JOB SATISFACTION AND EMPLOYEE ENGAGEMENT FOR EMPLOYEES PERFORMANCE

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ABSTRACT. Facing competition in today's free market, every company will try as optimally as possible to maintain its assets. Employees as human resources are one of the factors that cannot be duplicated or imitated by competitors and are considered the most valuable assets if managed and involved properly. One way to manage and maintain the main human resources today is to focus on organizational performance through evaluating the employee's job satisfaction and employee engagement. This research aims to analyze the influence of job satisfaction and employee engagement on organizational performance. This research is using quantitative data in form of questionnaires were distributed to 54 employees who works in PT. Aero Wisata. Structural Equation Modeling (SEM) was applied to produce path diagram, regression weights and model fit to analyze the research model. Result found that job satisfaction has a positive influence significantly on organizational performance by 39%. But employee engagement has a positive but not significantly influence on organizational performance by 30%. Based on the result, PT. Aero Wisata is suggested to carry out further identification related to job evaluations and sincrease collaboration between departments in order to create harmony that supports the direction and setting goals of the company

Keyword: Job Satisfaction, Employee Engagement, Organizational Performance

1. INTRODUCTION

In an organization, human resources are one of the most important assets to achieve the success of a goal that has been set by the organization. The human resources owned have a high selling point where the skills of a person have a very large, good impact on the company because they can take the company one step further than before. However, during increasingly fierce corporate competition today, many companies are making innovations and new breakthroughs that can support the organization's vision and mission. The role of employees themselves is very supportive of organizational achievement where they not only work based on the job description, they have but are also expected to do other things outside the job description that they were late in previously with clear prerequisites such as working together, helping each other, giving each other advice and input, being active and participate in company activities and can provide services to customers

(Ali & Anwar, 2021).
Facing competition in today's free market, every company will try as optimally as possible to maintain its assets, human resources are one of the assets that the company continues to strive to develop and maintain. Employees as human resources are one of the factors that cannot be duplicated or imitated by competitors and are considered the most valuable assets if managed and involved properly (Heslina & Syahruni, 2021). One way to manage and maintain the main human resources today is to focus on organizational performance through evaluating the employee's job satisfaction and employee engagement.

Therefore, to increase the level of employee engagement which in turn, increase the profitability of the organization, it is important to conduct a study of the factors that really encourage employees to perform at their best level. Organizations conduct employee engagement surveys on a regular basis to identify drivers of

employee engagement so that they can design intervention strategies to increase employee engagement levels, which in turn increase productivity, efficiency and retain top talent within the organization (Abrar, 2019).

As there is not much research about job satisfaction, job satisfaction played an important role in some organizational activities. From the research that involved 547 employees in Vietnamese enterprises as the subject for the survey, it shown that job satisfaction had a positive impact on job performance when organizational commitment was controlled. Improving job satisfaction through solutions in order to enhance organizational commitment also increase the job performance (Loan, 2020).

Moreover, research that related with employee engagement also had been found that employee engagement had a positive influence on employee's individual performance. Based on the research that took place in PT. INTI (Persero), the employees that worked in PT. INTI (Persero) have a good organizational behavior in a good level which indicates that their behavior exceeds the formal requirements of the job and can facilitate organizational performance. It proves human resources as one of the components in running a business, have shown the quality of engagement, organizational citizenship behavior and high performance, so that even PT INTI (Persero) will be able to produce high performance (Aditya, 2016).

PT. Aero Wisata is one of subsidiaries of PT Garuda Indonesia (Persero) Tbk which was established in Jakarta on June 30, 1973. Engages in in the provision of quality goods and/or services and strong competitiveness in the tourism business and air transport support services with the goal of becoming a leading provider in the hospitality industry and national tourism. The Company was formed not only to support the national flights, but also to manage, operate, and carry passion and high commitment in providing the best services that support the Indonesian tourism industry in the fields of catering, hotels, tourism, transportation, and logistics. All forms of products and services produced by PT. Aero Wisata are made to reflect the unique characteristics of Indonesian culture (Aerowisata, 2022).

PT. Aero Wisata as a business entity engaged in the hospitality, tourism and logistics industries,

realizes the importance of identifying things that affect employee engagement from the point of view of work and organizational attachment so that they can design an integrated strategy to increase job satisfaction, which in turn will improve organizational performance in order to achieve company goals.

2. METHODOLOGY

Research Process
This research will explain the influence of job satisfaction and employee engagement to organizational performance for employees in PT. Aero Wisata. This research will be going thoroughly to doing research of employees that are working in PT. Aero Wisata for years and had been experiencing how was their engagement as the employee and dedicating their loyalty to the company whether it's giving them a positive impact to the organizations's performance. This will be explaining the influence of job satisfaction that contains factor which is supportive environment, recognition, enjoyment, and benefits and the influence of employee engagement that contains factor which is including vigor, dedication, absorption, alignment, and identification., income, occupation, motivation, and reference group. From this variable, this method expected to expand the research for employee engagement to know whether the employee still enjoy and appreciate the feedback and output while working in PT. Aero Wisata.

