

How To Achieve Employee Performance Faster?

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ABSTRACT

Human resources are an essential component in an organization, where good employee performance is vital to the organisation's survival. To achieve optimal performance, companies need to meet the needs of employees, recognize them as assets, and create an environment that supports psychological well-being. This study aims to examine and analyze the effect of employee engagement on employee performance mediated by psychological well-being and job satisfaction. This study used the population of employees of Panti Wilasa Citarum Hospital, which amounted to 205 people. Sampling using non-random sampling with purposive sampling technique. Using the SPSS analysis tool IBM SPSS 23 Software version. The study's results explain that the independent variables in this study have a positive effect on employee performance mediated by psychological well-being, which means that this study proved that job satisfaction is individual. Each individual has a different level of satisfaction according to the value system that applies to him.

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INTRODUCTION

One of the organization's vital components is its human resources. Every company will always try to improve its employees' performance by meeting their needs, paying attention to its employees and placing employees as part of the company's assets. Employees are an important factor in the company, and employee performance is a concern (Lionel et al., 2023). Employee performance is essential for survival (Junaidi et al., 2024). The likelihood of attaining high productivity and performance will increase if employees perform well since they will be more devoted to the company and more driven to work comfortably and joyfully (Vasile & Zhan, 2021). The psychological condition of employees, such as feeling happy and motivated at work, is one factor that supports increased performance. Feeling happy, happy, comfortable, and free from pressure is called psychological well-being or psychological well-being felt by employees (Dudija & Apriliansyah, 2024). Psychological well-being is when a person shows himself as

positive or good and has life satisfaction and a purpose (Yang et al., 2024). Positive psychological traits like self-acceptance, healthy interpersonal relationships, a sense of purpose in life, personal growth, environmental mastery, and autonomy all impact this condition (Yang et al., 2024). According to research by David et al., (2024), employee performance is impacted by psychological well-being. Furthermore, Spector's earlier research Shi et al., (2024) showed that performance will improve as employee psychological well-being rises. This is corroborated by the study by Peethambaran & Naim (2024), which suggests that workers' psychological health has a major influence on how well they perform within the company, with higher psychological health translating into a better performance.

In the research conducted Tsabita et al., (2023), psychological well-being is also related to employee engagement and was found to have a significant and positive correlation between the two variables. In another study, psychological well-being was shown to significantly and positively affect employee engagement (R. P. Dewi & Wardhani, 2024). Furthermore, according to the findings of another study by Abdullahi et al. (2021), there is a substantial and adverse relationship between psychological well-being and work involvement and performance. In addition, another study Liu, (2024); Aubouin-Bonnaventure et al., (2024), entitled Job Satisfaction and Psychological Well-being as a Predictor of Performance, observed that psychological well-being can predict performance but has no predictive effect on job satisfaction. This differs from other studies that have found a correlation between the three variables. This study sought to identify the substantial influence of job satisfaction on employees' psychological well-being as well as to investigate and evaluate the relationship between job satisfaction and employee performance.

LITERATURE REVIEW

According to Halsal et al., (2022); Szalados, (2021) human resources are the individuals in charge of running a business or organization. According to Szalados, (2021) human resources is an organizational function that focuses on issues about employees, such as hiring, performance management, training, compensation, and organizational culture development. In economics, the term for managing these human resources is human resource management (HRM) (Sukmo Hadi Nugroho, 2022). To achieve organizational goals, HRM entails organizing, planning, coordinating, carrying out, and overseeing activities about hiring, training, remuneration, integration, and separation of employees (Lasena & Sukung, 2024). According to Lionel et al., (2023), HRM is the art or science of effectively and efficiently assisting in the accomplishment of organizational objectives. According to Berrington & Macdonald, (2024) human resource management (HRM) comprises hiring, training, evaluating, and compensating employees in addition to handling labor relations, health and safety, and justice issues.

