The Influence Of Employee Engagement On Employee Performance And Company Performance At Pt. Bank Negara Indonesia (Persero) Tbk.

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***Abstract**.*

The purpose of this study is to examine employee engagement, employee performance, and financial performance at BNI, as well as to determine the influence of employee engagement on employee performance and financial performance, both partially and simultaneously. This is a quantitative study with verification approach. The research instrument used is a questionnaire employing a Likert scale. The collected data were analyzed using Partial Least Squares (PLS) to test the relationships between latent variables. The PLS method was chosen due to its ability to analyze data with a moderate sample size and without requiring the assumption of data normality. Based on a literature review and preliminary survey results, this study proposes three hypotheses: first, there is a relationship between the level of employee engagement and employee performance at BNI; second, employee performance influences company performance; and third, employee engagement affects company performance.

Keywords: *Employee Engagement, Employee Performance, Company Performance.*

I. INTRODUCTION

The rapid advancement of technology has affected the changes occurring within companies, which must adapt to technological developments and survive in competition. Organizational companies require adequate resource support. One of the resources that plays an important role in organizational development is Human Resources. Human Resources (HR) are the most important asset in a company. Human resources will also manage other resources by utilizing technology to achieve organizational goals. The success or failure of a company's goals depends on the performance results of employees in the company, because employee performance is one of the resources owned by the company. As the most important asset in a company, employees play a role in enabling the company to compete with other companies. Therefore, the company must have superior employees in order to compete in the long term.Every company desires to have employees with the best performance. With the best performance from employees, companies will more easily achieve their goals, and by improving employee performance, companies will also experience increased income. According to Rivai and Sagala (2011), performance is the real behavior shown by everyone as a work achievement produced by employees according to their roles in the company.

Good performance is crucial in determining whether a company will grow well or be eroded by the tides of time. Bonner and Sprinkle (2002) state that employees with good performance will have an impact on achieving organizational goals. Timple (1992) explains that employee performance is influenced by many factors, both internal and external. Internal factors include knowledge, ability, and self-efficacy; performance is also influenced by environmental factors or organizational climate. Good management behavior in line with individual expectations will have an impact on employee engagement.Employee engagement arises from a feeling of enthusiasm when employees participate in helping the company achieve its goals (William Macey, 2009). Emotionally engaged employees have positive feelings toward their work, thereby increasing motivation and productivity (Kahn, 1990). The influence of employee engagement on employee performance is very important because the sense of engagement built by employees with the company they work for is crucial. The sense of belonging from both sides can also provide feedback to management and loyalty to the company. Employee engagement has a positive and significant relationship with employee performance (Indiyati, Ghina, Rochman 2021).

Employee engagement falls into three (3) categories: Engaged, Not Engaged, and Actively Disengaged (Gallup, 2019). In the study by Krekel, Ward, and De Neve (2019), it is illustrated that employee engagement has a positive correlation with employee performance as well as with firm performance profitability.BNI, as a conventional commercial bank, operates under the regulations issued by regulators, including those from the Financial Services Authority (OJK), which supervises the financial services industry including banks. BNI, as one of the State-Owned Enterprises (BUMN), has focused in recent decades on enhancing its human resource management (HRM) strategies. With a workforce of 27,570 employees spread across units in Indonesia and six (6) overseas branches in Asia (Singapore, Tokyo, Seoul), America (New York), and Europe (London, Amsterdam), the strategies implemented—from talent acquisition, learning and development, remuneration, to employee engagement—have become fundamental strategies as main enablers of the company's business growth (performance/rentability).

In 2023, BNI received several international and national awards related to corporate and HR performance, including:

1. Indonesia Overall Domestic Best Service as voted by Non-Financial Institutions in Government and Public Service Industry Sector 2023.
2. HR Asia (Best Companies to Work For In Asia – Employer Branding) 2023.
3. 20th Banking Service Excellence Award 2023.
4. The Best Government Bank In Service Excellence 2023.
5. Best Corporate Partner 2023.
6. The Most Trusted Company 2023.