Moreover, the research also continues to how the contribution of what the employees of PT. Aero Wisata did to the company and how the efficiency is improving their performance. This will be consisting of how job satisfaction and employee engagement giving influence to organizational performance that contains factor which is financial, customer relationship, internal business process, and learning and growth.

Type of Research
The type used in this research is exploratory research. Explanatory research aims to test a theory or hypothesis to strengthen or even reject existing theories or research hypotheses. Explanatory research tries to provide an explanation of why and how a relationship can occur in a situation (Van Dun, Hicks, & Wilderom, 2017).

Type of Data

This research is using primary data. Primary data is gathered by distributing the questionnaire to an active employee that are working in PT. Aero Wisata. The questionnaire will be shared through Google Form. The data collected consists of quantitative data therefore this research is also called quantitative research. The data were collected from May to June 2022.

Data Gathering

The research will be using quantitative methods. Quantitative data will be gathered by distributing the questionnaire to the customer regarding their view of the impact of lifestyle and promotion. The question will be closed ended question, and it will used likert scale. The time needed per respondent to answer the questionnaires is approximately about 5-7 minutes.

3. Population and Sample

According to Sugiyono (2017), population is an area of generalization consisting of objects or subjects that have certain qualities and characteristics applied by researchers to be studied and conclusions are then made. Population is not only human, but also objects or subject matter that are learned like documents that can be considered as objects of research. The population is also not only the amount that is in the object or subject under study but includes all the characteristics or properties possessed by the subject or object (Nurani, 2017). The population that will be used in this research is people who are an employee that working on PT. Aero Wisata in Jakarta that contains 54 people that are all the active employees.

Sample

The sampling method that will be used in this research is Stratified Sampling. Stratified Sampling is a sampling technique in which the population is divided into smaller groups called strata. This stratum can be formed by grouping based on the same characteristics of its members (Lang, Liberty, & Shmakov, 2016).

Research Instruments

The data collection instrument for this research will be in the form of a questionnaire. The questionnaire itself is categorized into three parts, consist of job satisfaction, employee engagement and organizational performance.

Questionnaire for PT. Aero Wisata employees is designed to find out the influence of job satisfaction and employee engagement based on influence of their gender, age, position, and length of work to organizational performance. The questionnaire is in the form of statement and close ended using Likert Scale method. Likert scale is used to analyze the respondent's perception of each statement. Likert scale has the range from 1 to 5. The measurement of the 5-point Likert scales is explained below:

- •   1 = Strongly disagree
- •   2 = Disagree
- •   3 = Neutral
- •   4 = Agree
- •   5 = Strongly Agree

The scale of attitude in the study was divided into five, namely Likert scale, Guttman scale, Semantic Differential Scale, Rating Scale and Thunderstone Scale, where to measure attitudes, opinions, and perceptions of a person or group of people about a Likert Scale phenomenon is the right choice to use. With a Likert Scale, the variables that will be measured are translated into various variable indicators. Then later, the indicator will be used as a starting point for compiling instrument items that can be in the form of questions or statements. The answers that will be obtained later on the Likert Scale have gradations from very positive to very negative (Sugiyono, 2018).

Validity and Reliability
Validity

Validity testing is a tool to measure whether the data collected can be used in the research. It determines whether the relationship that the research aims to present can be depicted from the data collected using the questionnaire. A valid questionnaire is one where the relationship to be measured is significant. Measurements of validity can be done using several methods. The one employed in this research will be the KMO test using SPSS software. The steps for the validity test are as follows:

- Hover the cursor over "Analyze" and pick "Dimension Reduction", "Factors".
- In the pop-up box, move all the variables from the left to the right side.
- Click "Descriptive", check all the options available and click "Continue".
- Click "Extraction", check "Factors to Extract" and change the value to 2.
- Change number of iterations to 100 and click "Continue.
- Click "Ok".
- On the output screen, scroll down to the section titled "KMO & Barlett's Test". Value above

0.5 is considered as valid (Sarwono, 2012).

3.6.2.   Reliability

Reliability test is the degree to ensure that our questionnaire can consistently measure something even though it is repeated many times on the same object (Alfian & Putra, 2017). The approach taken to measure the reliability of the research instrument for pretesting in this research will utilize the method of Cronbach alpha. The explanation below will outline the steps taken while using SPSS to calculate reliability of the research instrument:

1.   On the menu bar, highlight "Analyze", scroll down to "Scale" and click "Reliability Analysis".

2.   On the new pop-up, make sure that it is set for model "Alpha" and move all variables from the left box to the right.

