

The Effect of Employee Attachment and Voice Behavior on Employee Performance through Employee Job Satisfaction as an Intervening Variable at the Branch Office of PT. Bank Sumut in Binjai City

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Abstract: This study aims to analyze the effect of employee engagement and voice behavior on employee performance with job satisfaction as an intervening variable at the Branch Office of PT. Bank Sumut in Binjai City. This research employs a quantitative approach with a causal associative research design. The population of this study consists of all employees of PT. Bank Sumut Branch Office in Binjai City, totaling 38 employees. The study employed saturated sampling (census method), incorporating all population members as research samples. Data collection involved questionnaires, with analysis conducted via descriptive statistics and the Structural Equation Modeling–Partial Least Square (SEM-PLS) approach. The findings reveal that employee engagement and voice behavior positively and significantly influence job satisfaction. Moreover, job satisfaction positively and significantly impacts employee performance. Additionally, employee engagement and voice behavior positively and significantly affect employee performance, both directly and indirectly via job satisfaction as a mediating variable. These findings suggest that improving employee performance at PT. Bank Sumut Branch Office in Binjai City can be achieved by strengthening employee engagement, encouraging voice behavior, and continuously enhancing job satisfaction.

Keywords: Employee Engagement, Voice Behavior, Job Satisfaction, Employee Performance

Introduction

The rapid progress of the times has caused competition in the business world to become more intense. Firms must effectively preserve and oversee their diverse assets to ensure survival and success amid competitive market pressures. One of the most important assets in an organization is human resources (HR), because human resources are dynamic assets and have a direct role in carrying out organizational activities. Therefore, human resource management needs to be carried out optimally in order to be able to produce good performance. Companies generally expect employees to be able to make maximum contributions to the achievement of organizational goals, but in practice, there are still often various problems related to low employee performance (Adila & Pintauli, 2023).

In the banking sector, human resource development is a very important factor because the success of bank operations is greatly influenced by the quality of management and the level of knowledge and skills of its employees. However, human resource development in

this sector still faces various challenges, including the limitations of educational and training institutions that specifically focus on the banking sector. This condition causes the availability of a truly trained and experienced workforce to be relatively limited. In fact, the success of banking development at the micro level is highly dependent on the competence and professionalism of bank managers in carrying out their duties and responsibilities (Hariyanto, 2023).

This phenomenon can also be seen in the performance conditions of employees at PT. Bank of North Sumatra Binjai Branch. Based on the company's internal data, out of a total of 38 employees, only 7 people are in the excellent performance category, while most employees are in the good and bad categories. The inequality in performance distribution shows that employee performance is not fully optimal. This condition has the potential to affect the effectiveness of service to customers and the achievement of organizational targets. In addition, data on the number of Bank Sumut Binjai customers in the 2019-2023 period also shows a significant downward trend from year to year. The decline is not only influenced by increasing interbank competition and changes in customer preferences for digital banking services, but also allegedly related to the quality of service that has not fully met customer expectations.

Employee performance plays a crucial role in determining organizational success, because employees are the main implementers of various company operational activities. Employees who have high performance will be able to provide optimal service to customers, so that they can increase customer satisfaction and loyalty to the company (Nugroho & Ratnawati, 2021). However, employee performance is inseparable from various factors that affect it, one of which is the level of employee engagement. Employees who have a high attachment to the organization generally show greater work ethic, pride in their work, and a strong commitment to achieving organizational goals. On the contrary, low employee attachment can lead to decreased work motivation and have an impact on the quality of the performance produced (Savitri, 2023).

In addition to employee engagement, another factor that also plays a role in improving employee performance is voice behavior, which is employee behavior in conveying ideas, suggestions, and constructive input for the organization. Voice behavior is a form of proactive behavior that can help organizations improve work processes, improve service quality, and optimize decision-making (Zulianto & Ribhan, 2023). However, the results of initial observations show that some employees of PT. Bank Sumut still tends to be passive in conveying ideas or opinions related to improving work processes. This causes various potential innovations and organizational improvements that have not been optimally utilized in daily operational activities.

Job satisfaction is equally vital in influencing employee performance. Job satisfaction reflects an employee's positive attitude towards their work, which can be formed through various aspects such as the compensation system, employment relations, leadership support, and work environment conditions. Employees who feel satisfied with their work tend to have higher work motivation and show better performance compared to employees

who are dissatisfied with their work (Fitri & Hendratno, 2021). The results of initial observations show that the level of job satisfaction of employees of PT. Bank Sumut is still diverse, especially related to the comfort of working with colleagues, bonus policies, and teamwork in achieving organizational targets.