Organizational behaviour is a discipline that studies the behaviour of individuals and groups in organizations and the impact of performance (both organizational, group and individual performance) (Haryawan & Sopiah, 2024b). The study of organizations is another name for organizational behavior. This particular academic field study employs techniques from sociology, economics, political science, anthropology, and psychology to examine organizations. Sinha (2008) defines organizational behavior as a field of research that integrates ideas, methodologies, and concepts from other disciplines to investigate how people view, value, and act in both group and organizational settings. It

also analyzes the effects of external factors on the study organization's mission, goals, and strategies. Another definition of organizational behaviour, according to Erkutlu & Chafra, (2022), is that organizational behaviour, organizational members' belief and acceptance of organizational goals and desire to stay with or leave the company, is reflected in behaviour within the organization. Meanwhile, other experts state that organizational behaviour is the extent to which an individual knows and is bound to his organization Haryawan & Sopiah, (2024a), where a very committed person is likely to consider themselves a loyal member of the group.

On the other hand, organizational behaviour is a field of study that examines how people, groups, and structures behave inside organizations to apply the knowledge acquired to organizational performance (Ergutlu & Chafra, 2022). Furthermore Kumar Panja, (2021) explains that this organizational behaviour is a micro view that puts pressure on individuals and small groups. In addition, this organizational behaviour is focused on behaviour within the organization, work performance, and the attitudes of employees. Employee job satisfaction is a concern in organizational behaviour and other problems related to employee behaviour.

Employee engagement significantly impacts job satisfaction, well-being, and performance Stirpe et al., (2022); Sarwar et al., (2020). Employees engaged in their work tend to feel more emotionally and intellectually connected to the organization's goals, so they actively participate and make maximum contributions (Riyanto et al., 2021). This engagement creates a sense of belonging and pride in the work, directly increasing job satisfaction. In addition, high engagement also supports psychological well-being because employees feel valued, have a purpose, and are motivated in a supportive environment (Sudibjo & Sutarji, 2020). The positive impact of engagement and well-being is seen in increased employee performance, where employees are more productive, creative, and resilient to work pressure. Thus, employee engagement improves employee well-being and satisfaction and encourages achieving optimal work results for the organization (R. P. Dewi & Wardhani, 2024).

It is a significant issue because job satisfaction is personal and has many advantages (Bashir & Gani, 2020). The value system that each person adheres to determines their degree of satisfaction. Job satisfaction is a collection of employee sentiments regarding how enjoyable their work is (Loan, 2020). Accordingly, "satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work" (Ali, 2016). Wahyuhadi et al. (2023) describe job satisfaction as a person's emotional condition toward their work, whether it is positive or negative. A person's attitude toward his work is reflected in his level of job satisfaction. He likes his job, and according to Wahyuhadi et al., (2023), job satisfaction is a positive emotional attitude. According to Dodanwala & Shrestha, (2021), job satisfaction is the emotional condition of an employee where a meeting point between the amount of compensation they receive from their employer and the amount they would want to receive is reached or not. Job satisfaction is vital in improving employee performance because employees who are satisfied with their work tend to be more enthusiastic, loyal, and productive (Taruna & Nisa, 2024). When employees feel a balance between expectations and work experiences, they tend to work with more enthusiasm and commitment (Loan, 2020). This condition creates a positive work atmosphere and increases productivity and work quality, ultimately positively impacting performance achievement.

According to Dudiya & Apriliansyah, (2024), psychological well-being is a concept that seeks to explain positive psychological functioning. Meanwhile, the eudaimonist view of welfare emphasizes efforts to be superior by maximizing one's potential (Nisar Ahmed, 2019). Psychological well-being influences employee performance (Sudibjo & Sutarji, 2020). Employees with high psychological well-being tend to demonstrate positive attitudes, job satisfaction, and strong motivation, directly impacting their work performance (Liu, 2024). Happiness, a sense of purpose, and the capacity to handle stress and difficulties at work are all components of well-being. Employees that are psychologically healthy are more creative, more able to adjust to change, and more focused on their duties (Dewi et al., 2024). According to research, workers who have high levels of psychological well-being are typically more productive and make the biggest contributions to the accomplishment of company objectives. As a result, businesses that promote the psychological health of their employees not only boost productivity but also increase the organization's competitiveness and long-term success (Liu, 2024).