3.   Click on the "Statistics" box and check "Item", "Scale", "Scale if item deleted" and click continue.

4.   Click "OK" and the results will be displayed in the output window.

5.   Scroll down to the section with the header "Reliability Statistics". The reliability value is the under "Cronbach Alpha of Standard" items. Value greater than 0,7 is considered as reliable (Sarwono, 2012).

Data Analysis

This research uses AMOS, statistical software, to build path diagrams from the data collected. SPSS AMOS is also designed to estimate and observe structural equation modeling (Sekaran & Bourgie, 2013). AMOS has been chosen as a data processing media because it provides benefits such as:

•   Model Testing Is Easier: less time-consuming because determining the goodness of fit model will be provided in the output window.

•   Graphically Simplified: The effect of regression in standard at the click of a button and graphically illustrated for better presentation and understanding.

•   Less time consuming: only one test is needed to do and achieve all the data needed for the fit model and hypothesis testing.

3.8.   Data Analysis Method

The data must be analyzed further using AMOS to develop a path diagram from the collected data. Structural Equal Modeling ("SEM") targets to determine how far the theoretical model can be supported empirically. SEM is known to have the ability to combine regression models, path analysis, confirmatory factor, variance structure, and

correlation structure (Schumacker & Lomax, 2004). This means that as a statistical technique, SEM can be used to analyze the simultaneous strengths of hypothesis relationships among variables, both directly and indirectly via intervening variables. The results are compared with the set of criteria to ensure that the data set forms an acceptable factor and path analysis, as shown in the research model.

In SEM, there are 2 commonly-referred-types of variable definitions; latent and observed variables (Schumacker & Lomax, 2004);

•   Latent variables, which are also known as constructs, factors, unobserved, latent exogenous (for independent latent variable), or latent endogenous (for dependent latent variable), are variables that cannot be directly measured and calculated. Due to the limitations on these types of variables need assistance from other types of variables to provide values to provide some approximations.

•   Observed variables, which are also known as measured, indicators, or endogenous, are variables that can be directly measured and calculated. These types of variables provide the necessary support toward latent variables.

Some of the advantages of using SEM as compared with the regression analysis are (Mustafa & Wijaya, 2013);

•   SEM requires less time in trying to determine the level of overall fitness of the research model's variables and indicators.

•   With SEM, only one test is required to ensure the inclusion of all data, including the explanatory power on each of the indicators and hypothetical relationships among variables. In comparison to the regression analysis, multiple steps are necessary to reach a similar conclusion, particularly on the result of the hypothesis tests.

Model Fit Criteria

The structural equation modeling results must be approved by several criteria so that they can be completed perfectly or can be accepted. A good model must be approved in this study (Singgih, 2018).

Table 3: Model Fit Criteria

Criteria	According To Santoso, 2009
CMIN/df (normed chi-square)	CMIN/df ≤ 5 = better
RMSEA (root mean square error of approximation)	RMSEA ≤ 5 = better
GFI (Goodness of Fit Index)	Closer to 1 is better
AGFI (Adjusted Goodness of Fit Index)	AGFI ≥ 0.90 is better
RMR (Root Mean Residual)	RMR ≤ 0.05 is better
CFI (Comparative Fit Index)	CFI value closer to 1 is better
TLI (Tucker-Lewis Index)	TLI ≥ 0.09 = better

Source: (Singgih, 2018)

Hypothesis Test

Hypothesis testing is done by comparing the values processed through AMOS, statistical software and path analysis models presenting the results. According to (Sekaran & Bourgie, 2013), testing hypotheses accurately determines whether the null hypothesis can be rejected which supports the alternative hypothesis. The steps that must be followed in developing and testing hypotheses are:
1.   First, state the null hypothesis and alternatives.
2.   Determine that the desired level of significance (p = 0.05, or more, or less).
3.   After that, select the appropriate statistical test depending on the type of scale that has been applied (nominal, ordinal, interval, or ratio)
4.   See whether the output from computer software analysis shows that the level of significance is fulfilled. When the resulting value is greater than the critical value, the null hypothesis is rejected, and the alternative is accepted. If the calculated value is less than the critical value, the null hypothesis is accepted and the alternative hypothesis is rejected.

4 RESULTS AND DISCUSSION

Company Profile

PT Aero Wisata is one of subsidiaries of PT Garuda Indonesia (Persero) Tbk., which was established in Jakarta on June 30, 1973. Engages in in the provision of quality goods and/or services and strong competitiveness in the tourism business and air transport support services with the goal of becoming a leading provider in the hospitality industry and national tourism. The Company was formed not only to support the national flights, but also to manage, operate, and carry passion and high commitment in providing the best services that support the Indonesian tourism industry in the fields of catering, hotels, tourism, transportation, and logistics. All forms of products and services produced by PT. Aero Wisata are made to reflect the unique characteristics of Indonesian culture (Aerowisata, 2022).