These awards were achieved in part because BNI implemented strategies focused on enhancing employee contribution to the company's business achievements.To monitor employee contributions to company performance, BNI applies performance management through Individual Key Performance Indicators (KPIs) based on job positions. These KPIs are quantified into scores and totaled to obtain the overall KPI score, which is then included in the performance management grading table, making it possible to measure employee contributions (performance grade) for that year. Employee engagement strategies have also been implemented at BNI and are reflected in several Human Capital policies covering supporting aspects such as rewards, working environment, leadership, and others. This is shown by the Employee Engagement Survey (EES) scores, which have increased over the past 5 years.

Based on the description above, the research problems in this study are:

1. How are the levels of Employee Engagement, Employee Performance, and Company Performance at BNI?
2. What is the effect of Employee Engagement on Employee Performance at BNI?
3. What is the effect of Employee Engagement on Company Performance at BNI?
4. What is the effect of Employee Engagement on both Employee Performance and Company Performance at BNI?

II.   THEORETICAL FRAMEWORK

Strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization (Wheelen, et al., 2018). Human Resource Management (HRM) is a field of management that specializes in personnel/human resources/employment or a branch of knowledge that studies how to manage the utilization of human resources efficiently and effectively to achieve certain goals and provide satisfaction for all parties (Umi Farida, 2015). HRM is the process of acquiring, training, appraising, and compensating employees, and managing labor relations, health and safety, as well as fairness-related matters (Dessler, 2015). HRM is defined as "Management that focuses on maximizing employee capabilities through various strategic steps in order to improve employee performance toward optimizing organizational goals" (Edison, 2016). Based on several definitions from experts, it can be concluded that HRM is a science that studies and organizes labor in a company by focusing on human labor issues according to their functions so that they can more effectively and efficiently realize the goals of the company, employees, and society.

The objectives of HRM according to Edy Sutrisno (2016) are:

1. To provide managerial considerations in HR policy-making to ensure the organization has motivated and high-performing employees who are ready to cope with change and meet job requirements legally.
2. To implement and maintain all HR policies and procedures that enable the organization to achieve its objectives.
3. To assist in the development of the overall direction and strategy of the organization, especially regarding HR implications.
4. To provide support and conditions that will help line managers achieve their goals.
5. To address various crises and difficult situations in labor relations to ensure that they do not hinder the organization in achieving its goals.
6. To provide a communication medium between employees and the organization's management.
7. To act as a guardian of organizational standards and values in HR management.

Employee Engagement is a participatory process that uses employee input and is intended to increase employee commitment to organizational success (Robbins and Judge, 2011). Employee Engagement is a mutual agreement where employees voluntarily commit to giving their best effort for the organization (Pradana and Indiyati, 2025). Employee engagement refers to the degree to which someone behaves and how long they will stay in their position (Marzuqi and Rohmayati, 2018). One factor affecting employee performance is employee engagement (Indiyati, Ghina, Rochman, 2021). This study uses Gallup's (2019) theory of employee engagement, emphasizing the Q12 survey designed to uncover what truly matters for employee engagement and business performance. This theory is selected because it is considered broad, comprehensive, and easy to understand.Performance (job performance) is the quality and quantity of work results achieved by an employee in carrying out their duties according to the responsibilities assigned (Mangkunegara, 2015). Performance is the implementation of a developed plan. Performance implementation is conducted by human resources who possess the ability, competence, motivation, and interest (Wibowo, 2017).

Employee performance is the result achieved by an individual in executing tasks assigned based on criteria set by the company over a specific period (Indiyati, Ghina, and Romadhona, 2021). According to Mangkunegara (2015), performance indicators include work quality, work quantity, responsibility, and teamwork.Company performance is the ability of a company to gain profit at a certain level of sales, assets, and equity (Roosdiana, 2021). It refers to a company's overall success in achieving set targets and objectives by using resources effectively and efficiently (Rospandani, 2021). Company performance describes a company's financial condition, which is analyzed using financial analysis tools to assess the company's financial health and reflect work achievements over a certain period (Harsono & Ary, 2020). Company performance indicators according to Kotler & Keller (2016) include business processes, customer satisfaction, and customer loyalty.Employee engagement is positively correlated with employee performance, as evidenced by several previous studies. According to the study by Indiyati, Ghina, and Rochman (2021), employee engagement has a positive and significant correlation with employee performance at 48.12%.

