

# **Factors Affecting Employee Engagement and Its Relation to Employee Performance**

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## **Abstract**

Employee engagement is viewed as a mediator between work spirituality, reward, and punishment on employee performance in this study. The researcher used theories linked to the variables investigated in this study for the literature review. The researcher uses a structural model technique to help interpret the data gathered by distributing questionnaires to Indonesian mining businesses as a research method. The findings show that there are a variety of proved and unproven ideas, which reflects an intriguing occurrence in mining companies: employee performance is not driven by employee engagement, but rather by punishment and work spirituality.

*Keywords: Employee Performance, Employee engagement, Work Spirituality, Reward, Punishment*

## **1. INTRODUCTION**

One of the benchmarks for the performance of an organization is the performance of the organization's employees. For this reason, organizations are increasingly seek to improve their human resource management practices. How an organization manages its HRM shows the extent to which the organization wants to develop and continuously improve its performance. One of the determinants of organizational performance that is also a concern in HRM is employee performance. According to Oswald, Hambrick, Jones, & Ghumman (2007) and Appelbaum & Fernandez (2008) employee performance considered as one of the most important factor and it also been research in practice of industrial-organizational psychology. In an organization, the achievement of the goals of the organization is closely related to the professionalism of employees (employee performance) who are able to take responsibility for their work so that organizational goals can be achieved (Purwanto & Prasetya, 2021). A work environment that recognizes the existence of one's mind and soul, the meaning of work from people, and the desire to connect with others will generate benefits for individuals and their organizations, this is defined as work spirituality. Work spirituality is a sense of desire from employees not only to feel competent in their work, but also to feel more meaningful in their work (Milliman, Gatling, & Kim, 2018). Joelle & Coelho (2019) examines the relationship of work spirituality to employee performance where it is proven that work spirituality has the capacity to improve employee attitudes (employee performance) so that it makes a significant contribution to company stability and development. In line with what was conveyed by Houghton, Neck, & Krishnakumar (2016) where work spirituality is described by intuition, creativity, honesty, and trust in the organization, which will ultimately improve employee performance which in turn will affect the level of organizational performance.

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Reward and punishment is one way that can be done to improve employee performance. In line with what Iqbal, Shabbir, Zameer, Ahmed, & Ahmad (2017) said that organizations that focus on rewards and recognition will improve the performance of employees which in the end will also have a good impact on the organization. Reward is one way that inspires employees to work harder and faster, because employees need motivation to give more effort in doing their work (Panekenan, Tumbuan, & Rumokoy, 2019). So far, research on the factors that affect employee performance and employee engagement in the Indonesian mining industry is still very limited. Studies related to employee performance as an antecedent and the variables that shape it have been done before. The effect of the independent variable work spirituality on employee engagement conducted by Saks (2019) illustrates that work spirituality will increase employee engagement, and before Saks (2019) we can also found in Milliman et al (2017) study. The study conducted by Belwakar, Vohra, & Pandey (2018) shows something different, that studies conducted on banking institutions in India, work spirituality with professional work places are not in harmony. While the influence of other variables, reward and recognition and employee engagement studied by previous researchers have an influence on employee engagement and employee performance. Iqbal et al. (2017) in his study showed that there was a positive influence of reward and recognition with engagement. In line with Panekenan et al. (2019) which indicates that reward and punishment have an effect on employee performance. Employee engagement will provide motivation to work culture and as a result will improve employee performance (Inceoglu & Fleck, 2010; Kahn W., 1990; Rich, Lepine, & Crawford, 2010).

Ismail, Iqbal, & Nasr (2019) also put forward their hypothesis which proves that employee engagement presence then it will affect employee performance. However, according to a study conducted by Saks (2019) on the deepening of his previous studies (Saks, 2006) indicated a negative relationship between reward and recognition on engagement. Kim & Koo (2017) found job engagement affect on organizational engagement and innovative behavior but does not have a significant effect on employee performance. It is necessary to test the hypothesis above on employees who work at PT Arutmin Indonesia to prove what variables affect employee performance. In addition, in this study, whether employee engagement is a mediator variable between work spirituality, reward/recognition and punishment on employee performance. And how big is the influence of each of these independent variables.