The framework mentioned above, the analysis of current theories, and earlier research are the foundations upon which a hypothesis is developed. The hypothesis is a short-term solution to the problem formulation in research, where the problem formulation is expressed in a statement sentence. Six hypotheses are put forth in this study, specifically:

- H1. Employee engagement positively influences job satisfaction.
- H2. There is a positive influence of employee engagement on psychological well-being
- H3. There is a positive influence on job satisfaction on psychological well-being.
- H4. There is a positive influence on job satisfaction on employee performance.
- H5. Employee engagement positively influences employee performance.
- H6. There is a positive influence on employee performance and psychological well-being.

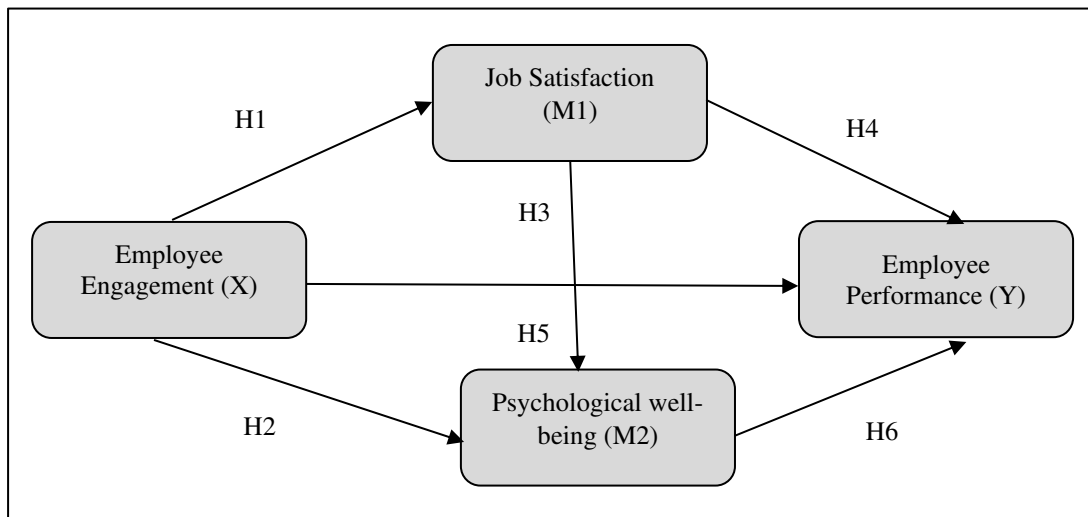


Figure 1. Conceptual Framework

RESEARCH METHODS

Explanatory research seeks to clarify the causal relationships between variables by testing previously developed hypotheses. The research design for the study "Employee Engagement Will Improve Employee Performance Faster Through Psychological Well-Being than Job Satisfaction" will utilize this approach for analysis. The data used in this

study is collected in the field. Data was obtained directly from Panti Wilasa Citarum Hospital, Semarang, and through questionnaires by the employee concerned, who became the object of research. This study's population was Panti Wilasa Citarum Hospital employees, 554 people. Sampling using non-random sampling with purposive sampling technique. The requirements in this study are the employees of Panti Wilasa Citarum Hospital who have worked for 3 years, and it was found that 205 respondents met these criteria.

