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## Research Article

### The Effect of Organizational Trust and Job Satisfaction on Job Performance with Employee Engagement as a Mediating Variable

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#### ABSTRACT

The purpose of this study was to examine and analyze the effect of organizational trust and job satisfaction on job performance through employee engagement at PT. Adikara Jaya Sentosa. This research is a causality study with a quantitative approach. The sampling technique uses a saturated sample with a total of 75 respondents. The statistical analysis used in this study is the partial least squares (PLS) with the help of smartPLS 3.0 software. The results of this study prove that organizational trust has a positive and significant effect on job performance. Organizational trust has a positive and significant effect on employee engagement. Job satisfaction has a positive and significant effect on job performance. Job satisfaction has a positive and significant effect on employee engagement. In the indirect effect analysis, employee engagement is able to mediate the influence between organizational trust and job satisfaction on job performance.

**Keywords:** *Employee engagement, Job performance, Job satisfaction, Organizational trust*

#### Introduction

Human resources are organizational personnel who have an important role in achieving organizational goals and utilizing various functions and activities of individuals to ensure that human resources can be used effectively and wisely so that they benefit individuals and organizations (Wibowo & Izzati, 2019). Every organization will continue to develop and be competitive if there are continuous good changes in its human resources. One of the most important aspects in creating competitive

advantage is to improve the quality of its human resources (Husnawati, 2016). The strategy for improving the quality of human resources is to build a productive human resource culture at work (Hasibuan, 2016).

The problem that arises in an organization today is how to increase organizational trust in the workplace. Performance improvement can be done by giving employees confidence that they are an important part of an organization (Hardiani & Prasetya, 2018). Organizational trust can be referred to as employees' collective

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perceptions and expectations of their organization. According to (Kuswati et al., 2020), organizational trust is interpreted as a relationship that arises between individuals and companies, where this relationship begins by giving rise to trust in the organization, and afterwards this trust develops and gives rise to solid bonds and personal identification with the organization. Organizational trust is seen as the trust or confidence that an employee has in competence and organizational members in which there is integrity, competence and consistency. Companies that are able and successful in implementing organizational trust in their organization or company are believed to be able to achieve organizational goals properly.

The research conducted (Hardiani & Prasetya, 2018) states that organizational trust positively and significantly influences employee performance. Trust encourages cooperation and increases helpful behavior and coordination. Other research conducted (Fadzilah & Martono, 2016) indicates that there is a significant influence that arises between organizational trust and employee performance. Human resources in organizations that are able to grow organizational trust will provide better performance and work performance as a form of contribution to the organization. In addition to organizational trust, employee performance is also influenced by job satisfaction. Handoko (2015) due to the fulfillment of work needs and employees achieve certain values applied in the organization. Employee engagement can also have an impact on job performance in an organization. (Akbar, 2015) said that employee engagement is a relationship and involvement between employees who are physically, cognitively and emotionally related to their work. A company must be able to foster employee attachment to work and the organization.

Engaged employees are characterized by seeing work as a hobby that generates enthusiasm at work and will focus until the work can be completed (Fleck & Inceoglu, 2019). However, not a few organizations have poor employee engagement, because they think employee engagement in the organization is not important and does not affect anything. However, in reality employee engagement has a big

impact on the organization. conducted research (Sucahyowati & Hendrawan, 2020), where the research results they obtained indicated that employee engagement positively and significantly influences performance. From this it appears that performance is closely related to employee engagement, employees who are engaged can provide quality performance to contribute to the organization. However, if the leadership does not give appreciation to employees which can result in decreased morale, it will also affect employee engagement with their work which considers the work to be not important and can reduce employee and organizational performance (Rahmadalena & Asmanita, 2020).