Based on this phenomenon, it can be concluded that the problem of employee performance at PT. Bank Sumut Binjai Branch is not only influenced by one factor, but is the result of the interaction of several important factors, such as employee engagement, voice behavior, and job satisfaction. Thus, this research seeks to examine the influence of employee engagement and voice behavior on employee performance, with job satisfaction serving as a mediating variable, at PT. Bank of North Sumatra in Binjai City. It is anticipated to advance human resource management literature, particularly regarding enhancements to employee performance within the banking industry.

Methodology

This research adopts a quantitative approach characterized by an associative design. The quantitative method follows positivist philosophy, examining specific populations or samples through instrument-based data collection and statistical analysis to test predetermined hypotheses (Sugiyono, 2018). This method suits the numeric data analyzed statistically, while the associative nature explores relationships, influences, and causal links among two or more variables, including independent and dependent ones (Sugiyono, 2018).

This research was carried out at the Branch Office of PT. Bank of North Sumatra Binjai City in the period from April to May 2024. The research population includes all structural employees in the branch office which totals 38 people. The population is homogeneous, that is, it has relatively similar characteristics so that it does not cause problems in determining the number quantitatively (Putri & Bahri, 2023). Referring to the concept of population which is the whole individual or object that is the focus of the research and is the basis for drawing conclusions (Sekaran & Bougie, 2016), then all structural employees are used as research populations.

The study utilized a saturated sampling or census technique, whereby every member of the population serves as a sample (Sugiyono, 2018). Consequently, the sample size equals the population total of 38 employees. Data were gathered using multiple techniques, including employee interviews of PT. Bank Sumut Binjai City at the initial survey stage, the distribution of closed questionnaires to respondents was carried out online through Google Form to facilitate filling out and speed up the data processing process, as well as documentation studies by examining various sources such as books, journals, reports, and documents relevant to the research. The data used consisted of primary data obtained directly through questionnaires and interviews with employees, as well as secondary data obtained from various literatures, articles, journals, and reports related to research (Sekaran & Bougie, 2016).

Result and Discussion

Respondent Characteristics

Table 1. Summary of Respondent Characteristics

No	Features	Category	Quantity	Percentage (%)
1	Gender	Male	20	53%
		Women	18	47%
2	Education	High School/Vocational School	14	38%
		S1	15	39%
		S2	9	23%
3	Long Time Working	≤ 1 Year	12	32%
		2 Years	10	26%
		≥ 3 Years	16	42%
4	Status Responden	Married	14	37%
		Unmarried	24	63%
Total Responden			38	100%

Drawing from the analysis results of respondent characteristics, it is known that the majority of respondents are male as much as 53%, while women are 47%. Judging from the level of education, most respondents have Strata 1 (S1) education at 39%, followed by high school/vocational school at 38% and Strata 2 (S2) at 23%. This indicates that the majority of employees possess sufficient educational qualifications to perform effectively in the banking sector. Based on the length of work, the respondents had the most working period of ≥3 years, which was 42%, followed by the ≤1-year working period of 32% and 2 years of 26%. This condition shows that most of the employees have had enough work experience and have adapted to the work system and culture at PT. Bank of North Sumatra Binjai City. Meanwhile, based on the status of respondents, the majority of employees with unmarried status are 63%, while those who are married are 37%. The dominance of unmarried respondents shows that most employees are at a productive age who are still focused on career development and improving work competence.

Table 2. Summary of Descriptive Analysis Results of Research Variables

Variabel	Average	Category	Summary of Findings
Employee Attachment (X1)	4,13	Height	Employees have responsibility for their work, strive to provide the best results, are diligent in facing difficulties, are proud of the organization, and work with enthusiasm and focus.
Voice Behavior (X2)	4,06	Height	Employees actively convey ideas, suggestions, and inputs for organizational improvement and dare to provide solutions to work problems.
Employee Performance (Y)	4,13	Good	Employees work neatly, meticulously, are able to meet work targets, and understand SOPs and job responsibilities well.
Job Satisfaction (Z)	4,07	Height	Employees are satisfied with their salary, work environment, employee relationships, leadership support, and career development opportunities.

PLS Analysis

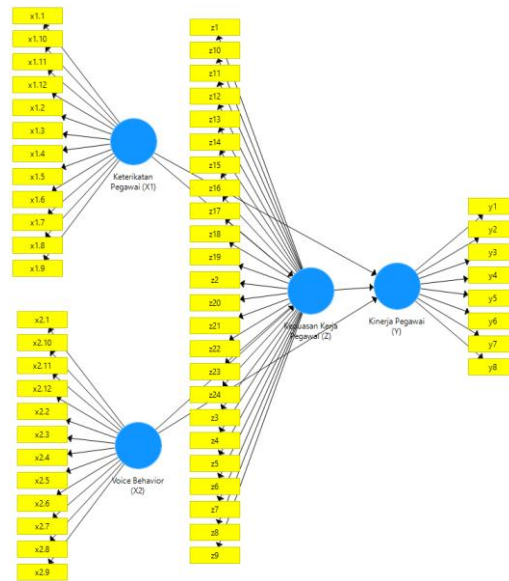


Figure 1. Research Model Framework

The initial model of the study was analyzed using all indicators in each construct with reference to the model framework in Figure 4.1. First-order analysis was carried out on each variable to see the suitability of the indicators to the dimensions on which the research indicators were formed. If the indicators in each dimension have been proven to be reliable and able to measure constructs well, then the research model can be used more accurately to predict the relationship between variables.