## **2. LITERATURE REVIEW**

### **Employee Performance**

Employee performance is the result of the efforts of employees, both of which are assessed both in quality and quantity for the work they do in accordance with the responsibilities given (Mangkunegara, 2015). According to Moeheriono (2014) in his book entitled "Competency-Based Performance Measurement", employee performance is a goal (target) that can be achieved qualitatively or quantitatively by a person or group of people in the organization, which is in accordance with the role legally, does not violate the law, and according to morals and ethics. Performance is an important aspect in the development of both parties, both employees and organizations or companies (A. Hoque, Awang, & Salam, 2017). Employee performance can be defined as all behaviors related to employees while at work. Aspects such as ability in specific tasks, behavior related to the main task at work, level of commitment to the main task, and behavior in general are important factors related to employee performance (Fogaca, Rego, Cortat, Melo, & Coelho Jr., 2018). Hunter (1986) state employee performance refers to the ability of employees to achieve excellent results and high level of productivity. In line with Bjarnadottir & Campbell (2001) they also considers employee performance as the level of individual variables or something that is done by one person.

Carter, Nesbit, Badham, Parker, & Sung (2016) classified individual performance based on 42 empirical studies, namely (1) In-Role task Performance (using ratings from third parties) and (2) Extra-role performance (measurement variables such as behavior). community) and shows that employee engagement has a positive effect on both types of employee performance. Employee performance must be understood as a management tool that aims to encourage the achievement of goals and objectives as well as human resource development through a participatory process of dynamic, continuous, and systematic planning, monitoring, evaluation, and performance improvement (Fogaca et al., 2018).

A positive workplace or employee mood can be a precursor/marker for an increase in employee performance (Shaw, 1999). McCormick (1994) defines spirituality as a person's behavior as evidenced through one's internal experiences. Do (2018) revealed that there is a positive relationship between two dimensions of workplace spirituality (sense of community, engaging work) and perceived employee performance. Spirituality in the workplace is manifested at the individual and organizational levels (Garcia-Zamor, 2003). At the individual level, employees express their spirituality in terms of cognitive and affective experiences in believing a spiritual connection to work and the workplace. At the organizational level, organizational spirituality is reflected through spiritual values that are part of the organizational climate and culture, which are manifested in employee attitudes and behavior, decision making, and resource allocation (Kolodinsky, Giacalone, & Jurkiewicz, 2008). Organizations need to provide employees with conditions where they feel more connected to others, whether it is related to higher powers, other people, or nature and all living things (Moon, Youn, Hur, & Kim, 2020). The level of work spirituality of an employee can show how the level of performance is, the higher the work spirituality, the better a person's performance (job performance) and organizational commitment (organizational engagement) (Sintaasih, Manuati Dewi, Utama, & Mujiati, 2019).

The study conducted by Moon et al., (2020) shows that there is a positive relationship between work spirituality and employee performance. Prashar, Ramanathan, & Mathew (2018) Spirituality has the ability to inspire workers to produce better performance, with spirituality which includes an element of engagement, companies can inspire activities in the workplace that can increase collaboration and engagement among workers. Work spirituality which is described by intuition, creativity, honesty, and trust in the organization will ultimately result in an increase in employee development (employee performance) and organizational performance (Houghton et al., 2016).

### *H1: Work spirituality affects employee performance*

Reward and punishment can affect the level of employee performance. Rewards are applied because there is an assumption that by rewarding employees for their work, employees will work more optimally. While punishment is applied with the aim of maintaining applicable regulations so that all duties and responsibilities can be carried out properly. So, reward and punishment are a form of reaction from the company to maintain and improve employee performance, as well as encourage employees to be better, more qualified, and responsible for the assigned tasks. The reward system consists of organizational processes and how they implement their reward policy to employees integrally, as it should align with contributions, skills and competencies and their market value. It is developed within the framework of the organization's philosophy, strategy and policies and contains arrangements in the form of processes, practices, structures and procedures that will provide and maintain appropriate types and levels of pay, benefits and other forms of rewards (Amstrong, 2001). The reward system according to Obisi (2003) is an award given to employees as a stimulant or impetus for their performance. Meanwhile, Roberts (2005) also defines the reward system as the process of developing and implementing strategies, policies, and systems that help organizations

achieve their goals by getting and retaining the people they need and increasing their motivation and commitment.

