that having friendly and supportive co-workers leads to increased job satisfaction.

Employee Engagement

According to Schaufeli (2022) employee engagement is the full involvement and interest of employees in their work. Employees who are bound to the company certainly care about the future of the company and they are willing to invest their best work for the success of the organization where they work.

Factors that affect employee engagement according to Anita (2014)

According to Anitha (2014), there are seven key factors that drive employee engagement:

1. Work environment.

   Management that fosters a supportive work environment usually shows concern for the needs and feelings of employees, provides positive feedback and encourages them to voice their concerns, to develop new skills and to solve work-related problems.
2. Leadership.

   This is the second main criterion identified as a fundamental factor for informing employee engagement.
3. Team and colleagues.

   Team and co-worker relationships are another aspect that explicitly emphasizes the interpersonal harmony aspect of employee engagement.
3. Career training and development.

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It is another important dimension to be considered in the employee engagement process because it helps employees to concentrate on a focused work dimension.

4. Compensation and remuneration.

   An indispensable attribute for employee engagement that motivates an employee to achieve more will then be more focused on their work and personal development. Compensation consists of financial and non-financial rewards such as holiday schemes and extra vouchers.

5. Organizational policies, procedures, structures and systems.

   Organizational policies, procedures, structures and systems determine the extent to which employees are involved in an organization. Good organizational policies and procedures are very important for employee engagement and achievement of business goals.

6. Well-being at work.

   It is a holistic action that increases employee engagement. The most important driver of employee engagement is senior management's interest in employee well-being.

Employee Engagement Indicators

According to Schaufeli (2022) indicators of employee engagement are as follows:

1. *Vigor*are high levels of energy and resilience, a willingness to invest effort, persistence, and not getting tired easily.
2. *dedication*is a strong engagement marked by enthusiasm, pride, and inspiration.
3. *absorption*is a state of totality in employees characterized by the speed of time passing and the difficulty of separating someone from work.

Workload

Koesomowidjojo, (2017) Workload is a process in determining the number of working hours of human resources that are worked, used, and needed in completing a job for a certain period of time.

Factors that affect workload according to Manuaba (in Adhani, 2013)

Workload and work capacity are influenced by internal and external factors, namely Manuaba (in Adhani, 2013):

1. External Factors

   External factors that affect the workload of workers are factors that come from outside the body of workers such as tasks, organization and also the work environment. The following is an explanation of these three factors:

   a. The tasks carried out are for example those related to the physical such as the layout of the workplace, tools and facilities, terrain and work attitudes, tools for doing work, information facilities, workflow and others. While tasks related to mentality, namely the level of difficulty in doing work that can affect emotions at work and also great responsibility at work.

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b. Organization is also one of the factors that affect workload such as length of time at work, time used for breaks, shift work, work at night, the system used in giving salaries, organizational structure at work, delegation of tasks and authority applied at work and others.
c. Work environment can cause additional workload.
d. Physical work environment: Microclimate (temperature, humidity, air velocity, radiation), lighting, noise, mechanical vibration, and also air pressure.
e. Chemical work environment: dust, gases that pollute the air, and others.
f. Biological work environment: viruses, bacteria, fungi, parasites, etc.
g. Psychological work environment: placement and selection of workforce, relationships with all people both workers and workers, workers with superiors, workers and their families or with the social environment that can affect the performance of workers in their workplace.

2. Internal factors

Internal factors are factors that come from within the worker himself which can affect workload. The high workload makes the individual's body react. This reaction is called a strain. Strain can be measured both objectively and subjectively. Objective strain assessment is carried out by looking at the changes that occur in physiological reactions, while subjective assessment is by looking at changes in psychological reactions and also changes in individual behavior related to desire, satisfaction and other subjective judgments.

Internal factors include:

a. Somatic factors: gender, age, body size, individual health condition and nutritional status.
b. Psychological factors: motivation, perception, belief, desire, satisfaction, and others.

Workload Indicator

Indicators of employee workload according to (Koesomowidjojo, 2017):

1. Working conditions, namely how well a worker understands their job.
2. Use of Working Time, namely the time used for work.
3. The target that must be achieved is the target set by the company/agency in completing the work.