Research by Farndale et al. (2014) states that employee engagement positively impacts and plays a role in improving employee performance and company profitability. A study by Katili, Wibowo, and Akbar (2021) found that employee engagement directly impacts the improvement of employee performance in the steel industry company. Similarly, a study by Kurnia and Aslam (2021) shows that employee engagement has a positive and significant effect on employee performance.Employee engagement is positively correlated with company performance. According to research by Otieno, Waiganjo, and Njeru (2015), and Gallup's (2019) recent report—covering over 183,000 business units and 3.3 million employees in more than 50 industries—employee engagement has a strong relationship with productivity.The influence of employee engagement on employee performance and company performance is positively correlated. According to research by Krekel, Ward, and De Neve (2019), the correlation between employee engagement and employee productivity/performance is positive (0.002), which significantly improves company performance.

The data comes from 339 Gallup studies involving 1.8 million employees across 49 industries in 73 countries. According to Schaufeli and Salanova (2007), companies will achieve their targeted business goals if employees are engaged and fully involved in the company's business processes.

Based on the theoretical framework and previous research, the hypotheses of this study are:

H1: Employee engagement significantly affects employee performance.

H2: Employee performance significantly affects company performance.

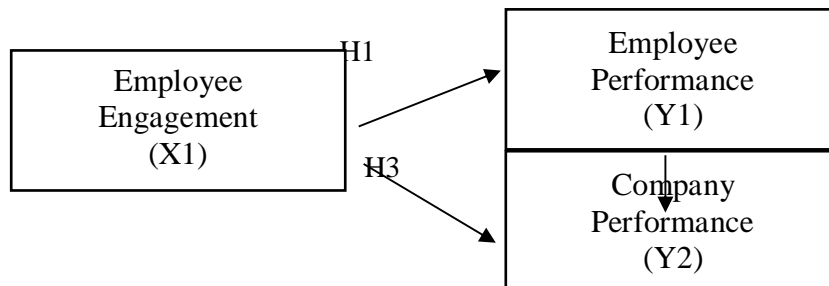H3: Employee engagement significantly affects company performance.

Fig 1. Research Model

III.   METHODS

This research is a causal study designed to explain whether one factor causes another. According to Sekaran & Bougie (2016), the population is the entire group of people, events, or things of interest that a researcher wishes to investigate. In this study, the population is all permanent employees of PT. Bank Negara Indonesia (Persero) Tbk, totaling 27,570 employees. According to Paramita (2021), a sample is a subset of the population consisting of several population members. The sampling technique used in this research is purposive sampling. The sample in this study consists of employees of PT. Bank Negara Indonesia (Persero) Tbk. The sample was calculated using Slovin's formula. Based on the calculation, the sample size for this study is 394 respondents. The data collection technique used was distributing questionnaires via Google Forms to BNI bank employees.

In this study, the researcher used variance-based SEM, also known as Partial Least Squares (PLS) or SEM-PLS. The PLS model has two linear equations: the structural model (inner model), which describes relationships among latent variables, and the measurement model (outer model), which shows relationships between latent variables and a group of directly measurable manifest variables. The outer model is tested through two types of tests: validity (convergent validity and discriminant validity) and reliability (construct reliability and composite reliability). Meanwhile, the verification analysis in SEM-PLS is referred to as the inner model, which consists of multicollinearity testing, coefficient of determination, predictive relevance, path coefficient, and bootstrapping (hypothesis testing).