Furthermore, Johnson, Chang, & Yang (2010) outline the goals of the reward system which include: attracting, retaining and motivating employees, to support short-term goals by helping to ensure that it has a skilled, competent, committed and well-motivated workforce. needed, to meet employees' expectations that they will be treated fairly, fairly and consistently with respect to the work they do and their contributions. Immediate rewards are given to employees on a recurring basis so that they can realize their outstanding performance. Direct rewards include being praised by direct superiors or it can be in the form of tangible rewards. Short-term rewards are given monthly or quarterly depending on performance. Examples of such awards include cash gains or special prizes for outstanding performance. This award is very strategic to maintain the best human resources (Yokohama, 2010).

Based on previous research, reward and recognition variables have been shown to have a significant effect on employee engagement and employee performance (Iqbal et al., 2017) in his study also showed a positive effect of reward and recognition on employee engagement and performance. Punishment is an unpleasant action in the form of sanctions or punishments given to employees consciously when a violation occurs so that it does not happen again. If the reward is in a positive form, then punishment is a negative form, but if it is given correctly and wisely it can be a tool to improve employee performance (Panekenan et al., 2019). Reward and punishment is one way that can be done to improve employee performance. Rewards motivate employees to be more productive in their work, and punishment also has a significant positive effect on employee performance, because punishment limits employees to behave in accordance with organizational norms/ethics (Pramesti, Sambul, & Rumawas, 2019). In line with what was stated by Iqbal et al., (2017) that organizations that focus on rewards and recognition will improve the performance of employees which in turn will also have a good impact on the organization. Reward is one way that inspires employees to work harder and faster, because employees need motivation to give more effort in doing their work (Panekenan et al., 2019). Rewards motivate employees to be more productive in their work, and punishment also has a significant positive effect on employee performance, because punishment limits employees to behave in accordance with organizational norms/ethics (Pramesti et al., 2019).

*H2: Rewards affect employee performance*

*H3: Punishment affects employee performance*

Employee engagement is a multidimensional construct, namely perceived supervisor support, rewards and cognition, procedural justice, distributive justice, and perceived organizational support as predictors for employee engagement (Saks, 2006). In the context of psychology, employee engagement is a stimulant work and a person's preferred self-expression in the behavior of doing tasks that increase morale, self-presentation (physically, cognitively, and emotionally) and display maximum performance actively (Kahn, 1990). The concept of employee engagement itself is about how satisfying, and how happy employees are with their work and the environment in which employees work with their colleagues (Al-dalahmeh, Masa'deh, Abu Khalaf, & Obeidat, 2018). Employee engagement is defined as the nature of the relationship between the organization and its employees. In other words, employee engagement refers to the intellectual and emotional commitment of employees to the organization in their work (Amhalhal, A., Anchor, J., & Dastgir, 2016). Employee engagement will produce important competitive factors in the company which ultimately leads to satisfaction and competitive advantage and the achievement of employee performance targets (Hoque et al, 2018).

Employee engagement is a crucial variable from the payment system on employee performance, according to Hoque et al. (2018). Employee engagement act as an integral approach

for organizational performance (Popli & Rizvi, 2016). Employee engagement act as a critical determinant for employee performance. According to research (Saks, 2019), increasing employee participation (work engagement) is the most significant factor in boosting employee performance.

*H4: Employee engagement affect employee performance*

Employee engagement and spirituality are linked to individual/employee feelings and passion in the workplace (Saks, 2011). Spirituality is an intriguing variable in terms of how spirituality connects to employee engagement, with several investigations suggesting that spirituality is positively associated to aspects such as job satisfaction, connectivity, and attitudes, all of which are also related to employee engagement (Shankar Pawar, 2008). Engagement, according to Rich et al (2010), entails a comprehensive investment of oneself in one's position, which distinguishes it from other theories that focus on a narrower element of the self. In other words, the concept of work spirituality has a significant impact on employee engagement.