Based on the results of observations held at PT. Adikara Jaya Sentosa, this company is a company engaged in the general contractor and supplier sector located in Sidoarjo. The performance produced by employees at PT Adikara Jaya Sentosa is fairly good and satisfying, but there are a number of problems that often occur which can potentially reduce employee performance indirectly, such as organizational trust, according to Mr. Warsito as an informant who holds the position of Director. cannot be fully trusted when working which is indicated by several orders between what was ordered and the specifications requested, there are differences that cause the goods to be unusable. So researchers are interested in examining the effect of Organizational trust and Job Satisfaction on Job Performance with Employee Engagement as a Mediation Variable.

## Literature Review

### **Organizational Trusts**

Organizational trust has a fairly crucial role in creating organizational culture. (Starnes et al., 2021) explains, organizational trust is translated into three points: (1) placing trust in the integrity, character, and capabilities of the leader, (2) having confidence in the reciprocal relationship of the behavior shown, (3) believes in integrity, honesty, and fairness that grows between individuals in the company. (Kuswati et al., 2020) interpret organizational trust as trust that arises from individuals or groups as a whole, where organizations or indi-

viduals will try to exert all their efforts explicitly or covertly, accompanied by good faith, and honesty in good relationships. can later ensure the risks that will arise from the commitments made, and not take advantage of others. (Alamsyah et al., 2020) explained, organizational trust is the support that organizations provide to individuals, which eventually grows in the individual's sense of trust in his leadership, where he believes or believes that the organization supports every action he takes.

### **Job Satisfaction**

Mondal (2014) defines performance satisfaction as something that creates a feeling of pleasure through positive affection or feelings that arise in the process of a person's work experience. Another interpretation of job satisfaction is a psychological, physiological, or environmental condition that can move an individual to be honest and express the satisfaction he feels with the work he is doing. Mangkunegara (2016) explains, job satisfaction is a feeling that supports or does not support employees regarding matters related to the work being carried out or the condition of the employees themselves. Handoko (2015) interprets job satisfaction as the result of a person's assessment of his work or the positive experiences he has and makes him feel happy. Regarding employee estimates regarding work experience, from this it can be observed that there is satisfaction or dissatisfaction that employees feel about the work they are carrying out.

### **Employee Performance (Job Performance)**

Fahmi (2018) defines employee performance as a result that can be achieved by the organization, namely those that are profit-oriented or non-profit oriented in which these achievements are found within a certain period. Mangkunegara (2016) argues that performance is the result of work in terms of quality and quantity that an individual is able to achieve when carrying out his duties or the responsibilities assigned to him in the organization. Armstrong & Taylor (2020) interpret performance as the result of work in which a relatively strong relationship is found with the goals desired by the organization, satisfaction

felt by consumers, and economic contribution. Uno & Lamatenggo (2014) interpret performance as an activity that individuals carry out in carrying out the main tasks they carry out.

### **Employee Engagement**

Schaufeli et.al. (2006) interpret employee engagement as a condition in which individuals feel they have found self-worth fully, have encouragement that motivates them to carry out work, can receive support that others give positively, and are able to carry out their work as effectively as possible. Kartono (2017) defines employee engagement as the emotional feelings felt by employees regarding the organization and also the actions that employees take in order to contribute to the success of the organization, because employees who are attached to the company will always care and be dedicated and eager to continue to contribute to advancing the company. Robbins & Judge (2015) defines employee engagement as employee participation, satisfaction, and their enthusiastic attitude in carrying out the work assigned.

### **Influence between variables**

The Effect of Organizational Trust on Job Performance As explained by Busro (2019), trust contains positive, desirable, and essential characteristics for organizations to function optimally. Trust can foster cooperation, especially in large organizations and also forms behavior that prioritizes mutual cooperation and coordination. Cahyaningtyas (2015) conducted research and the results obtained from this research indicated that there was a positive and significant influence between employee performance and organizational trust. Research conducted by (Hardiani & Prasetya, 2018) also found a positive and significant effect between organizational trust and job performance.

H1: Organizational trust has a positive and significant impact on job performance

The effect of Organizational trust on Employee engagement research conducted by Oktug (2012), stated that companies with a high level of trust among members tend to have employees who demonstrate strong loyalty.