IV.   RESULT AND DISCUSSION

Based on the results from the distribution of questionnaires conducted separately to 394 respondents, consisting of BNI bank customers and BNI bank employees, the following data was obtained. From the BNI customer respondents, the number of male and female respondents was equal, each totaling 197 people. The majority of respondents were in the age range of 25–35 years, amounting to 157 individuals. Most respondents had been BNI customers for 6–15 years.From the employee side, again, the number of male and female respondents was equal, 197 individuals each. Respondents by age were dominated by the 25–40 years range, totaling 274 individuals. Most respondents had worked for 6–15 years, totaling 170 individuals, and the majority of respondents held the position of Assistant Manager, totaling 167 individuals.The results of the **convergent validity test** from the measurement model can be seen from the correlation between the item score or instrument and the construct score (loading factor), with the criterion that each instrument's loading factor must be greater than 0.7 (Ghozali, 2019). Based on the loading factor results, all indicators have values above 0.7, indicating that all indicators in this study are valid in reflecting their respective latent variables (constructs). These results are also shown in the Smart-PLS output diagram.
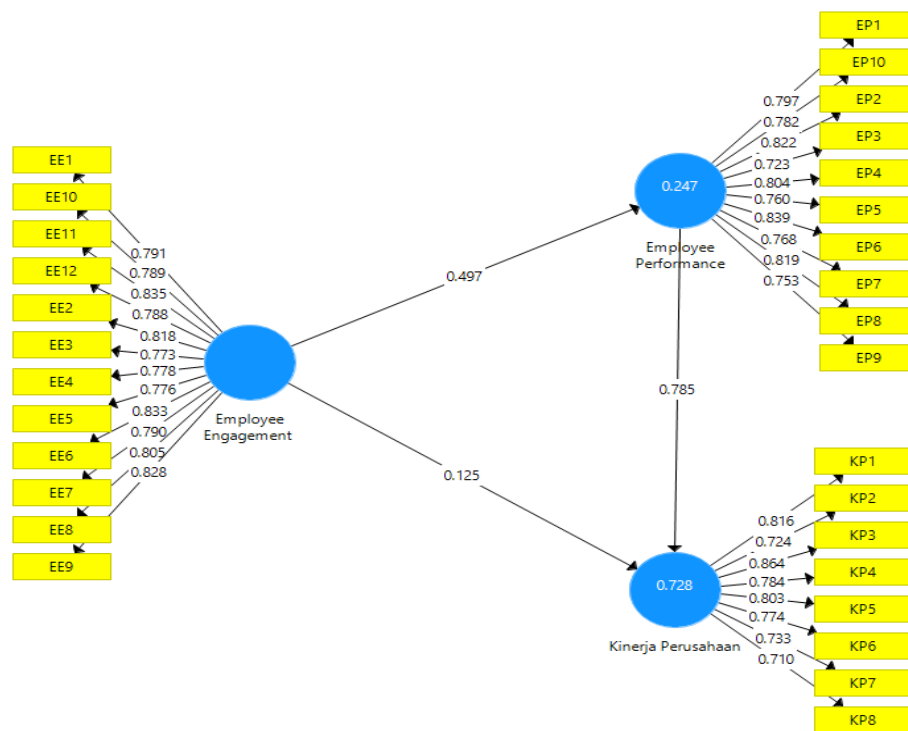
Fig 2. Output Outer Model PLS-Algorithm

In addition to convergent validity, the validity test in SEM-PLS includes **discriminant validity**, which requires the Average Variance Extracted (AVE) value to be greater than 0.5 (Hair et al., 2019). Based on the table below, it can be seen that all constructs have AVE values greater than 0.5, so each construct is considered to have good discriminant validity.

Table 1. Discriminant Validity

Variable	VE	Conclusion
Employee Engagement	0.641	Valid
Employee Performance	0.620	Valid
Company Performance	0.605	Valid

Discriminant validity is also assessed through **construct reliability**, visible from Cronbach's alpha and composite reliability values. If Cronbach's alpha > 0.6 (Hair et al., 2019) and composite reliability > 0.6 (Ghozali, 2019), then the items are considered reliable. Based on the table below, the values for each variable exceed the required threshold, so the items are declared reliable.

Table 2. Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Employee Engagement	0.949	0.955	Reliable
Employee Performance	0.932	0.942	Reliable
Company Performance	0.906	0.924	Reliable

In this study, a verificative analysis will be conducted using the SEM-PLS technique. The steps in analyzing the inner model include coefficient of determination (R-square), predictive relevance (Q-square), path coefficients, and bootstrapping (hypothesis testing).The R-square test in the table below shows that the R-square value for the employee performance variable is 0.247, or 24.7%. This indicates that the employee performance variable can be explained by the employee engagement variable by 24.7%, which falls into the weak category. The remaining 75.3% is the contribution of other variables that are not discussed in this study.urthermore, the R-square value for the company performance variable is 0.728, or 72.8%. This indicates that company performance can be explained by employee engagement and employee performance variables by 72.8%, which is categorized as strong. The remaining 27.2% is the contribution of other variables not addressed in this study.