One of the factors that support the success of employee engagement is compensation or rewards (Harianja, 2002). According to Saleh, Hayat, Sumartono, and Pratiwi's (2020) research, incentives have a direct impact on employee engagement. Tessema (2014) demonstrated that perceptions of organizational justice, which includes punishment as part of the construct, have a beneficial impact on employee engagement in a study of bank employees in Ethiopia. Employees who see fairness in the workplace are more likely to feel required to be fair in their work, according to the study, which leads to higher levels of employee engagement.

*H5: Work spirituality affects employee engagement*

*H6: Rewards affect employee engagement*

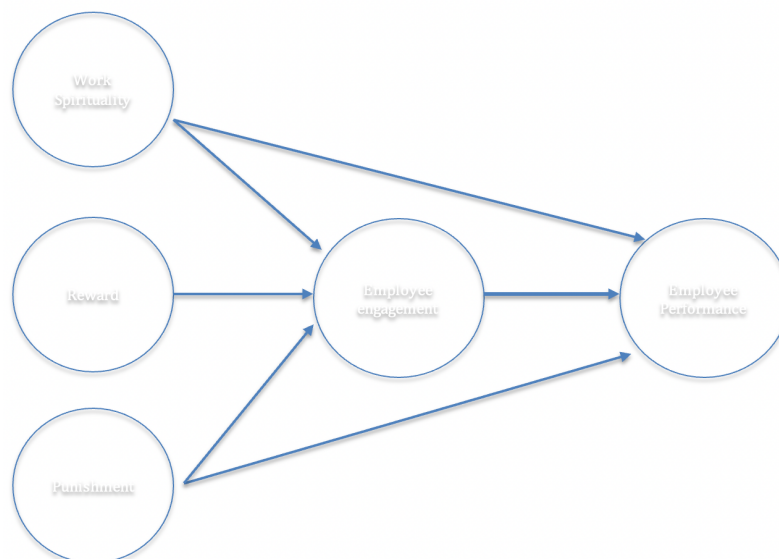
*H7: Punishment affects employee engagement*

The influence of the employee engagement variable as a mediator variable will also be tested in this study.

*H8: Employee engagement mediates work spirituality on employee performance*

*H9: Employee engagement mediates rewards on employee performance*

*H10: Employee engagement mediates punishment on employee performance*



**Figure 1. Research Framework**

### 3. METHODS

This research will examine the factors that influence employee performance. The meditation factors are works spiritually, reward and punishment, training, and employee engagement. Research design has five elements: research approach, the scope of researcher's involvement, study environment, unit of analysis (population examined), and time horizon. The researcher employs a survey technique in this job performance study. As defined by Fink (2003), a survey collects data from or about individuals to characterize, compare, or explain their knowledge, attitudes, and behavior. Surveillance is a standard research method because it enables researchers to gather quantitative and qualitative data (Sekaran & Bougie, 2016). The survey technique uses a questionnaire to study big and small populations. However, the data examined are from samples collected from the population to discover relative incidence, distribution, and connections between sociological and psychological factors (Sugiyono, 2013).

The researcher's participation directly impacts the research's nature, whether correlational or causal (Sekaran & Bougie, 2016). We conduct correlational research with little effect on the environment. Individuals who work in Indonesia's mining companies act as research objects in this study. There are two kinds of temporal horizons, one-shot (cross-sectional) and longitudinal. This study can consider a cross-sectional study that looks at risk variables by collecting data once (Ariani, 2014). Time management and job completion affect employee effectiveness in a company (Ahmad, Mohd. Yusuf, Mohamed Shobri, & Wahab, 2012). This research utilized a cross-sectional temporal frame to evaluate employee performance factors. In regards to employee performance, we will use data from a population of mining workers dispersed across various areas in South Kalimantan. Because management workers make choices and set goals for their subordinates, contract employees will have varied pay and benefits, and outsourced employees not included in data collection due to variations in benefits. Compared to direct workers. The study will look at four areas: work spirituality, reward, punishment, and employee engagement.

This research will utilize probability sampling, where all elements (members of the population) have the same chance of being chosen as samples. Due to the company's geographical dispersion, the number of workers at each site, and the criteria for potential respondents, cluster sampling was selected as the sampling technique for this research (Sekaran & Bougie, 2016). (Gay & Diehl, 1992) states that descriptive research uses 10% of the population, correlational research 30% of the population, causal-comparative research 30% of the population, and experimental research 15% of the population. -group. A sample size of 30 to 500 elements is recommended by (Roscoe 1975). Researchers will distribute Google Forms to 458 workers of a mining business in South Kalimantan, including 370 regular employees. This kind of sampling ensures that a specific type of respondents includes in the sample.