Multiple linear regression analysis was employed in this study to ascertain how psychological well-being, job satisfaction, and employee engagement affected worker performance. The following equations or functions can be used to structure the relationship model:

$$M1 = \gamma + \beta_1 X_{it} + \varepsilon_1 \dots\dots\dots(1)$$

$$M2 = \gamma + \beta_2 X_{it} + \beta_3 M1_{it} + \varepsilon_2 \dots\dots\dots(2)$$

$$Y = \gamma + \beta_5 X_{it} + \beta_4 M1_{it} + \beta_6 M2_{it} + \varepsilon_3 \dots\dots\dots(3)$$

- X : Employee Engagement.(EE)
- M1 : Job Satisfaction.(JS)
- M2 : Psychological well-being.(PWB)
- Y : Employee Performance.(EP)

RESULTS AND DISCUSSION

This study collected data using a questionnaire distributed to 205 Panti Wilasa Citarum Hospital, Semarang employees. The sampling method used is non-probability sampling, which uses a purposive sampling technique (Campbell et al., 2020). All the distributed questionnaires were sent back, and all could be processed, so the data processed were 205 respondents.

Description of Research Variables

Based on the required number of samples, namely as many as 100-300 samples, the researcher gave questionnaires to 205 respondents, and all of them met the requirements, namely 205 respondents. After observing the questionnaire results, the respondents' descriptive answers can be seen. The purpose of descriptive respondents' responses is to examine data by using the findings from each variable measurement indicator. With a score of 1 for the Very Disagree response and a score of 7 for the Very Appropriate response, the test employs a Likert scale.

Test the validity with the analysis factor of employee engagement, job satisfaction, and employee performance in this study, with a loading value of 0.5, declared valid. For the psychological well-being variable (Y2_1 to Y2_24), there are 24 questions, but there is 1 question that is not valid, namely question number 4 (Y2_4). Table 1 summarises the findings of this study's data analysis on means, standard deviation, reliability, and correlations.

Table 1. Means, standard deviation, reliability, and correlations

Variables	Means	SD	EE	JS	PWB	EP
EE	6.41	0.70	(0.948)			
JS	5.84	0.87	0.561	(0.980)		
PWB	6.23	0.61	0.622	0.473	(0.951)	
EP	6.29	0.56	0.442	0.308	0.514	(0.965)

The descriptive results of the respondents' data display relatively good means and standard deviations. Four variables in the instrument reliability test have alpha values greater than 0.9, indicating a high value. There is no multicollinearity, as indicated by the correlation analysis's comparatively low values for the variables' association.

In the meantime, Table 2 provides the following summary of the multiple linear regression analysis results for this study:

Table 2. Regression Analysis

Models	Dependent	Independent	Beta	Sign
1	JS Adj R ² : 0.468 F: 180.320	EE	0.686	0.000
2	PWB Adj R ² : 0.672 F: 210.210	EE JS	0.810 0.017	0.000 0.759
3	EP Adj R ² : 0.691 F:153.119	EE JS PWB	0.108 0.176 0.625	0.164 0.001 0.000

Despite comparatively high F-test findings with a significance value of less than 0.05, the adjusted R2 test is relatively low, indicating a relatively poor model fit for the three models as determined by multiple linear regression analysis. Out of the six hypotheses that were proposed, the testing revealed that four of them were supported, while the other two were not. These findings are shown in Table 3 below:

Table 3. Hypothesis Testing

Hypothesis	Significance	Decision
1 EE -> JS	0.000	Supported
2 EE -> PWB	0.000	Supported
3 JS -> PSW	0.759	Not Supported
4 JS -> EP	0.001	Supported
5 EE -> EP	0.164	Not Supported
6 PWB -> EP	0.000	Supported

With a regression value of 0.686 in a positive direction and a significant value of 0.000, or less than 5%, Table 3 presents the findings of the regression analysis of Model 1, which demonstrates that employee involvement positively affects work satisfaction. This indicates that hypothesis 1 is validated.