What's more, it was explained in research conducted by Hardiani & Prasetya (2018) which explained that communication established between employees would be more effective if there was high trust within the company. This shows the increasingly strong closeness between the company and employees.

H2: Organizational trust has a positive and significant impact on employee engagement

Effect of Job Satisfaction on Job Performance Hasibuan (2016) explains that job satisfaction is the main pillar that encourages the formation of morale, discipline, and work performance that can be achieved by employees in supporting the realization of the goals targeted by the company. This is in line with research conducted by Sari (2020), Fauziek & Yanuar (2021) and Paparang et al. (2021) which states that job satisfaction positively and significantly affects employee performance.

H3: Job Satisfaction Has a Positive and Significant Influence on Job Performance

The Effect of Job Satisfaction on Employee Engagement Job satisfaction is a description of emotional states that are pleasant or unpleasant, in which these conditions are felt by each employee during the work process they carry out (Singh & Jain, 2014) Ali & Farooqi (2018) who revealed that job satisfaction can influence employee decisions regarding their decision to make turnover and show a less enthusiastic attitude when carrying out their work, which ultimately leads to the emergence of impacts in the form of decreased productivity and weakened performance.

H4: Job Satisfaction Has a Positive and Significant Impact on Employee Engagement

The Effect of Employee Engagement on Job Performance Employee engagement (em-

ployee engagement) is interpreted as an emotional commitment that employees have regarding their efforts to assist in the successful achievement of goals targeted by the organization (Robbins & Judge, 2015). Akbar (2020) explained that employee engagement is associated with company success, including higher quality, less turnover, and increased employee performance. Research conducted by Handoyo (2017) found results indicating that employee engagement positively and significantly influences employee performance.

H5: Employee engagement has a positive and significant impact on job performance

The effect of Organizational trust on Job Performance mediated by Employee engagement Cahyaningtyas (2015) in his research stated the emergence of a positive and significant influence between employee performance and organizational trust. The existence of this relationship is in line with research conducted by Cendani & Tjahjaningsih (2016) which indicates that employee engagement positively and significantly influences employee performance.

H6: Organizational trust has a positive and significant impact on job performance mediated by employee engagement

Siswono (2016) explains, employee engagement can generate energy, participation, and efforts that focus on achieving the goals targeted by the organization. Saputra (2021) argues, employees who feel that they are an essential part of the company, they will further maximize their contribution to the company supported by job satisfaction and a sense of belonging to the company.

H7: Job Satisfaction Has a Positive and Significant Impact on Job Performance Mediated by Employee Engagement

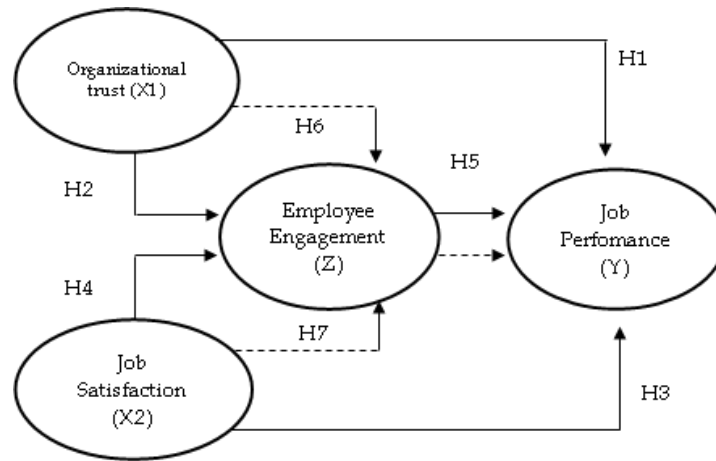


Figure 1. Conceptual Framework

**Methods**

This research is a quantitative research using explanatory research method by collecting observational data and distributing questionnaires to employees of PT Adikarya Jaya Sentosa as many as 75 samples with a Likert scale of 1-5. The data that has been collected is then processed using Structural Equation Modeling

(SEM) with the SmartPLS version 3.0 application. The analysis phase begins with the outer model test to determine the value of convergent validity, composite reliability and composite validity. Then do the inner model test to determine the value of R-Square, Predictive Relevance, Goodness of Fit, test the hypothesis and test the mediating effect.