PT. Aero Wisata has experienced a rapid business growth and built a strong presence in the Indonesian business market through its five lines of businesses:

1.   Aerowisata Foodservice: Under PT Aerofood Indonesia, Aerofood ACS brand name has become one of the market leaders in the aviation foodservice industry in Indonesia. The service contains of In-flight Catering Service, In-flight Logistic, Industrial Service, and Commercial Service. With a workforce of about 6000 employees throughout Indonesia, specially trained to meet the specific needs of industrial and in-flight catering services, Aerofood ACS is ready to face further challenges. The company's subsidiary has achieved exciting growth over the years with the business turnover of more than USD150 million (Aerowisata, 2022).

2.   Aerowisata Hotels: With the first hotel that was built in 1974, Aerowisata Hotels has grown into a national hotels chain that offers authentic Indonesian hospitality experience. The company's subsidiary also provides operational and management services to meet the needs of hotel industry through Aero Hotel Management. Located in the some of the most exotic spots in the archipelago, the hotels allow the guests to enjoy Indonesia's fine blend of scenic beauty and culture. With international standard, Aerowisata Hotels can meet any demands of customers from various segments (Aerowisata, 2022).

3.   Aerowisata Travel: PT. Aerowisata's line of business in the travel sector has gained a positive reputation as the leading travel service provider in Indonesia. There are various tour packages available to choose in accordance with the customer's needs, whether the customer is looking for the outbound and inbound tour, travel itinerary plan, religious pilgrimage, and also MICE (Meeting, Incentives, Conference and Exhibition). The company's subsidiary commitment in travel business has earned us the well-deserved accreditation given by some of the most respected organizations in the industry, which includes International IATA (Air Transport Association), PATA (Pacific Asia Travel Association), AFTA (Australian Federation of Travel Agents), JATA

(Japan Association of Travel Agents) and ASITA (Association of the Indonesian Tours & Travel Agencies).

4.   Aerowisata Transportation: Operating in the ground transportation service, Aerowisata Transportation becomes a fitting addition to PT Garuda Indonesia (Persero) Tbk. Through the company's one of subsidiary, Aerotrans bring our 30 years of experience in the transportation industry to provide a high-quality service for our customers, whether it's for individuals or companies in the aviation; mining, oil, and gas; insurance and finance industries. With more than 1,500 fleets of the bus, minibus, vans, cars, pickups, to trucks of various sizes, Aerotrans is ready to meet your transportation needs. Each of the company's subsidiary fleets is equipped with a safety system, radio communication, and a GPS to ensure your safety and convenience.

5.   Aerowisata Logistics: Since it was established in 2015, PT Aerojasa Cargo through Aero Express brand has been striving to become the best national leading company in the logistics industry in Indonesia. Starting the journey as a logistics provider for internal service, today the company's subsidiary have branched out to 34 distribution channels and 650 remote areas. The company's subsidiary service scope includes express service, regular service, warehouse management and distribution, and project logistics. As a part of Aerowisata Group, Aero Express is ready to face further challenges by providing the best services possible (Aerowisata, 2022).

PT. Aero Wisata's vision is aiming to become the world class hospitality corporation with Indonesian authenticity in 2020 and the company's mission is to act as a holding company in managing Food, Hotels, Travel Transportation business, and Logistics with high performance standards through qualified human capital and processes to deliver optimum values to all stakeholders (Aerowisata, 2022).

In running its business activities, PT. Aerowisata applies standards of ethics complied with the corporate values "AKHLAK" consists of 6 Core Values which are: Amanah/Trustworthy, Kompeten/Competent, Harmonis/Harmonious, Loyal, Adaptif/Adaptive, and Kolaboratif/Collaborative (Aerowisata, 2022).

Respondent Characteristic

The questionnaires were distributed to 54 people who have been working in PT. Aero Wisata building, Central Jakarta. Characteristics that used in the questionnaire consists of gender, age composition, educational background, length of work and job division.

Gender
According to questionnaire results, there were 54% of male respondents and 46% of female respondents as shown on the following chart.
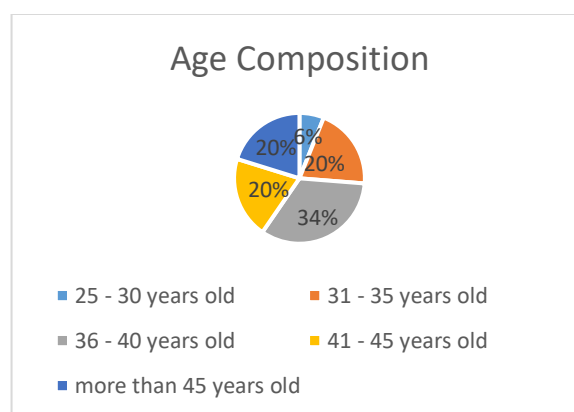
Figure 2: Gender
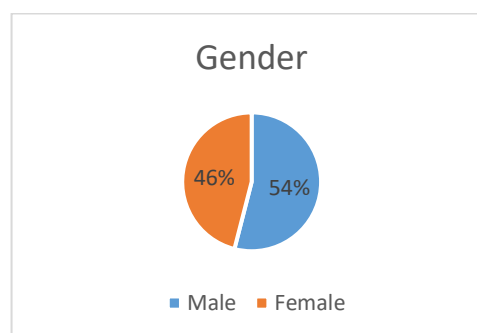
Age Composition
The distribution of respondents between various age categories on the questionnaire showed that most of the respondents were 36 to 40 years old with 34% of total respondents as shown on the following chart.