The regression analysis findings of model 2 show that employee engagement has a beta value of 0.810 and a significant value of 0.000, less than 5%. Since employee involvement has a favourable effect on psychological well-being, hypothesis 2 is supported. The significance value of 0.759 and the beta value of 0.017 for the third hypothesis, which looked at the connection between psychological well-being and job satisfaction, are higher than 5%. Since it may be deduced that job satisfaction positively affects psychological well-being, Hypothesis 3 is not supported.

Model 3's regression analysis results show that work satisfaction has a significant value of 0.001 and a positive beta value of 0.176, both of which are below 5%. Because job satisfaction has a positive effect on employee performance, hypothesis 4 is supported. The findings of Hypothesis 5, which looked at the connection between performance and employee engagement, revealed a beta value of 0.108 and a significant value of 0.164, both of which are higher than 5%. Since it can be deduced that employee performance is positively impacted by employee involvement, Hypothesis 5 is not supported. The findings of Hypothesis 6, which looked at the connection between employee performance and psychological well-being, revealed a beta value of 0.625 and a significant value of 0.000, or less than 5%. Hypothesis 6 is confirmed since psychological well-being positively affects employee performance.

Discussion

The statistical findings of this study show that employee engagement significantly improves job satisfaction. This implies that greater employee involvement in the organization will lead to higher job satisfaction; conversely, less employee involvement will result in a diminished sense of belonging to the business, leading to lower job satisfaction. Research by Sathish & Krishna, (2024); Taruna & Nisa, (2024) supports this, demonstrating a strong positive impact between job satisfaction and employee engagement. According to the study's statistical findings, employee engagement significantly enhances psychological well-being. This implies that psychological well-being rises with employee involvement in the organization; conversely, low employee involvement results in a diminished sense of belonging to the business and, consequently, lower psychological well-being. Research has shown a positive correlation between psychological well-being and employee engagement (Andriani & Griselfa, 2023).

Additionally, statistical findings indicate that psychological well-being is unaffected by job satisfaction. Therefore, job happiness has no bearing on psychological health; on the contrary, if workers are dissatisfied at work, it is not a result of their psychological health issues. Research by Yang et al., (2024), which revealed no significant relationship between psychological well-being and job satisfaction for various jobs, supports this finding.

The statistical findings for the following variable show that job happiness improves employee performance. This implies that when workers are happier, their performance will rise; conversely, when they are unhappy, their performance will fall. This is corroborated by research by Rizanatulmahyani and Widhiastuti (2023), who discovered a strong and positive relationship between job satisfaction and performance—the more satisfied employees are with their work, the better they perform.

According to the statistical finding below, employee engagement has no bearing on employee performance. This indicates that employee involvement does not affect

employee performance. Rasul Baharsyah & Nugrohoseno, (2021) conducted a study on performance, which supports this idea. They found that inadequate engagement leads to weariness.

The final component in this study's statistical analysis shows that psychological well-being positively impacts worker performance. This implies that there will be a positive correlation between employee well-being and performance; conversely, if an employee is not feeling well, their performance will also suffer. Research by Yang et al., (2024) supports this, finding a connection between psychological well-being and job performance.

CONCLUSION

This study examines and assesses the connection between performance and employee engagement. The study's research gap is in employee engagement in performance, which is mediated by psychological well-being and employee satisfaction. This study's results show that staff engagement greatly increases job happiness. Job happiness has a strong positive impact on performance. Employee involvement has a good effect on psychological well-being. Psychological health improves performance. There is no connection between job satisfaction and psychological well-being. Employee engagement alone has minimal effect on performance, but work satisfaction and engagement together have a positive and significant impact on employee performance. However, employee involvement improved performance more quickly than work satisfaction through psychological well-being. This is shown in the employees' attitude of self-improvement and self-acceptance. This aligns with the fairness concept, which considers employee satisfaction and engagement. One can determine that job satisfaction is an employee's emotional attitude toward their work by comparing the results attained with the amount that should be obtained.

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