



## Effect of Organizational Trust and Job Satisfaction on Employee Engagement and Their Impact on Job Performance

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**Abstract:** This pre-research was conducted with the aim of building a research hypothesis using a descriptive method. To find out the variables that affect Employee Engagement and Job Performance, a review of previous research was conducted. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results: 1) Organizational Trust has an effect on Employee Engagement; 2) Organizational Trust has an effect on Job Performance; 3) Job Satisfaction has an effect on Employee Engagement; 4) Job Satisfaction has an effect on Job Performance; 5) Employee Engagement has an effect on Job Performance.

**Keyword:** Employee Engagement, Job Performance, Organizational Trust, Job Satisfaction

### INTRODUCTION

#### Background of the Problem

Job performance is a key factor that organizations want to improve to achieve their goals (Jankingthong & Rurkkhum, 2012). Organizations also need employees who are engaged in the values and goals of the organization, and who demonstrate their full potential (Cauldron, 1996), (Meyer and Allen, 1997). Employee engagement has been associated with many positive outcomes such as job satisfaction and performance (Pongton & Suntrayuth, 2019), (Alzyoud, 2018), (Lienardo & Setiawan, 2017), (Gruman and Saks, 2011), (Koyuncu et al., 2006), (Schaufeli and Salanova, 2007) and employee trust (Lienardo & Setiawan, 2017), (Alzyoud, 2018), (Ogwu, et.al., 2013).

Job satisfaction is strongly influenced by the relationship between leaders and employees, the extent to which both parties are satisfied with each other. When employees are satisfied, they are committed to a long-term relationship with the organization (Pongton & Suntrayuth, 2019). Research developed by (Lienardo & Setiawan, 2017) said that organizational trust and job satisfaction have a significant effect on employee engagement, then from the research developed by (Wijaya, 2018) state that there is an effect of job satisfaction on Job Performance.

Research developed by (Ivar Nabilatul Akbar, 2020) state that organizational trust has a positive effect on Employee Engagement. While the research developed by (Saroh & Ekhsan, 2021) state that Organizational trust has positive and significant effect on job performance.

In compiling relevant research articles, several theories are needed to strengthen the research model that is built and see the relationship between variables in building hypotheses which are part of the discussion of research results. This article specifically discusses the factors that influence Employee Engagement and Job Performance, where this study is a study of human resource management literature. Of course not all the factors that influence Employee Engagement and Job Performance discussed in this article, but only some of the dominant factors will be examined in this article.

### **Formulation of the problem**

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

1. Is Organizational Trust effect on Employee Engagement?
2. Is Organizational Trust effect on Job Performance?
3. Is Job Satisfaction effect on Employee Engagement?
4. Is Job Satisfaction effect on Job Performance?
5. Is Employee Engagement effect on Job Performance?

## **LITERATURE REVIEW**

### **Employee Engagement**

Pandey & David (2013) explained that employee engagement can be explained by several dimensions, including: Opportunity for employees to develop in terms of skills and techniques in a company; Work life balance, explains the balance of each instrument in working in a company; The relationship that exists between the supervisor (supervisor) and employees who are subordinates; The availability of physical resources that are able to support employees while working in a company; Rewards and recognition, explains the availability of awards for each employee and recognition for the efforts made by each employee of the company; There are clear policies and open communication between lines within a company; Policy regarding fair wages or compensation; Availability of job training that can support the improvement of each employee's ability; There is clarity about the work of each position available in a company; Pride while working in a company.

Employee engagement is the feeling of someone who feels enthusiastic, passionate about what he does and is involved in his work, loves his job and is directly motivated by his work, tends to work harder, feels he is an important part of the organization and produces satisfactory performance (Muliana & Rahmi, 2019). Another similar opinion states that employee engagement is a positive attitude held by employees towards the values of the organization and the company (Robinson et al., 2004).

Variable Employee Engagement has been studied by many previous studies, including: (Ivar Nabilatul Akbar, 2020), (Lienardo & Setiawan, 2017), (Pongton & Suntrayuth, 2019).

### **Job Performance**

Zahrah (2017) defines job performance as any type of employee behavior, be it aggressive, committed, lazy, or dissatisfied. Job Performance is the effectiveness of employee contributions to organizational goals. According to Motowidlo (1997), Job Performance is the overall expected value of an employee's behavior over a certain period of time.

Bernardin & Russel (1998) provide a definition of performance as a record of the results obtained from certain job functions or certain activities over a certain period of time. This understanding refers to the weight of the individual's ability to fulfill the provisions

contained in the job. According to Mathis and Jackson in (Efendi et al., 2020) states that there are 5 dimensions that can be used to measure performance, namely: 1) The quantity of individual labor. 2) Quality of work. 3) punctuality of work, 4) Attendance to work with discipline, 5) Ability to work together as a team at work. Job Performance variables have been widely studied by previous research, including: (Sari, 2020), (Mauli & Mukaram, 2016), (Wijaya, 2018).