Figure 3: Age Composition

Educational Background
The following chart shows that 68% of respondent are bachelor's degree graduates. And the chart also shows that 24% of respondent are master's degree graduates. Meanwhile 6% of respondent are diploma graduates and 2% of respondent are high school graduates.
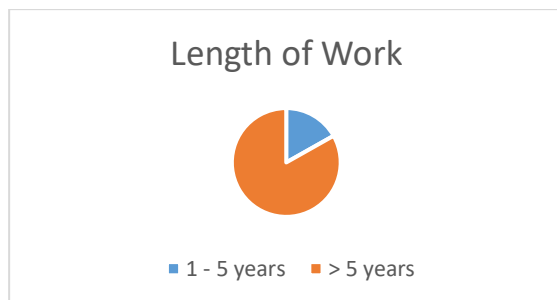
Figure 4: Educational Background

Educational Background

High School · Diploma · Bachelor's Degree · Master's Degree
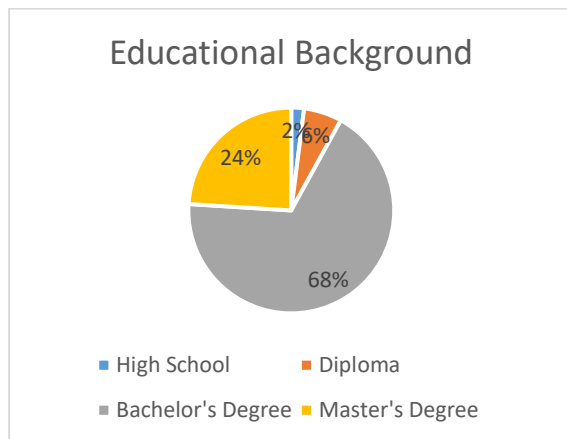
Length of Work

Based on the questionnaire result, it shows that most of the employees have been working in PT. Aero Wisata for more than 5 years with percentage of 84%

Figure 5: Length of Work

Length of Work

1 - 5 years · > 5 years

Job Division

Based on the questionnaire result, it shows that most of the employees are come from Finance (AF) division with percentage of 32%. PT. Aero Wisata consists of 4 different job divisions include Finance (AF), Internal Audit (AI), Strategy & Human Capital Management (AM), and Corporate Secretary & General Services (AS).

Figure 6: Job Division

Job Division

AF · AI · AM · AS
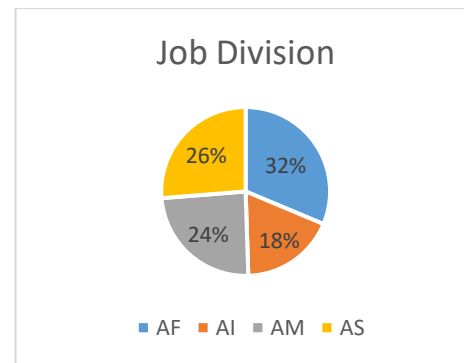
The Description of Research Variable

Variable 1: Job Satisfaction

According to Robbins & Judge (2013), job satisfaction is a positive feeling about a job, based on a result from an evaluation of the characteristics. This means a person with a high level of job satisfaction has positive feelings about the employee's job, while a person with a low level of job satisfaction has negative feelings about the employee's job.

Variable 2: Employee Engagement

The concept of employee engagement was first proposed by Kahn (1990) as the harnessing of organization members' selves to their work roles; self-employment and self-expression of people physically, cognitively, and emotionally in their work lives.

Variable3: Organizational Performance

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of organizational members. For an organization, performance is the result of cooperative activities among members or organizational components in order to realize organizational goals (Maarif & Kartika, 2021).

The Result of Validity Test and Reliability Test

Validity Test

The validity test for the questionnaire is based on 54 questionnaires that distributed to the people who are an employee that working in PT. Aero Wisata. It shown on the table 5 that the value of KMO is 0.853. The minimum acceptable KMO's value should be above 0.5. It can be concluded that the validity of the questionnaire is good.

Table 5: KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,853
Bartlett's Test of Sphericity	Approx. Chi-Square	688,822
	df	78
	Sig.	,000

Source: SPSS (2022)

Reliability Test

The result of reliability test is based on the data generated from a total of 54 respondents. As shown in the case of processing on the table 6, the questionnaire is 100% valid and on the table 7, it shows that the Cronbach's Alpha is 0.949. It indicates that the questionnaire is reliable because the minimum value for Cronbach's Alpha is need to be more than 0.7 to be accepted and if it more than 0.8, the reliability is considered good.