Evaluation of Measurement Models (Outer Model)

The outer model evaluation assessed the validity and reliability of the research constructs. This involved testing convergent validity, discriminant validity, composite reliability, and Cronbach's alpha for reflective indicators (Ghozali, 2021). Indicator reliability was determined by loading factor values, ideally exceeding 0.7, though values above 0.5 remain acceptable in exploratory research (Ghozali, 2021).

Table 3. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Attachment (X1)	0.818	0.830	0.890	0.730
Voice Behavior (X2)	0.814	0.818	0.889	0.728
Employee Performance (Y)	0.789	0.797	0.878	0.706
Officer Job Satisfaction (Z)	0.931	0.935	0.947	0.782

The composite reliability test showed that the entire construct had a value above 0.7 (Table 4.10), thus meeting the reliability criteria. The convergent validity is also strengthened by the value of the Average Variance Extracted (AVE) on each construct that is above 0.5, so that the proposed structural model has met the convergent validity criteria.

Evaluation of Structural Models (Inner Model)

Internal model assessment examined the R-Square value (R^2) to evaluate how well independent variables explain the dependent ones. According to Table 4.11, the Employee Performance R^2 is 0.843, indicating that 84.3% of its variation stems from employee engagement, voice behavior, and job satisfaction. The remaining 16.7% arises from unexamined factors like leadership style, organizational culture, work motivation, and individual characteristics. Meanwhile, the R^2 value of Job Satisfaction was 0.598, which showed that 59.8% of job satisfaction was influenced by employee attachment and voice behavior, while 41.2% was influenced by other factors such as the compensation system, work environment conditions, and organizational policies.

Pengujian Hypothesis

Table 4. Direct and Indirect Influence Testing

Variable Relationships	Original Sample (O)	T Statistics	P Values	Remarks
Employee Attachment (X1) → Employee Performance (Y)	0.293	7.058	0.000	Significant (H1 accepted)
Employee Attachment (X1) → Employee Job Satisfaction (Z)	0.394	2.533	0.012	Significant (H2 accepted)
Voice Behavior (X2) → Employee Performance (Y)	0.918	11.163	0.000	Significant (H3 accepted)
Voice Behavior (X2) → Officer Job Satisfaction (Z)	1.352	8.999	0.000	Significant (H4 accepted)
Employee Job Satisfaction (Z) → Employee Performance (Y)	0.213	4.216	0.000	Significant (H5 accepted)
Employee Attachment (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.084	2.362	0.019	Significant (H6 accepted)
Voice Behavior (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0.288	3.870	0.000	Significant (H7 accepted)

Discussion

The research findings demonstrate that employee engagement positively impacts employee performance. Highly engaged employees exhibit greater dedication, persistence, and organizational pride, thereby enhancing their performance outcomes. These results align with social exchange theory, which posits that reciprocal employee-organization relationships foster increased commitment and performance (Adila & Pintauli, 2023) (Anuari, 2020). These results are also consistent with the research of (Afiyata & Alam, 2023) (Nugroho & Ratnawati, 2021).

Additionally, voice behavior has been shown to positively influence both employee performance and job satisfaction. Employees who are given the opportunity to share ideas and suggestions feel valued and more involved in their work. This condition increases

responsibility, confidence, and the quality of working relationships with leaders. These findings are supported by research by (Delyara & Suhariadi, 2020) (Garung, 2021) (Ramadhina & Frianto, 2023) (Wibowo & Putri, 2022) which shows that voice behavior improves employee engagement and performance.

Moreover, job satisfaction has been demonstrated to positively affect employee performance. Satisfied employees typically exhibit elevated work morale, reduced stress, and greater task focus. This fosters enhancements in the quality and consistency of their organizational performance.

Conclusion

The study results confirm that employee engagement exerts a positive and significant impact on employee performance. Additionally, employee engagement positively and significantly influences job satisfaction. This suggests that greater organizational attachment among employees correlates with elevated levels of both job satisfaction and performance. Voice behavior likewise demonstrates a positive and significant effect on employee performance and job satisfaction. In essence, employees who more boldly share ideas, suggestions, and constructive feedback experience heightened satisfaction and improved task performance. Beyond direct effects, the findings reveal that job satisfaction mediates the relationship between employee engagement, voice behavior, and employee performance. Thus, it can be concluded that increased employee attachment and voice behavior supported by good job satisfaction will contribute to improving overall employee performance.

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