### **Organizational Trust**

Tschannen-Moran (2011) defines trust as "feeling comfortable in an interdependent relationship based on the belief that the other party is kind, honest, open, reliable, and competent to fulfill whatever we rely on him to provide". According to Rotter (1967), trust or trust as a form of personality which is an expectation on which the words and actions of others can be relied on.

This aspect of personality-based beliefs is referred to by Kramer (1999) as dispositional trust and by Mayer, Davis and Schoorman (1995) as trust tendencies. The latter defines it as an individual's tendency to leave himself vulnerable to the actions of others on the basis of his expectation that that other person will perform certain actions that are important to him, regardless of whether he can supervise or control them or not.

Organizational trust described by Zalabak, Moreale, Hackman (2010) is a comprehensive trust in the organization in communicating and behaving in a competent, open and honest, caring, reliable, appropriate manner in identifying with goals, norms, and values. This shows that when an employee believes in his organization, he will work hard and will show initiative to achieve the company's organizational benefits. Trust in the organization is very important so that members of the organization can continue to contribute to the progress of the organization.

Measurements of organizational trust can be divided into two dimensions as according to McAllister in Hui, Yao-Yao & Meng-Na (2015), including:

a) Emotional trust

Emotional trust is a form of trust that is established based on the emotional bond between the company and its employees. These include: caring, caring, freedom to share feelings.

b) Cognitive trust

Cognitive trust is a form of company trust to employees based on the abilities possessed by the employees. This includes: competence, reliability, dedication and work experience.

Variable Organizational trust has been studied by many previous studies, including: (Lienardo & Setiawan, 2017), (Ugwu et al., 2014), (Ivar Nabilatul Akbar, 2020).

### **Job Satisfaction**

Locke (1976, p.1300) describes Job Satisfaction is a pleasurable emotional state that comes from evaluating work experiences. Job satisfaction is how employees feel about their work (Scheff, 1967). Steele and Plenty (2015) define employee satisfaction as an individual's affective attitude towards work. According to Robbins and Judge in Supartha (2017), state that job satisfaction refers to the total individual attitude towards his work. A person with a high level of job satisfaction has a positive attitude towards his job; A person who is dissatisfied with his job has a negative attitude towards the job.

According to Handoko (2011), job satisfaction is a pleasant or unpleasant emotional feeling about how employees view their work. Job satisfaction is an individual feeling where each individual has a sense of satisfaction which of course varies according to his value system. The higher the assessment of the activity felt in accordance with the wishes of the individual, the higher the satisfaction with the activity.

As stated by Wijono in Sari (2020) who said that one of the factors that affect productivity is an increase in job satisfaction. If the employee perceives that the effort that has been expended and the results obtained from the effort are both fair and appropriate, it will be proven by the employee's best work results.

Dimensions of job satisfaction according to Herzberg in Somantri & Aga (2018) that can cause a sense of satisfaction or dissatisfaction in employees are: Compensation; Working conditions; Administration system and company policy; Promotion

Variable job satisfaction has been studied by many previous studies, including: (Sausan et al., 2021), (Muayyad & Gawi, 2017), (Mauli & Mukaram, 2016), (Muliana & Rahmi, 2019)

**Table 1: Previous Research**

No	Author (year)	Previous Research Results	Equation with this Article	Difference with this Article
1	Ivar Nabilatul Akbar (2020)	Organizational trust has a positive effect on Employee Engagement	Organizational trust has an effect on Employee Engagement	Organizational trust and job satisfaction affect employee engagement
2	Sylvia Linardo and Roy Setiawan (2017)	Organizational trust and job satisfaction have a significant effect on employee engagement	Organizational trust and job satisfaction affect employee engagement	Organizational trust and job satisfaction affect employee engagement and job performance
3	Tri Ratna Herawati (2020)	There is a significant effect between Organizational trust and job satisfaction on employee engagement	Organizational trust and job satisfaction affect employee engagement	Organizational trust and job satisfaction affect employee engagement and job performance
4	Adella Devi Hardiani (2018)	Organizational trust positive and significant effect on job performance	Organizational trust effect on job performance	Organizational trust effect on employee engagement and job performance
5	Saroh and Muhammad Ekhsan Team (2015)	Organizational trust significant effect on job performance	Organizational trust effect on job performance	Organizational trust effect on employee engagement and job performance
6	Rahma Dhani K. Lubis (2018)	Organizational Trust and Employee Engagement have a significant effect on Job Performance	Organizational Trust and Employee Engagement affect Job Performance	Organizational trust and job satisfaction affect employee engagement and job performance
7	Pongpipat Pongton and Sid Suntrayuth (2019)	Job satisfaction has a positive impact on employee engagement and job performance	Job satisfaction affects employee engagement and job performance	Job satisfaction affects job performance through Employee Engagement
8	Muliana & Aulia Rahmi (2019)	Job satisfaction has a positive impact on employee engagement	Job satisfaction affects employee engagement	Job satisfaction affects employee engagement and job performance
9	Elida Chaerunissa and Ranthy Pancasasti (2021)	Job satisfaction has a positive and significant effect on job performance	Job satisfaction affects job performance	Job satisfaction affects employee engagement and job performance
10	Iwan Kurnia Wijaya, (2018)	There is a significant effect of job satisfaction on job performance.	Job satisfaction affects job performance	Job satisfaction affects employee engagement and job performance
11	Putiri Bhuana Katili and Adriana Wulan Siti Hutami (2017),	There is a positive influence between job satisfaction on job performance and employee engagement	Job satisfaction affects job performance and employee engagement	Organizational trust and job satisfaction affect employee engagement and job performance