Data Analysis
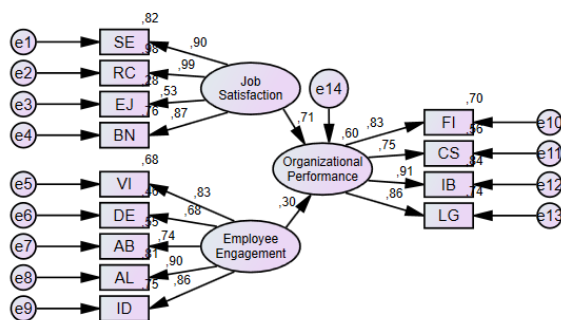### The Result of Structural Equation Model (SEM)

Figure 7: Structural Equation Model
Source: AMOS Result

Abbreviation:

- SE: Supportive Environment
- RC: Recognition
- EJ: Enjoyment
- BN: Benefits
- VI: Vigor
- DE: Dedication
- AB: Absorption
- AL: Alignment
- ID: Identification
- FI: Financial
- CS: Customer Relationship
- IB: Internal Business Process
- LG: Learning & Growth

Below are the explanation of the indicators and their relationship based on the results of the data analysis above:

1. Job Satisfaction to Organizational Performance
Job satisfaction has 71% explanatory power to organizational performance. It indicates that job satisfaction has a positive and significant effect on organizational performance. It means that employee's job satisfaction is one of the factors that influences organizational performance for the company (Muterera et al., 2018). Moreover, since it shows the positive correlation between job satisfaction and organizational performance, it means that PT. Aero Wisata's employees positive job satisfaction make a positive impact to the organizational performance.

2. Job Satisfaction
The first result is supportive environment that has 90% influence to job satisfaction. According to Kazimoto (2016), a supportive environment enables employees to provide the best performance for the organization. Employees at PT. Aero Wisata considers that the work they do has meaning and is needed by the company. By working in a conducive environment along with company policies and rules that support employee work activities, employees here can work quietly with the abilities of their colleagues and feel valued. Since the correlation is positive, it can be said that the employees are satisfied because of the supportive environment.

The highest indicator is recognition. Recognition has 99% influence to job satisfaction. According to Hastwell (2021), recognition helps the employees understand that their organization values them and their contributions to the success of their team and the organization and makes employees feel secure in their worth to the organization, which motivates employees to keep up the good job. As the correlation is positive, it can be said that employees of PT Aero Wisata acknowledged that they receive recognition from the company for doing a good job. In addition, employees recognize that their superiors are competent in doing their jobs.
Meanwhile, enjoyment have 53% influences to job satisfaction, which is the lowest from the other indicators of job satisfaction. According to Rowden (2002), the enjoyment in question is personal pride in the employee's work role as well as what is felt when relating and communicating with fellow employees. However, even the result is positive correlation, it can be said that the employees in PT.

Aero Wisata are not satisfied because the working environment is not conducive.

The last one is benefits. Benefits has 87% explanatory power to job satisfaction. According to Rowden (2002), the definition of benefits in question is the benefits received by employees, especially in relation to remuneration. That means the employees of PT. Aero Wisata are satisfied with the benefits (remuneration) they received, and considered that the benefit package owned by the company was fair as the correlation is positive.

3. Employee Engagement to Organizational Performance

Employee engagement has 30% influence to organizational performance. It means that employee engagement has positive correlation but not too high because it has low percentage. According to Suhartanto and Brien (2018), the relationship between the employee and the business organization where he works is basically a reciprocal relationship, it can be said that employee engagement has an influence to organizational performance. That means employees in PT. Aero Wisata are lack of engagement while working in the company due to differentiation of preference.

4. Employee Engagement

Based on the result, it indicates that vigor has 83% influence to organizational performance. It means that vigor has positive correlation to organizational performance. According to Schaufeli et al. (2002), vigor refers to the mental resilience of employees at work, enthusiasm when carrying out work, and persistence when facing problems. Since the correlation is positive, it means the employees of PT. Aero Wisata feel enthusiastic and motivated while working on their job at the company.

The influence of dedication has 68% to employee engagement, which is the lowest from the other indicators of employee engagement. According to Schaufeli et al. (2002), dedication refers to the quality of commitment to complete work. However, since the correlation is positive, it can be said that PT. Aero Wisata employees are setting high the quality of commitment in work but it is not compatible for them based on the amount of dedication they put out for the job.

Meanwhile, the impact of absorption has 74% to employee engagement. According to Schaufeli et al. (2002), absorption refers to full concentration and comfort in work that employees receive when doing their job. Since the correlation is positive, it

indicates the employees able to concentrate when they doing their work and get comfortable on the working environment and influences their engagement enough.