Table 3. Coefficient of Determination

Variabel	R *Square*
Employee Performance	0.247
Company Performance	0.728

Predictive relevance testing (Q-Square). The predictive relevance test measures the accuracy of observation values and parameter estimates for a variable. Predictive relevance, commonly referred to as Q-Square, is considered good if its value is greater than 0 (Hair et al., 2019). The Q-Square calculation is performed using the following formula:

$$Q^2 = 1 - (1-R_1^2)(1 - R_2^2)$$

Based on the formula above, the calculation of Q Square is as follows:

Q Square = $1 - (1 - 0,247^2)(1 - 0,728^2)$

Q Square = $1 - (1 - 0,061009)(1 - 0,529984)$

Q Square = $1 - (0,9338991)(0,470016)$

Q Square = $1 - 0,43895$

Q Square = $0,561$

Based on the above calculations, it can be seen that the Q-Square value in this study is 0.561. This indicates that the observed values and parameter estimates of the variables in this study can be considered good.The path coefficient testing aims to determine the significance level of the hypotheses. The decision-making guideline is based on the theory by Hair et al. (2019), which states that the path coefficient should be assessed by comparing the t-statistic to the t-table. To obtain reliable results, the t-statistic value must be greater than the t-table value. Bootstrapping testing is conducted to determine how well the exogenous variables predict the endogenous variables. If the t-statistic > 1.96 and the p-value < 0.05, it can be concluded that the hypothesis is accepted and the variable significantly predicts the endogenous variable. Conversely, if the t-statistic < 1.96 and the p-value > 0.05, the hypothesis is rejected, and the variable is considered unable to predict the endogenous variable.

Table 4. Hypothesis Testing

Hipotesis	Hubungan	Path	T Statistics	P Values	Conclusion
H1	Employee Engagement _ -> Employee Performance	0.497	8.819	0.000	Valid
H2	Employee Engagement _ -> Company Performance	0.125	3.485	0.001	Valid
H3	Employee Performance -> Company Performance	0.785	27.081	0.000	Valid

1. **Influence of *Employee Engagement* (X) on *Employee Performance* (Y1)**

The effect of employee engagement on employee performance is tested through the following statistical hypotheses:

- H_0: Employee engagement has no effect on employee performance
- H_1: Employee engagement has an effect on employee performance

As shown in Table 4, the path coefficient between employee engagement and employee performance is 0.497, with a t-statistic value of 8.819 and a p-value of 0.000. Since the t-statistic (8.819) > t-table (1.96) and the p-value (0.000) < 0.05, H_0 is rejected and H_1 is accepted.

Therefore, it can be concluded that employee engagement has a significant effect on employee performance. The positive path coefficient of 0.497 indicates that higher employee engagement leads to improved employee performance, and conversely, lower employee engagement results in decreased employee performance.

2. **Influence of *Employee Performance* (Y1) on Company Performance (Y2)**

The effect of employee performance on company performance is tested through the following statistical hypotheses:

- H_0: Employee performance has no effect on company performance
- H_1: Employee performance has an effect on company performance

As shown in Table 4.10, the path coefficient between employee performance and company performance is 0.125, with a t-statistic value of 3.485 and a p-value of 0.001. Since the t-statistic (3.485) > t-table (1.96) and the p-value (0.001) < 0.05, H₀ is rejected and H₁ is accepted.Therefore, it can be concluded that employee performance has a significant effect on company performance. The positive path coefficient of 0.125 indicates that the higher the employee performance, the better the company performance, and conversely, lower employee performance will lead to lower company performance.

3. Influence of *Employee Engagement* (X) on Company Performance (Y2)

The effect of employee engagement on company performance is tested through the following statistical hypotheses:

- H₀: Employee engagement has no effect on company performance
- H₁: Employee engagement has an effect on company performance

As shown in Table 4, the path coefficient between employee engagement and company performance is 0.785, with a t-statistic value of 27.081 and a p-value of 0.000. Since the t-statistic (27.081) > t-table (1.96) and the p-value (0.000) < 0.05, H₀ is rejected and H₁ is accepted.

Thus, it can be concluded that employee engagement has a significant effect on company performance. The positive path coefficient of 0.785 indicates that higher employee engagement leads to improved company performance, and conversely, lower employee engagement results in decreased company performance.