This study plan collects data through an online survey using Google Forms. The online questionnaire technique collects primary data quickly and (Sekaran Uma; Bougie Roger, 2016). This approach also protects respondents' data/confidentiality, making it more convenient for them to participate. We have two sections in the questionnaire. The first section of the questionnaire gathers demographic data such as gender, age, and job title. The second portion comprises questions based on previous research topics.

A Likert scale of 1 to 5 will be used in this research to assess each variable's degree. This scale depicts the respondent's impression of each question. Before evaluating the hypothesis, the data gathered from the respondents then format into demographics. An evaluation of the concept's substance and definition is then performed (Bryman & Bell, 2015). Following the validity test, we also conduct a reliability test to assess the respondents' consistency in answering the questionnaire questions using Cronbach's Alpha reference value. Cronbach's Alpha must be at least 0.6 to be considered trustworthy (J.F. Hair et al., 2010). Then, we examine our model with multiple linear regression and observe the connection between the variables (independent variables to the dependent variable and the mediator variable). This study uses Smart-PLS software, which is SEM-based. PLS-SEM is attractive for

estimating complicated models with numerous constructs, indicator variables, and structural pathways (Joe F Hair, Risher, Sarstedt, & Ringle, 2018). More significantly, PLS-SEM is a causal prediction approach to SEM that prioritizes predictions in estimating statistical models (Sarstedt, Ringle, & Hair, 2017).

#### 4. RESULTS AND DISCUSSION

In this study, the number of respondents obtained from all company locations amounted to 122 people divided into three categories, namely age, educational background, and years of service. Based on age, respondents were dominated by the age group >45 years as much as 30% of the population; based on educational background, the respondents were in the Bachelor group, while based on years of service were dominated by respondents with a working period of 6-10 years. Complete data from the respondent's profile is described in table 1.

**Table 1. Respondents Profile**

Age (years)		Educational Background		Working Experience (year)	
20 – 25	4	Diploma	24	< 1	1
26 – 30	21	Bachelor	77	1 - 5	26
31 – 35	26	Postgraduate	21	6 - 10	35
36 – 40	25			11 - 15	26
41 - 45	16			>15	34
>45	30				

The validity and reliability of a measuring instrument (instrument) are used to determine its quality (Mueller, 1986). Convergent and discriminant validity tests are used to determine validity. The loading factor and Average Variant Extracted can be used to establish convergent validity (AVE). Because the concept explains more than 50% of the indicator variance, the recommended loading factor is 0.708. This indicates acceptable dependability (Hair et al., 2018). Several other experts, however, believe that the least allowable loading factor number is 0.5. While an AVE value of 0.50 or higher is considered acceptable, an AVE value of 0.50 or higher shows that the construct explains 50% or more of the variation of the elements that make up the construct (Hair et al., 2018). Table 2 shows the findings of the loading factor and AVE, as well as the Cronbach Alpha and Composite Reliability values obtained from the test results with SMART PLS to assess the constructs' reliability and validity. In order to meet the minimum AVE value, certain signs of the Work Spirituality variable, especially KM1, KM3, and MB3, must be deleted.

The Cronbach's Alpha parameter was employed in this study for the consistency reliability test, with a recommended value of 0.7. Table 2 shows that each construct in this study has a Cronbach's Alpha value that is greater than the recommended value, indicating that this research model has passed the reliability test. The degree of random measurement error in the construct score that surrogate latent variables assesses internal consistency dependability. Raykov's  $r$  is the consistent reliability coefficient for construct scores (Raykov, 1997). If all of the composites' weights are equivalent, the RC composite's reliability will be equal, as proposed by (Werts, Rock, Linn, & Jöreskog, 1978). The composite reliability (CR) value of 0.7 is recommended. According to Table 2, our research model's composite dependability is greater than 0.7, exceeding the acceptable value limit.