As shown in the result, alignment has 90% to employee engagement, which is the highest from the other indicators of employee engagement. According to Fleck and Iceoglu (2010), alignment refers to employees' views about the direction of the organization are in line with the direction that is being run by the organization. As the correlation is positive, it can be said that employees in PT. Aero Wisata are in sync with the adjustment that developed by the company because they like to get involved with things that happen in the company because it appeals to them.

The last indicator is identification. It shows that the influence of identification has 86% to employee engagement. According to Fleck and Iceoglu (2010), identification refers to the emotional bond between employees and the organization. This means that the employees in PT. Aero Wisata are able to feel the bond between the other employees and the organization as well because the company's identity has been attached with them and become part of their life as they already worked in PT. Aero Wisata for a long time.

5. Organizational Performance

The influence of financial has 83% to organizational performance. According to Quesado (2017), financial performance measures determine the long-term goals of a business. While most businesses will emphasize profitability goals, other financial goals are also possible. Since the correlation is positive, employees at PT. Aero Wisata feels that the allocation of working capital is as expected and the company has carried out its operations at the most efficient cost.

It also shows that customer relationship has 75% influence to organizational performance. The customer perspective includes several general measures of successful outcomes from a well-formulated and implemented strategy (Kefe, 2019). As the result is positive, it can be said that the engagement between customers and employees in PT. Aero Wisata bind up with good.

The impact of internal business process has 91% to organizational performance, which is the highest from the other indicators of organizational performance. According to Quesado (2017), the internal business process perspective combines objectives and measures for both the long-term innovation cycle and the short-term operational cycle. Employees at PT. Aero Wisata feels that the

company has carried out R&D activities, and adjusted its production process to new technology and operational activities are in accordance with the target cost, time, and quality as the correlation is positive.

Based on the result, the influence of learning and growth has 86% to organizational performance. According to Kefe (2019), the primary goal of learning and growth is the development and reshaping of workforce skills in order to achieve the organization's vision and mission. It can be assumed that PT. Aero Wisata improves employee performance with good training and education for employees at PT. Aero Wisata.

Model Fit
Table 8: Model Fit

Table 8: Model Fit

Criteria	According to Santoso, 2009	Value	Result
CMIN/df (normed chi-square)	CMIN/df ≤ 5 = better	3.225	Good
RMSEA (Root Mean Square Error of Approximation)	RMSEA ≤ 5 = better	0.205	Good
GFI (Goodness of Fit Index)	Closer to 1 is better	0.710	Good
AGFI (Adjusted-Goodness of Fit Index)	AGFI ≥ 0.90 is better	0.581	Good
RMR (Root Mean Residual)	RMR ≤ 0.05 is better	0.182	Good
CFI (Comparative Fit Index)	CFI value closer to 1 is better	0.795	Good
TLI (Tucker-Lewis Index)	TLI ≥ 0.09 = better	0.747	Good

Source: AMOS Result (2022)

Most of the criteria mentioned in Chapter 3 are included on the table above, and it displays the ones who have all indicated a good fit. A good model is a model that meets several criteria in the Goodness of Fit test (Singgih, 2018). Where the model can show good results on several test parameters such as p-value, RMSEA, RMR, and CMIF / df. Therefore, this model can be classified as good or can be used in this study.

The regression weight table above provides data required to determine significance of influence within the model. A relationship significant if it's p-value is less than 0.05 (Mustafa & Wijaya, 2012).

Result of Hypothesis Testing
Table 10: Hypothesis Testing

Hypothesis	Measurement	Criteria Value	Results		Conclusions
H1	Job Satisfaction is significantly affecting Organizational Performance	P-value <0.05 indicates significant the influence	***	Significant	Accepted
		Regression weight value indicates significant the influence	0.712	Moderate	
H2	Employee Engagement is significantly affecting Organizational Performance	P-value <0.05 indicates significant the influence	0.051	Not Significant	Accepted
		Regression weight value indicates significant the influence	0.302	Very Weak	

Hypothesis 1

H1: Job Satisfaction is significantly affected Organizational Performance

According to the result, job satisfaction is moderate influence the organizational performance in PT. Aero Wisata. It means that the p- value is smaller than 0.05 which is extremely small and indicate that it is very significant. Therefore, it indicates there is a positive influence of job satisfaction on organizational performance, and hypothesis H1 is accepted.

Since it is said that job satisfaction has a potential to influence organizational performance, it means that the better job satisfaction from the employees itself may influence organizational performance positively. Furthermore, the job satisfaction may become a proof from the employee that they feel comfortable while working in PT. Aero Wisata. Therefore, it indicates there is a positive influence of job satisfaction on organizational performance, and hypothesis H1 is accepted.

Hypothesis 2

H2: Employee Engagement is significantly affected Organizational Performance

According to table 10, employee engagement is very weak influence the organizational performance in PT. Aero Wisata because it's p-value is 0.051. In AMOS, 0.051 means that the p-value is higher than 0.05 and indicate that it is not significant. Therefore, it indicates there is a positive influence of employee engagement on organizational performance, and hypothesis H2 is still accepted even though it is not significant.