**Result and Discussion**

**Results of Convergent Validity and Composite Reliability**

Table 1. Results of Convergent Validity and Composite Reliability Conclusion

Variabel	Composite reliability	Cronbach's Alpha
Employee Engagement	0.972	0.968
Job Performance	0.978	0.976
Job Satisfaction	0.984	0.983
Organizational Trust	0.973	0.969

Source: Output SmartPLS 3.0 2023

**Convergent Validity Results**

Based on Table 1 Composite reliability is classified as good if the value obtained exceeds 0.70 composite reliability has been fulfilled by this variable, or it can be stated that the reliability of the variable is fairly good.

**Cronbach's Alpha results**

Based on table 1, cronbach's alpha exceeds 0.60. If the Cornbach's alpha value exceeds 0.60, this indicates that the value can be used (Siregar, 2014). So, Cronbach's alpha has been able to be fulfilled by the variable model, or it can be said that the reliability of the variable is fairly strong.

**Results of R-Square Analysis**

Table 2. R-Square results

Variabel	R-Square
Employee Engagement	0.989
Job Performance	0.998

Source: Output SmartPLS 3.0 2023

The R-square value given by the model of the effect of organizational trust and job satisfaction on employee engagement is 0.989. This indicates that 98.9% of organizational trust and job satisfaction can explain the construct variable of employee engagement, while on the other hand it is found that as much as 1.1% is explained by a number of other variables not included in the study. In the model of the influence of organizational trust, job satisfaction and employee engagement on job performance, the R2 value obtained was 0.998, this value indicated that as much as 99.8%, organizational trust, job satisfaction and employee engagement variables could be explained by job performance, while on the other 0.2% is explained by a number of other variables outside the study.

**Prediction Relevance Test Results**

Evaluation of the PLS model can also be carried out by reviewing or looking at the

Q-square predictive relevance for the construct model, in addition to looking at the r-square value. The calculations in this research model are:

$$\begin{aligned}
 &= 1 - (\sqrt{1 - R12}) \times (\sqrt{1 - R22}) \\
 &= 1 - (\sqrt{1 - 0.9892}) \times (\sqrt{1 - 0.9982}) \\
 &= 1 - (\sqrt{0.03}) \times (\sqrt{0.01}) \\
 &= 1 - (0.173 \times 0.01) \\
 &= 0.982
 \end{aligned}$$

Based on the calculations presented above, a Q-square predictive relevance value of 0.982 is obtained, which indicates a value above zero. The conclusion that can be expressed from this is that the model has predictive relevance which is able to explain the model as much as 98.2%.

**Causality Test Results**

Table 3. Causality Test Results

Relationship between variables	Original Sample	T - Statistics	Information	Conclusion
Employee Engagement -> Job Performance	0.646	10.669	≥ 1,96 (Signifikan)	Hipotesis Diterima
Job Satisfaction -> Employee Engagement	0.250	5.228	≥ 1,96 (Signifikan)	Hipotesis Diterima
Job Satisfaction -> Job Performance	0.049	2.062	≥ 1,96 (Signifikan)	Hipotesis Diterima
Organizational Trust -> Employee Engagement	0.758	15.787	≥ 1,96 (Signifikan)	Hipotesis Diterima
Organizational Trust -> Job Performance	0.309	7.177	≥ 1,96 (Signifikan)	Hipotesis Diterima