**Table 2. Reliability and Validity – Inner Model**

Variables	Item	Loading Factors	AVE	CR	Cronbachs Alpha
Work Spirituality	KB1	0,745	0,503	0,899	0,875
	KB2	0,727			
	KB3	0,653			
	KB4	0,576			
	KM2	0,675			
	KM4	0,567			
	MB1	0,837			
	MB2	0,798			
Reward	MB4	0,758	0,631	0,868	0,793
	RW1	0,831			
	RW2	0,915			
	RW3	0,844			
Punishment	RW4	0,534	0,591	0,849	0,758
	PS1	0,833			
	PS2	0,830			
	PS3	0,826			
Employee Engagement	PS4	0,545	0,626	0,869	0,799
	PK1	0,748			
	PK2	0,733			
	PK3	0,896			
Employee Performance	PK4	0,780	0,767	0,929	0,898
	KK1	0,884			
	KK2	0,907			
	KK3	0,847			
	KK4	0,865			

The Fornell Lacker criterion and cross-loading were used to assess discriminant validity. The Average Variance Extracted (AVE) construct must be greater than the squared correlation, according to the Fornell Lacker criterion (Henseler, 2017).

**Table 3. Discriminant Validity with Fornell Lacker Criterion**

	Employee Performance	Employee engagement	Punishment	Reward	Work Spirituality
Employee Performance	0,876				
Employee Engagement	0,622	0,792			
Punishment	0,622	0,582	0,769		
Reward	0,484	0,590	0,437	0,795	
Work Spirituality	0,690	0,749	0,634	0,669	0,710

R<sup>2</sup> is a measure of the model's explanatory power because it quantifies the variance reported in each of the endogenous constructs (Shmueli & Koppius, 2011). R<sup>2</sup> values of 0.75, 0.50, and 0.25 are regarded substantial, moderate, and weak, respectively (Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009). The R<sup>2</sup> value of Employee Performance in this study's sample is 0.545,



indicating that this model is moderate enough to describe the association between factors linked to Employee Performance.

**Tabel 4. R Square**

	R Square	R Square Adjusted
Employee Performance	0,545	0,530

Tables 2 and 3 provide the results of the reliability and validity test measures, indicating that this research model passed the test and can now be used to investigate the link between the components proposed in the hypothesis. Because the PLS-SEM method is nonparametric, the bootstrap method was utilized to establish statistical significance (J. Hair, Hult, & Ringle, 2017). Using a significance level of 0.05, the bootstrap method is utilized to generate a significant research model. The association between the variables in this study can be examined using the reference P-Value. Because the P-Value for an influential variable can only be 0.05, a link between variables with a value of higher than 0.05 implies that the independent variable has no effect on the dependent variable. Tables 5a and 5b show the results of the bootstrapping test.

**Table 5. Bootstrapping Test**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (IO/STDEVI)	P-Values	Conclusions
Work spirituality affects employee performance	0,370	0,374	0,123	3,009	0,003	Supported
Rewards affect employee performance	0,011	0,014	0,084	0,133	0,894	Not supported
Punishment affects employee performance	0,288	0,287	0,085	3,385	0,001	Supported
Employee engagement affect employee performance	0,164	0,160	0,129	1,269	0,204	Not supported
Work spirituality affects employee engagement	0,550	0,554	0,082	6,698	0,000	Supported
Rewards affect employee engagement	0,146	0,147	0,074	1,966	0,049	Supported
Punishment affects employee engagement	0,170	0,169	0,084	2,019	0,044	Supported
Employee engagement mediates work spirituality on employee performance	0,90	0,090	0,075	1,194	0,232	Not Supported
H9: Employee engagement mediates	0,024	0,021	0,022	1,071	0,284	Not Supported

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (IO/STDEVI)	P-Values	Conclusions
rewards on employee performance						
H10: Employee engagement mediates punishment on employee performance	0,028	0,028	0,029	0,972	0,331	Not Supported

The findings of this study model's bootstrapping test are shown in Table 5, which describes the effect of the independent construct on the dependent construct. Employee Engagement is a dependent construct for the other three constructs in table 5, but it also serves as an independent construct on employee performance as the dependent construct (Work Spirituality, Reward, and Punishment). Employee engagement and reward, as shown in Table 5, have no bearing on employee performance (H4 and H2). Other constructs, on the other hand, have a favorable impact on employee performance (H1, H3, H5, H6, and H7).