Since it is said that employee engagement has a weak potential to influence organizational

performance, it means that vigor, dedication, absorption, alignment and identification that the employees experience while working in PT. Aero Wisata, is not working nicely to create a good organizational performance in the company. Furthermore, the employee engagement may become a tool to the employees if it is working nicely. Therefore, it indicates there is a positive influence of employee engagement on organizational performance, and hypothesis H2 is still accepted even though it is not significant.

Managerial Implication

This research has shown that job satisfaction and employee engagement have an influence on organizational performance, but the most significant influence is on the job satisfaction's factor rather than employee engagement.

Where most of the PT. Aero Wisata employees has worked in the company for more than 5 years and already experience the working environment in the company, it can be said that they received a positive job satisfaction as the result while working in the company. Because employees as human resources are one of the factors that cannot be duplicated or imitated by competitors and are considered the most valuable assets if managed and involved properly which in turn will improve organizational performance in order to achieve company goals.

Meanwhile, employee engagement has a positive correlation but not significant influence toward organizational performance. Employee engagement is related to the employee's view of the company, employees internalize the company's goals and aspirations as their own and are also seen from the employee's point of view of the organization to the smallest scale of the unit where they work. When the unit where they work is in conditions that are not comfortable to work, it will lead to negative perceptions that can affect organizational performance. Therefore, companies are recommended to increase collaboration between departments in order to create harmony that supports the direction and goals of the company. Companies are also recommended to carry out further identification related to job evaluations to determine the suitability between work and workload with the direction and goals of the company.

5. CONCLUSION

5.1.   Conclusion

This research is intended to analyze the role job satisfaction and employee engagement and its impact on organizational performance in order to reach the objectives of the research, the primary data was collected by questionnaire from 54 respondents. It is analyzed using SPSS for the reliability and validity tests and AMOS was used for hypothesis and proposition testing.

Based on the data analysis in chapter 4, it can be concluded that:

1.   There is an influence from job satisfaction on customer purchase decision in PT. Aero Wisata. Job satisfaction influences organizational performance in PT. Aero Wisata by 71%, which is a moderate result according to Santoso (2018). Thus, referring to the results, the dimension of job satisfaction shows relatively similar influence toward organizational performance.
- Influence of supportive environment toward job satisfaction is 90%
- Influence of recognition toward job satisfaction is 99%
- Influence of enjoyment toward job satisfaction is 53%
- Influence of benefits toward job satisfaction is 87%

2.   There is an influence from employee engagement on organizational performance in PT. Aero Wisata. Employee engagement influences organizational performance in PT. Aero Wisata by 30%, which is a very weak result according to Santoso (2018). Thus, referring to the results, the dimension of employee engagement shows relatively differences influence toward organizational performance.
- Influence of vigor toward employee engagement is 77%
- Influence of dedication promotion toward employee engagement is 72%
- Influence of absorption toward employee engagement is 65%
- Influence of alignment toward employee engagement is 80%
- Influence of identification toward employee engagement is 83%

3.   Few dimensions of organizational performance provide relatively high levels of influence:
- Influence of financial toward organizational performance is 70%.
- Influence of customer relationship toward organizational performance is 56%.

- Influence of internal business process toward organizational performance is 84%.
- Influence of learning and growth toward organizational performance is 74%.

4. The result of employee engagement that has a weak of influences toward organizational performance. According to previous studies, employee engagement is always not had significant influences toward organizational performance despite the positive correlation between the two variables. Thus, the result of this research shows that employee engagement influences organizational performance in PT. Aero Wisata by 30% which is a weak result. It indicates that the employees of the PT. Aero Wisata have a similar preference with the previous one.

5.2. Recommendation

This research successfully found out the correlation between of job satisfaction and employee engagement toward organizational performance in PT. Aero Wisata. From all the results, it can be recommended that:

1. According to the results, it is shows that employee engagement is not too important role to influence the organizational performance. PT. Aero Wisata is suggested to carry out further identification related to job evaluations to determine the suitability between work and workload towards the direction and increase collaboration between departments in order to create harmony that supports the direction and setting goals of the company, it is expected that the end result is to create harmonious communication and collaboration between departments.

2. It is recommended to study or add links to other variables such as workload, work-life balance, and the implementation of an integrated management system which is believed to provide a comprehensive view of work and employee engagement, job satisfaction, and organizational performance.

3. The result can help the companies, especially from the human resource management division who are in charge for evaluate the employee's progress in the company to knows how important of job satisfaction and employee engagement on organizational performance that can be implemented in the company.

4. This research may be adapted for the next research that conduct in Indonesia, especially in Jakarta, because the organizational performance in other companies could be a less different from this research.

5. As the researcher mentioned about the limitations in this research, the recommendations should be considered for further research in the future.

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