METHOD

According to (Sugiyono 2017) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing established hypotheses. The research location was carried out at the Medan Region II Airport Authority Office.

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According to Sugiyono (2017) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. Based on this research, the population in the organization is 70 employees so it uses a saturated sample technique because the researcher uses all the population as a sample.

According to Sugiyono (2017), in quantitative research, data is obtained from various sources using various data collection techniques and is carried out continuously until the data is saturated. The data sources used in this study are primary data. According to Riduwan (2014) the meaning of data collection techniques is: Data collection methods are techniques or methods that can be used by researchers to collect data by distributing questionnaires, namely written questions that are used as a form to obtain information from several respondents aiming to find out the characteristics of the respondent and his personality and obtain information that is known by the respondent.

The regression equation is:

$$Z = a + b1X1 + b2X2 + e$$

$$Y = a + b3X1 + b4X2 + b5Z + e$$

Where:

Y = Employee Performance
Z = Job Satisfaction
X1 = Employee Engagement
X2 = Workload
b1 = Employee Engagement coefficient
b2 = Workload coefficient
b3 = Employee Engagement coefficient
b4 = Workload coefficient
b5 = Coefficient of Employee Job Satisfaction
a = constant

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software. PLS is a method of solving Structural Equation Modeling (SEM) which has advantages over other SEM techniques. SEM has a higher degree of flexibility in research that links theory and data and is capable of carrying out path analysis with latent variables, so it is often used by researchers who focus on social sciences. PLS is a component- or variant-based structural equation model (SEM).

According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large. Apart from being able to confirm the theory, Partial Least Square (PLS) can also explain whether or not there is a

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relationship between latent variables. In prediction-based research, PLS is more suitable for analyzing data. Meanwhile, according to (Ghozali, 2012), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one. SEM which is based on covariance generally tests causality or theory, while PLS is more of a predictive model.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

   a. *Convergent Validity*

      At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2014). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2014).

   b. *Discriminant Validity*

      This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how much is the correlation value between indicators that measure variables). The cross-loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2014).

2. Reliability Test

   In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha

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coefficient or Cronbach's alpha and composite reliability. Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. *Coefficient of Determination*/ R Square (R2)

   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2014). The value of R2 is generally between 0 and 1.
2. *Predictive Relevance*(Q2)

   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics

   At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Ghozali, 2014) the criteria for the t table value are as follows: Value 1.96 with a significance level of 5%.
4. Path Coefficient (Path Coefficient)

   This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.
5. Fit models

   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

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RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. *Convergent Validity*

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

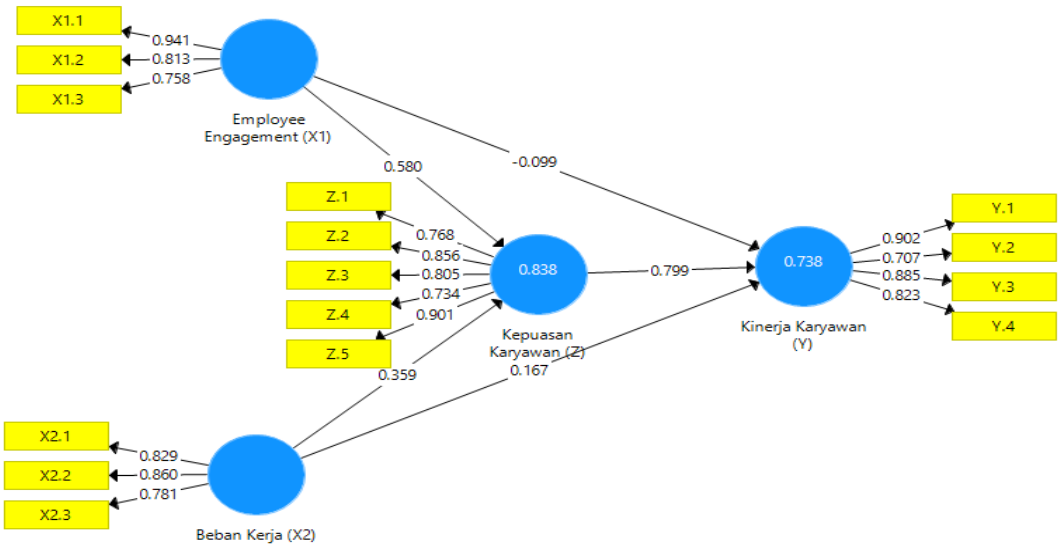

Figure 1. Outer Model

Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table:

Table 1. Outer Loadings

	Workload (X2)	Employee Engagement (X1)	Employee Job Satisfaction (Z)	Employee Performance (Y)
X1.1		0.941		
X1.2		0.813		
X1.3		0.758		
X2.1	0.829			
X2.2	0.860			

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X2.3	0.781			
Y. 1				0.902
Y.2				0.707
Y.3				0.885
Y.4				0.823
Z. 1			0.768	
Z. 2			0.856	
Z. 3			0.805	
Z. 4			0.734	
Z. 5			0.901	

Table 1 shows that all loading factor indicators have a value > 0.7, meaning that the indicator is a valid indicator because it is greater than 700 or 0.7.

2. *Discriminate Validity*

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross-loading value of each indicator:

Table 2. Discriminant Validity

	Workload (X2)	Employee Engagement (X1)	Employee Job Satisfaction (Z)	Employee Performance (Y)
X1.1	0.881	0.941	0.907	0.787
X1.2	0.675	0.813	0.659	0.558
X1.3	0.666	0.758	0.672	0.563
X2.1	0.829	0.793	0.719	0.498
X2.2	0.860	0.815	0.805	0.667
X2.3	0.781	0.595	0.635	0.743
Y. 1	0.665	0.610	0.693	0.902
Y.2	0.437	0.502	0.556	0.707
Y.3	0.686	0.627	0.705	0.885
Y.4	0.750	0.776	0.847	0.823
Z. 1	0.689	0.688	0.768	0.596
Z. 2	0.678	0.694	0.856	0.735
Z. 3	0.693	0.729	0.805	0.814
Z. 4	0.671	0.667	0.734	0.557
Z. 5	0.832	0.875	0.901	0.756

Source: Smart PLS 3.3.3

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Table 2 above shows the indicators for the research variables that have a cross loading value that is greater than the cross-loading value for other variables. The cross-loading value for the Workload variable is greater than the other variables. for the cross-loading value for the Employee Job Satisfaction variable is greater than the other variables for the cross-loading value for the Employee Performance variable is greater than the other variables, which means that the cross-loading value is discriminately valid.

3. *Composite reliability*

The next test is the composite reliability of the indicator blocks that measure constructs. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at construct reliability or latent variables which are measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following describes the construct results for each variable, namely Workload, Employee Engagement, Employee Job Satisfaction and Employee Performance with each variable and indicator. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload (X2)	**0.763**	**0.863**	**0.679**
Employee Engagement (X1)	**0.788**	**0.878**	**0.707**
Employee Job Satisfaction (Z)	**0.872**	**0.908**	**0.664**
Employee Performance (Y)	**0.851**	**0.900**	**0.694**

Source: Smart PLS 3.3.3

Table 3 shows that the Average Variance Extracted (AVE) for each variable, namely Workload, Employee Engagement, Employee Job Satisfaction and Employee Performance, has a construct > 0.50 meaning that all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value > 0.60. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above the cronbach's alpha, each variable shows a construct value > 0.70, thus these results show that each research variable has met the requirements for the Cronbach's alpha value, so it can be concluded that all variables have a high level of

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reliability. So, it can be concluded that the indicators used in this study had high discriminant validity in constructing their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square results

	R Square	*adjusted*R Square
Employee Job Satisfaction (Z)	0.838	0.833
Employee Performance (Y)	0.738	0.726