The employee engagement construct does not act as an indirect to other constructs, as seen in Table 5 (work spirituality, reward, and punishment). P Values > 0.05 suggest that the employee participation variable is not operating as a mediator for the three components. To put it another way, hypotheses 8, 9, and 10 are not supported.

**Tabel 6. Model Fit**

	Saturated Model	Estimated Model
<b>NFI</b>	0.714	0.714

We use a fit model from Table 6 to demonstrate the extent to which the model in this study can explain phenomena linked to employee performance; this table shows that this research model can describe employee performance in mining company by 71.4 percent.

**Discussion**

The goal of this research was to see how aspects like work spirituality, reward, and punishment affected employee engagement and performance. According to the findings of this study, workplace spirituality has a considerable positive impact on employee engagement. According to the findings of Roof's (2014) research, where he empirically proves that there is a positive relationship between individual spirituality and engagement, the presence of spirituality in the workplace will provide a sense of comfort from an employee toward work and lead to involvement in one's work. A person's sense of attachment/involvement to his work can be said to be enhanced by the presence of a good workplace spirituality.

Following the findings proposed by Prashar et al. (2018), the relationship between employee performance and workplace spirituality has a significant positive effect. A person's performance will increase due to the presence of spiritual elements that increase collaboration and interdependence between workers. As a result of better collaboration/collaboration, work synchronization will improve, resulting in improved performance. This assertion is supported by Moon et al. (2020), who found a substantial link between spirituality and employee performance, moderated by employee intrinsic motivation and job crafting. The effect of rewards on employee engagement is positive and significant, according to a study by Saleh et al. (2020) and Siswanto, et al. (2021), who emphasize that there is a significant positive effect between giving rewards and employee engagement, and that by providing recognition, rewards, and incentives for one's work, the employee's involvement will be more substantial.

There are intriguing aspects to the relationship between the reward variable and employee performance; nevertheless, in this study, it was discovered that the reward variable had no effect on employee performance. The test results show that the t count is 0.133 (below 1.936) and the p-value is  $> 0.05$ , indicating that there is no reward effect on employee performance, which is in contrast to most prior research' findings, which indicated the magnitude of the influence of rewards on employee performance (Iqbal et al., 2017; Panekenan et al., 2019; Pramesti et al., 2019). However, there are study results that are consistent with the findings of Susanto (2016), who conducted a study on banking performance in Malang and found that rewards had no positive effect on improving employee performance because the company was unable to use the reward system as a motivator for employees. Furthermore, the award amount is insignificant, therefore the effect that occurs may be counterproductive to efforts to enhance productivity. Other researchers came to the same conclusion, finding no positive impact on employee performance when prizes were given (Siswanto et al., 2021; Wasiati, 2018).

Employee performance is unaffected by rewards (salaries, wages, incentives, perks, interpersonal rewards, and promotions) since, in the employee's opinion, the primary goal of employment is to gain work experience and create relationships with others, among other things. Similar situations exist in mining businesses where employees already have income and benefit levels that fulfill their needs and aspirations, and further incentives (bonuses) have little impact on enhancing employee performance. Apart from that, the company's inability to give a suitable amount of incentives means that prizes have no influence on enhancing employee performance. According to Pieters (2018), the punishment is referred to as organizational justice. Employee engagement is influenced significantly by the employee's view of fairness in the organization. The three types of organizational justice in dispute are distributive, procedural, and interactional. Distributive justice, on the other hand, relates to employees' perceptions of fairness in terms of how the organization's outcomes are allocated (rewards, recognition, salaries).

The fairness of the techniques employed to decide the outcome is referred to as procedural fairness. Interactional justice refers to employees' perceptions of fairness in the interpersonal treatment they receive from their organizational authority figures (Greenberg, 2011); this is in response to the findings of this study, which found a significant positive effect of punishment on employee engagement. It's also supported by Tessema's (2014) findings, which claim that when employees experience justice and equality in the workplace, they'll feel obligated to be fair in their paid labor (employee engagement). Employee performance will be positively influenced by the application of suitable punishment in a positive manner (Panekenan et al., 2019). According to the findings of this study, using punishment creates the perception of learning for employees to improve and improves motivation to do so. The link between employee performance and punishment was found to have a considerable favorable effect.