Source: Output SmartPLS 3.0, 2023

The value of the t-statistics for the effect of employee engagement on job performance is 10.669 ≥ 1.96, which indicates that there is a significant effect on employee engagement on job performance. The estimated coefficient value that was successfully obtained was as much as 0.646 and this indicates a positive sign, to be precise, that job performance will increase if it is accompanied by increasing employee engagement. This is based on the cause, namely the positive meaning reflects a straight comparison. The t-statistics value of the effect

of job satisfaction on employee engagement is 5.228 ≥ 1.96, which indicates the finding of a significant effect of job satisfaction on employee engagement. While the estimated coefficient value is 0.250 where this coefficient indicates a positive sign, to be precise, that increasing job satisfaction will be accompanied by increasing employee engagement, this is because the positive meaning reflects a straight comparison. The t-statistics value of the effect of job satisfaction on job performance is 2.062 ≥ 1.96. This indicates that there is no significant effect

on the job satisfaction variable on job performance. The estimated coefficient value is 0.049, where this coefficient gives a positive sign which reveals that job satisfaction will increase if it is accompanied by increasing job performance. This is based on a cause, namely a positive value which has a directly proportional meaning.

The t-statistics value of the effect of organizational trust on employee engagement is  $15.787 \geq 1.96$  which indicates a significant influence between the two variables. Meanwhile, the estimated coefficient value obtained was 0.758, which is a positive sign, to be precise, that the increase in organizational trust will be accompanied by an increase in employee engagement. The t-statistics value of the effect of organizational trust on job performance is  $7.177 \geq 1.96$  which indicates that there is no significant effect on the two variables. Then it is found that the estimated coefficient value is 0.309, where this coefficient indicates a negative influence, which indicates that if organizational trust increases, this will be accompanied by an increase in job performance.

## **Discussion**

### ***The Effect of Organizational Trust on Job Performance***

From the results of tests that have been carried out, it was found that organizational trust positively and significantly influences job performance. This is evident from the results of the data processing that the researchers obtained, which indicated that the t-statistics value was greater than the t-count, namely  $7.177 \geq 1.96$ , therefore H1 was accepted. The results of this study were corroborated by research conducted by Hardiani & Prasetya (2018) which found that there was a positive and significant effect on organizational trust on employee performance. These results are in line with the research conducted by Kuswati et al. (2020) where they stated that there was a significant influence of organizational commitment on performance.

### ***The Effect of Organizational Trust on Employee Engagement***

Based on the results obtained from the tests that have been carried out, it was found that

organizational trust positively and significantly influences employee engagement. This can be seen from the results of data processing which indicate that the t-statistics value exceeds the t-count, whose value is  $5.228 \geq 1.99$ . Therefore, H2 is accepted. Based on the results obtained from the tests that have been carried out, it was found that organizational trust positively and significantly influences employee engagement. This can be seen from the results of data processing which indicate that the t-statistics value exceeds the t-count, whose value is  $5.228 \geq 1.96$ . Therefore, H2 is accepted. Lienardo & Setiawan (2017) which states that organizational trust significantly affects company engagement. Organizational trust is a representation of the response that employees show regarding the work they carry out and is also a form of the facilities that the company provides as a support in increasing employee confidence.

### ***Effect of Job Satisfaction on Job Performance***

The test results obtained indicate that job satisfaction has a positive and significant impact on job performance. This can be seen from the t-statistics value which exceeds the t-count, namely the value of  $2.062 \geq 1.96$ , therefore H3 is accepted. Based on research conducted by Paparang et al. (2021), stated that job satisfaction has a positive effect on job performance where employees or leaders directly feel it. Another research that reinforces this is research conducted by Basri & Rauf (2021) where they state that job satisfaction positively affects job performance.