No	Author (year)	Previous Research Results	Equation with this Article	Difference with this Article
12	Deddy'aw Fonataba and Nony Kezia Marchyta (2021)	Job satisfaction has a positive effect on job performance	Job satisfaction affects job performance and employee engagement	Organizational trust and job satisfaction affect employee engagement and job performance
13	Agnes Wahyu Handoyo and Roy Setiawan, (2017)	Employee engagement has a positive and significant effect on job performance	Employee engagement affects job performance	Employee engagement affects job performance in different locations
14	Onky Dwi Setiawan, Deborah Christine Widjaja (2018)	There is a significant positive effect of employee engagement on job satisfaction and job performance	Employee engagement affects job performance	Employee engagement affects job performance in different locations
15	Ulin Nuha (2019)	There is a positive and significant effect of employee engagement on job performance	Employee engagement affects job performance	Employee engagement affects job performance in different locations

**RESEARCH METHOD**

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google, and other online media.

In research, literature review has a very important role. Literature review is the initial step of researchers before conducting research. Literature review can also be referred to as the first entry point for researchers in observing phenomena in the field. In qualitative research, the library is a bridge for researchers to get a basis for theoretical construction, literature review or theoretical study.

**FINDINGS AND DISCUSSION**

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resource Management is:

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

Organizational Trust has an effect on Employee Engagement, where the dimensions or indicators of Organizational Trust (Emotional trust and Cognitive trust) affect the dimensions or indicators of Employee Engagement (opportunities for employees to develop, work life balance, relationships that exist between supervisors and employees, availability of physical resources that can support employees, rewards and recognition, clear policies and open communication, policies regarding fair wages or compensation, availability of training work that can support the improvement of the ability of each employee, there is clarity about the work of each available position, pride while working in a company), (Lienardo & Setiawan, 2017)

Colquitt, LePine and Wesson in Asikin (2015), state that Employee Engagement as an employee's desire to remain with an organization. The relationship that exists between employees emotionally and the company will encourage and increase their commitment to remain part of the company's organization, as well as the growth of Organizational Trust and acceptance of the values and goals of the organization.

Organizational Trust has an effect on Employee Engagement, this is in line with research conducted by: (Ivar Nabilatul Akbar, 2020), (Lienardo & Setiawan, 2017), (Mauli & Mukaram, 2016), (Herawati, 2020).



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

Organizational Trust has an effect on Job Performance, where the dimensions or indicators of Organizational Trust (Emotional trust and Cognitive trust) affect the dimensions or indicators of Job Performance (New ideas, Quantity of work, Quality of work, Cooperation), (Lubis, 2018)

Organizational trust described by Zalabak, Moreale, Hackman (2010) is a comprehensive trust in the organization in communicating and behaving in a competent, open and honest, caring, reliable, appropriate manner in identifying with goals, norms, and values. This shows that when an employee believes in his organization, he will show good performance by working hard and will show initiative to achieve organizational benefits.

Organizational Trust has an effect on Job Performance, this is in line with research conducted by: (Hardiani & Prasetya, 2018), (Saroh & Ekhsan, 2021), (Lubis, 2018)

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

Job Satisfaction has an effect on Employee Engagement, where the dimensions or indicators of Job Satisfaction (salary, supervision, and working conditions) affect the dimensions or indicators of Employee Engagement (commitment is related to an affective orientation towards the organization, the recognition of the costs associated with leaving the organization, and the moral obligation to remain in the organization), (Chaerunissa & Pancasasti, 2021).

Hasibuan in Katili (2017) states that employees who prefer to enjoy job satisfaction in their work will prioritize their work over remuneration even though remuneration is important. This shows that Job Satisfaction has an effect on Employee Engagement.

Job Satisfaction has an effect on Employee Engagement in line with research conducted by: (Pongton & Suntrayuth, 2019), (Muliana & Rahmi, 2019), (Chaerunissa & Pancasasti, 2021).