Employee engagement has been experimentally linked to beneficial organizational outcomes such as enhanced productivity, customer satisfaction, profitability (Luthans, 2012), job satisfaction, and dedication, and is viewed as vital to global competitiveness by practitioners and researchers (Saks, 2006). 2011 (Saks). As shown in earlier studies by Agusta (2019); Muliawan, Perizade, & Cahyadi (2017); Siswanto et al., employee engagement has a considerable favorable effect on employee performance (2021). However, the findings of this study contradict earlier research, indicating that employee engagement had no positive impact on employee performance in this study. This hypothesis, in our opinion, is unproven because the respondents did not adequately identify the purpose of employee participation in this study, as well as the absence of explanation of employee engagement variables in this investigation. "A good, satisfying, work-related state of mind marked by passion, devotion, and absorption," say Schaufeli and Bakker (2004). At work, vigor entails a high level of energy and mental toughness; devotion entails being deeply invested in one's work and feeling a sense of importance, enthusiasm, and challenge; and absorption entails being completely focused

and absorbed in one's work. They go on to say that engagement is "a more permanent and widespread affective-cognitive state that is not focused on a particular object, event, individual, or activity," rather than being "a brief and specific state." Schaufeli and Bakker (2004) give three dimensions that show how the indicators in these areas impact employee engagement.

In other words, in study on employees at this coal firm, it is vital to go deeper into the dimensions of employee engagement. Furthermore, the goal of this research is to show how employee engagement affects employee performance through mediating work spirituality, reward, and punishment aspects. Employee participation was found to have a favorable effect as a mediator of the independent variable on employee performance in the majority of previous research. Rich et al. (2010) discovered a different pattern of correlations between antecedents and job participation, job satisfaction, and intrinsic motivation in supporting the distinctiveness of engagement compared to involvement in their study. Even with the other three dimensions included in their research model, Rich et al. (2010) discovered that involvement fully mediates the relationship between antecedents and performance, and hence cannot be identified. Employee evolution as a function does not have an expected influence on employee performance, hence involving employees as mediators over other functions does not accurately explain the effect on employee performance at this coal firm. Another study by Iddagoda & Opatha (2020) found a significant effect on the five predictors of employee performance outcomes when workers were used as mediators for independent factors (High-Performance Work Practice, Religiosity, Personal Character, Leadership, Work-Life Balance). Based on the findings of these case studies, it can be concluded that the function of employee engagement has a good and significant impact on employee performance. The bulk of respondents in our study are employees over 45 years old with a tenure of more than 15 years, allowing the employee engagement variable to have no effect on increasing the performance of the group's employees.

## **5. CONCLUSION**

The goal of this research is to see how the variables affect employee performance and to see if employee engagement mediates the effects of work spirituality, reward, and punishment on employee performance. According to the findings of the research study, work spirituality and punishment are variables that influence employee performance, however rewards and employee engagement have no direct impact on employee performance. So, despite the fact that the three constructs have been proved to have a good effect on enhancing employee engagement, it cannot moderate work spirituality, reward, or punishment by not involving employees. As a result, the findings of this research study already demonstrate the study's goal.

This study has various flaws, one of which is the bias of social want, which can occur when the questions are about the respondent's personal character. According to Maccoby and Maccoby (1954), cited in Fisher (1993), the answers of sensitive issue questionnaires are inaccurate for ego reasons and because of variances in judgments of what is "correct" or "socially acceptable." A clause in the questionnaire that says, "Please avoid offering idealized responses if they do not accurately represent your circumstances or aspirations" can help to avoid this bias.

Another limitation is the lack of heterogeneity among respondents, which makes it impossible to describe overall social dynamics; the distribution of age groups is also less than ideal, as is the under-representation of the dimensions of some constructs (reward and employee engagement), resulting in poor descriptions of these constructs. As a result, the researcher suggests that more research be done to fill in the dimensions of the constructs that still do not have a beneficial impact on employee performance, as well as to increase the number of samples and groups that are more varied.

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