### ***Effect of Job Satisfaction on Employee Engagement***

From the test results that have been obtained, it is proven that job satisfaction has a positive and significant impact on employee engagement. The proof is seen in the t-statistics value which exceeds the t-count, namely the value is  $5.228 \geq 1.96$ . In short, H4 is accepted. Arianti et al. (2020) expressed their opinion that employee engagement will be created where this will motivate them to work to the maximum extent possible if they feel comfortable where they work. This is in line with research conducted by Noercahyo et al. (2019)

which indicates a positive relationship that arises in job satisfaction with employee engagement. Mariska (2018) also revealed that job satisfaction refers to a person's feelings or attitudes regarding a number of work factors, the work environment, and the interactions that individuals have outside of work.

### ***The Effect of Employee Engagement on Job Performance***

The test results that have been obtained indicate that employee engagement has a positive and significant effect on job performance. This can be seen from the t-statistics value which exceeds the t-table, namely the value is  $10.669 \geq 1.96$ . Therefore H5 is accepted. The descriptive results of the respondents for the employee engagement variable are categorized as high, with an average employee engagement variable of 4.10. This indicates that employees have a high level of attachment to their work. Based on the highest item, namely employees feel that the work done at PT. At Adikara Jaya Sentosa, there are always new things that can make employees feel challenged, such as new jobs given by superiors, specifications for goods that have never been ordered before, maintenance of new goods and others. New things that arise from new assignments make employees enthusiastic about being able to solve work problems so that employees have a high level of interest in their work.

### ***The Influence of Organizational Trust on Job Performance through Employee Engagement***

From the test results obtained in this study, it is indicated that employee engagement can mediate the effect of organizational trust on job performance, therefore H6 is accepted. The magnitude of the indirect effect was found to be a coefficient of 0.489, while for the direct effect, the value was 0.309. This gives an indication that employee engagement has contributed to the influence of organizational trust on job performance. The results of this study are in line with research conducted by Judeh (2016) and Lienardo & Setiawan (2017) which reveal that employee satisfaction while working in a company and balanced with engagement in work,

this will help optimize employee performance improvement.

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

From the test results that have been obtained, it is found that employee engagement can mediate the effect of job satisfaction on job performance, therefore H7 is accepted. Regarding the magnitude of the indirect effect, the coefficient value found is 0.161, while for the direct effect, the value is 0.049. This indicates that employee engagement has a role in bringing about the influence of job satisfaction on job performance. Job satisfaction has a close relationship with employee engagement. Employees who feel job satisfaction will have a high potential to have employee engagement in the company where they work. The effect of the level of job satisfaction on the level of employee engagement which has a positive influence indicates that the level of employee engagement will increase Noercahyo et al. (2019). Pringabayu & Dewi (2018) suggest that if there is a feeling of satisfaction felt by employees where they work, this will trigger a feeling of being engaged with the company, in the end they will exert all their efforts to be able to work as optimally as possible.

### **Conclusion**

The conclusion in this study is that there is a positive and significant effect of organizational trust on job performance. there is a positive and significant effect of organizational trust on employee engagement. There is a positive and significant effect of job satisfaction on job performance. There is a significant positive effect of job satisfaction on employee engagement. There is a positive and significant influence of employee engagement on job performance. There is a significant positive effect of organizational trust on job performance through employee engagement. There is an effect of job satisfaction on job performance through employee engagement.

After presenting the conclusions, there are several suggestions that can be given to the company, namely the performance of employees of PT. Adikara Jaya Sentosa can be im-



proved by holding team assignments with colleagues from several positions to increase solidarity and awareness of helping others and the impact on colleagues, being tolerant of situations that are not good within the company, and providing awareness with rewards and punishments. Some employees do not get the trust of the leadership, so proper standard procedures must be given in each item specification ordered and stricter supervision by supervisors to prevent miscommunication so that employee performance can be measured precisely.

Provide incentives to employees who work overtime to increase employee satisfaction and can make employees more enthusiastic about working. Continue to maintain employees who have high energy at work, such as holding employee associations that are family-building and providing entertainment facilities to relieve employee boredom and train focus. Provide tasks that are carried out jointly with colleagues and superiors within a certain time frame to build communication and trust at work.

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