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

Job Satisfaction has an effect on Job Performance, where the dimensions or indicators of Job Satisfaction (basic salary, salary increase opportunities, rewards for employee work, and promotions) affect the dimensions or indicators of Job Performance (quality, quantity, work execution, responsibility), (Wijaya, 2018).

Job satisfaction affects organizational efficiency, increases profitability and competitive advantage (Robbins and Judge, 2013). From this approach it can be concluded that if employee job satisfaction appears, job performance will also increase. This is also in line with the results of research conducted by (Kezia et al., 2021) which shows that job satisfaction has a positive effect on employee performance but is not reliable. This shows that job satisfaction has an effect on employee performance.

Job Satisfaction has an effect on Job Performance, this is in line with research conducted by: (Katili, Putri Bhuana, 2017), (Kezia et al., 2021), (Wijaya, 2018), (Chaerunissa & Pancasasti, 2021)

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

Employee Engagement has an effect on Job Performance, where the dimensions or indicators of Employee Engagement (work environment, leadership, team and co-worker relations, training and career development, compensation, company policy, and work well-being) affect the dimensions or indicators of Job Performance (Quantity of work, Quality of work, Punctuality, Attendance, and Ability to work together), (Handoyo & Setiawan, 2017).

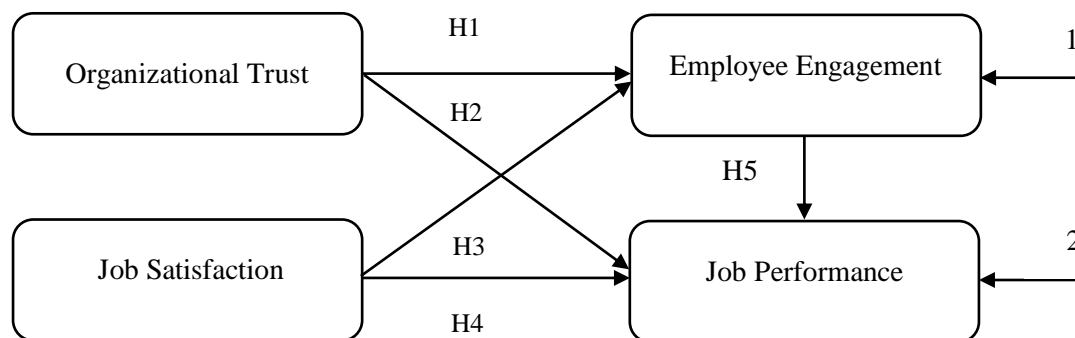
Employees who feel engaged are those who feel truly engaged and enthusiastic about their work and organization. Employee engagement is the willingness of the ability to

contribute to the success of the company, namely in the condition that employees are willing to work hard to complete their work and use all their mind and energy and are even willing to work overtime (Handoyo & Setiawan, 2017).

Employee Engagement has an effect on Job Performance, this is in line with research conducted by: (Noah, 2019), (Setiawan & Widjaja, 2018), (Handoyo & Setiawan, 2017).

**Conceptual Framework**

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.



**Figure 1: Frame of Thinking**

Based on the conceptual framework picture above, then: Organizational Trust and Job Satisfaction affect Employee Engagement and Jobs either directly or indirectly.

Apart from the Organizational Trust and Job Satisfaction variables that affect Employee Engagement and Job Performance, there are many other variables that influence it, including:

- 1) Motivation: (Somantri & Aga, 2018), (Kezia et al., 2021), (Timms & Brough, 2013), (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), and (Aima et al., 2017).
- 2) Communications: (Sari, 2020), (Alzyoud, 2018), (Pongton & Suntrayuth, 2019), (CC Widayati et al., 2020), and (Christina Catur Widayati et al., 2020).
- 3) Organizational Culture: (IN Akbar, 2020), (Ugwu et al., 2014), (Wilianto & Indriyani, 2021), (Harini et al., 2020), and (Elmi et al., 2016).
- 4) Knowledge: (Desfiandi et al., 2017), (Prayetno & Ali, 2020), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).
- 5) Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019) and (Elmi et al., 2016)

**CONCLUSIONS AND SUGGESTIONS**

**Conclusion**

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: Organizational Trust has an effect on Employee Engagement; Job Satisfaction has an effect on Employee Engagement; Organizational Trust has an effect on Job Performance; Job Satisfaction has an effect on Job Performance; Employee Engagement has an effect on Job Performance.

## Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect Employee Engagement and Job Performance, apart from Organizational Trust and Job Satisfaction at all types and levels of organizations or companies, therefore further studies are still needed to looking for other factors that can affect Employee Engagement and Job Performance other than those examined in this article such as: Organizational Trust and Job Satisfaction

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