Source: Smart PLS 3.3.3

Table 4 shows that the R Square value for the Employee Job Satisfaction variable is 0.838. This acquisition explains that the percentage of employee satisfaction is 83.8%. This means that the Employee Engagement and Workload variables affect Employee Satisfaction by 83.8% and the remaining 16.2% is influenced by other variables. Meanwhile, the R Square value for the Employee Performance variable is 0.738. This acquisition explains that the percentage of Job Satisfaction is 73.8%. This means that the Employee Engagement variable, Workload has an effect on employee performance of 73.8% and the remaining 26.2% is influenced by other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.105	0.105
d_ULS	1,333	1,333
d_G	1.119	1.119

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Chi-Square	359,220	359,220
NFIs	0.700	0.700

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in table 5 above show that an NFI value of 0.700 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Workload (X2) -> Employee Job Satisfaction (Z)	0.359	2,421	**0.016**	**Accepted**
Workload (X2) -> Employee Performance (Y)	0.167	0.843	**0.400**	**Rejected**
Employee Engagement (X1) -> Employee Job Satisfaction (Z)	0.580	3,852	**0.000**	**Accepted**
Employee Engagement (X1) -> Employee Performance (Y)	-0.099	0.560	**0.576**	**Rejected**
Employee Job Satisfaction (Z) -> Employee Performance (Y)	0.799	4,552	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Table 6 shows that workload has a positive and significant effect on employee job satisfaction with an original sample value of 0.359 and P values of 0.016 <0.05. Workload has no significant positive effect on employee performance with an original sample value of 0.167 and P values of 0.400 > 0.05. Employee Engagement has a positive and significant effect on Employee Job Satisfaction with an original sample value of 0.580 and P values of

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0.000 <0.05. Employee Engagement has a negative and insignificant effect on Employee Performance with an original sample value of -0.099 and P values 0.576 > 0.05. Employee Job Satisfaction has a positive and significant effect on Employee Performance with an original sample value of 0.799 and P values of 0.000 <0.05.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Workload (X2) -> Employee Satisfaction (Z) -> Employee Performance (Y)	0.287	2,363	**0.018**	**Accepted**
Employee Engagement (X1) -> Employee Job Satisfaction (Z) -> Employee Performance (Y)	0.464	2,634	**0.009**	**Accepted**

Source: Smart PLS 3.3.3

Table 7 shows that from the hypothesis indirectly that the Z variable Employee Job Satisfaction can be an intervening variable, Workload influences Employee Performance through Employee Job Satisfaction in a positive and significant way with an original sample value of 0.287 and P values 0.018 <0.05. Employee Engagement has a positive and significant effect on Employee Performance through Employee Job Satisfaction with an original sample value of 0.464 and P values of 0.009 <0.05.

CLOSING

Conclusion

1. Workload has a positive and significant effect on Employee Job Satisfaction in the Administrative Section of the Medan Region II Airport Authority Office.
2. Workload has no significant positive effect on Employee Performance in the Administrative Section of the Medan Region II Airport Authority Office.
3. *Employee Engagement*has a positive and significant effect on Employee Job Satisfaction in the Administrative Section of the Medan Region II Airport Authority Office.
4. *Employee Engagement*has a negative and insignificant effect on the Employee Performance of the Administrative Section of the Medan Region II Airport Authority Office.
5. Employee Job Satisfaction has a positive and significant effect on Employee Performance in the Administrative Section of the Medan Region II Airport Authority Office.
6. Workload has a positive and significant effect on Employee Performance through Employee Job Satisfaction in the Administrative Section of the Medan Region II Airport Authority Office.

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7. *Employee Engagement*has a positive and significant effect on Employee Performance through Employee Job Satisfaction in the Administrative Section of the Regional II Airport Authority Office in Medan.

Suggestion

1. Organizations must instill good and positive Employee Engagement traits in employees so that employees are able to do their jobs quickly.
2. Organizations must provide a workload according to the ability of employees so that employees do not experience stress at work.
3. Employees must feel satisfied at their place of work and feel happy with their work. It is the organization's duty to prosper employees.
4. After the organization provides the best for its employees, the organization can demand employees to be committed to the organization and build it so that organizational goals can be realized.

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