The results of the significance test are illustrated in the following SmartPLS output diagram:
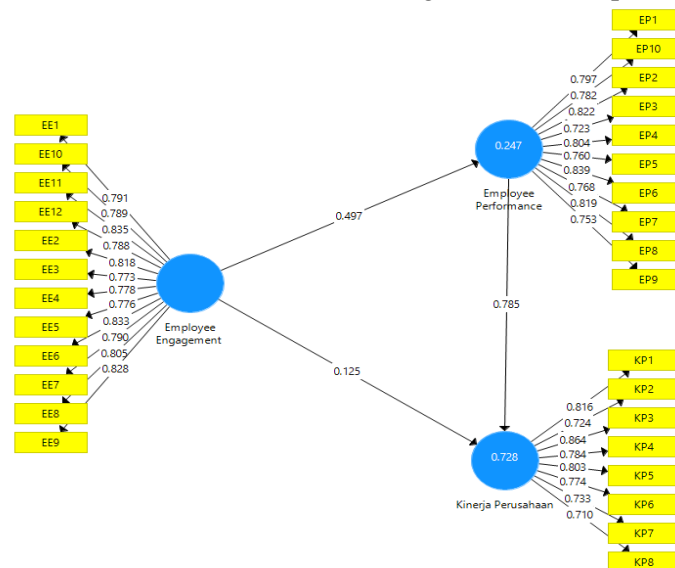

Fig 3. Output Inner Model PLS-Algorithm

Based on the results of the significance testing from the measurement model shown in the SmartPLS output diagram, all research hypotheses indicate a significant relationship between the independent and dependent variables.In this study, employee engagement has a significant effect on employee performance, and both employee engagement and employee performance have a significant effect on company performance. This is supported by the t-statistic and p-value results, which meet the criteria for accepting the alternative hypotheses (H1, H2, and H3).

Discussion

Based on the data analysis results, the **employee engagement** variable has a **positive and significant influence** on **employee performance**, supporting the acceptance of hypothesis H1. Employee engagement is positively and significantly correlated with employee performance. This finding is consistent with the studies by Kurnia and Aslam (2021) and Indiyati, Ghina, Rochman (2021), which stated that employee engagement has a positive and significant effect on employee performance. Employee engagement influences employee performance, meaning there is a relationship between the level of employee involvement and the performance shown in the organization. In other words, changes in employee engagement levels will affect their work performance, both directly and indirectly. This finding is consistent with many previous studies that emphasize employee engagement as a key factor in improving individual

performance in the workplace. Enhancing employee engagement not only affects psychological aspects of employees but also directly contributes to organizational effectiveness through improved job performance. Based on the data analysis results, the **employee performance** variable has a **positive and significant effect** on **company performance**, supporting the acceptance of hypothesis H2. Employee performance is positively correlated with company performance. This finding is in line with Gallup's (2019) research, which shows that employee engagement has a strong relationship with productivity and influences company performance.

The result indicates that employee performance has an impact on company performance. In other words, the level of effectiveness and productivity demonstrated by employees directly affects the overall achievement of organizational goals. Employees are the main actors in executing organizational strategy and operations. When employees work effectively, on time, with quality, and meet targets, business processes become more efficient, customer service improves, innovation and adaptability increase, and the company's reputation and competitiveness are enhanced.Based on the data analysis results, the **employee engagement** variable has a **positive and significant influence** on **company performance**, supporting the acceptance of hypothesis H3. Employee engagement is positively correlated with company performance. This finding aligns with research by Liu Zhu (2023), which states there is a significant relationship between employee engagement and company performance. Employee engagement is a **strategic factor** in improving company performance. It refers to the extent to which employees feel enthusiastic, committed, and emotionally involved with their work and organization. When employees feel engaged, they tend to work with enthusiasm, take initiative, demonstrate loyalty, and give their best contribution to the company's success. Therefore, increasing employee engagement should be a priority for management because it is a powerful driver for improving both individual performance and overall organizational effectiveness.

V.   CONCLUSION

Based on the results of the research and the discussion presented in the previous chapter, it can be concluded that:
- The level of employee engagement at BNI is at a highly engaged level.
- The level of employee performance at BNI is at a highly productive level.
- The company performance at BNI is at a very good level.

Employee engagement has a positive and significant influence on the performance of BNI employees.Employee performance has a positive and significant influence on company performance. Employees are the foundation of a company, and their performance contributes directly and tangibly to overall corporate outcomes.Employee engagement also has a positive and significant influence on company performance. Employees with a high level of engagement demonstrate emotional commitment to their work and the organization. Employee engagement does not only impact individuals but also functions as a strategic driver for the overall success of the company.

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