



## The Impact of Employee Engagement and Work Placement on the Performance of UMKM Employees in Sambal Pecel Kediri

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### ABSTRACT

This research is to find out how the performance of Sambal Pecel Kediri UMKM employees is influenced both partially and simultaneously by work engagement and placement. In this research, each member of the population is taken as a sample, which is known as a saturated sampling technique. A total of 30 employees from UMKM Sambal Pecel Kediri were research subjects.

Observation, interviews, literature research, and questionnaires are the methods used to obtain the data. To measure the data, a Likert scale was used. In addition, validity, reliability, classical assumptions, multiple linear regression analysis, t test, and F test were used. From the research results, the employee engagement variable has an influence but is not significant on the employee performance variable. The work placement variable has a partial and significant influence on the employee performance variable. Simultaneous test results show that employee engagement and work placement variables simultaneously influence employee performance variables. This is known from the results of the F test with a sig value of 0.000 (0.000<0.05).

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## INTRODUCTION

In carrying out its activities, the success of every activity carried out by MSMEs to achieve a goal does not only depend on the superiority of technology and facilities or infrastructure owned, or available operating funds, but also on aspects of human resources. This aspect of human resources is one that MSMEs must pay attention to. With human resources, MSMEs must be able to work more efficiently, effectively and productively.

Job placement that matches your skills will encourage MSMEs to maintain their survival by paying more attention to aspects of their human resources (employees). Employees are the main asset of MSMEs and play a very important role in MSMEs as thinkers and planners who can control activities in MSMEs. A company must be able to apply appropriate human resource management concepts and techniques. "In order for human resources to work optimally, employees must have an attachment to MSMEs" (Gallup, 2004).

An MSME must be able to apply appropriate human resource management concepts and techniques. 'Employee engagement has been considered an introduction to business success in today's competitive market and one of the determining factors in organizational success' (Lockwood in Lewiuci and Mustamu, 2016: 101) . Employee engagement is important in determining the role of employees in running the company, so that employees have a big influence in achieving the vision and goals of MSMEs. Employee engagement is a business management concept where employee engagement shows that employees in the company can be fully involved in the company and enthusiastic about work, so that employees will further treat interests of MSMEs.

MSMEs also need human resources that are able to balance the dynamics of the organization, namely human resources that are based on job placement according to their job description. Work placement is the basis for how the work carried out by employees can be carried out in accordance with the demands of the work for which they are responsible.

According to Drs. Sukripiyanto,

M.M (2019) employee placement is process to place someone in fields that suit their abilities, skills and basic talents based on internal assessment *job description* And *job specifications*.

Business people must be very careful when making decisions amidst the economic downturn due to the Corona Virus. For MSMEs, the right strategy is needed. Keeping neat business books is one way. All financial transactions, both income and expenditure, must be recorded properly.

These small businesses are strong and resistant to economic crises. Therefore, we have to develop it, and the government is the most responsible in this matter, because they have a big role in developing small businesses. middle class in Indonesia, the government must create favorable business climate conditions, such as tax relief and ease of licensing, among others. Apart from that, this means that entrepreneurship must be fostered through partnership development and training. Basically, the government must solve these three problems too. classics that are often faced by SMEs, such as market access,

capital and technology, which have often been the subject of debate (Alfrian & Pitaloka, 2020).

Implementing an employee engagement system and appropriate work placement will cause MSMEs to be able to maximize superior human resources, so that MSMEs are able to improve performance.

## THEORETICAL REVIEW

Employee Engagement or *Employee engagement* is the extent to which employees are motivated to contribute to the success of the organization and are willing to exercise freedom in making decisions independently to complete important tasks for achieving organizational goals (Albrecht in Paluta and Suprpto, 2018: 2).

Employee engagement (*employee involvement*) according to Schaufeli and baker (2003):

1. *Enthusiasm*(roh)

*Enthusiasm* is an aspect characterized by a high level of mental strength and resilience in work, the desire to strive with serious in work, persistent in the face of difficulties. For example enthusiastic to complete the job.

2. *Dedication*(Dedication)

*Dedication* characterized by a company full of meaning, enthusiasm, inspiration, pride and challenge in work. The people who have the scorededicationhigh levels strongly identify with the employee's work because it makes it a rewarding, inspiring and challenging experience.

3. *Absorption*(Appreciation)

*Absorption* characterized by deep concentration and interest, being immersed in work, time seems to pass very quickly and the individual finds it difficult to disengage from work so he forgets everything around him.

Saks research results show that the main job characteristic that predicts work engagement is skill variety, or skill variety. Job characteristics and perceived organizational support are important predictors of work engagement; job engagement predicts job satisfaction, commitment to the organization, organizational citizenship behavior, and n A review of the engagement literature shows general support for Saks's model of the drivers and outcomes of employee engagement as well as measures of their engagement with the organization and work. Updated and updated models are included with additional triggers and outcomes (Saks, 2019).

Based on research by Abrahan et al. Job placement refers to the outcomes and employment of economics PhD graduates in Europe after completing their studies, data on job placement prestige and study completion time shows that longer study completion time is statistically associated with more prestigious employment. Additionally, it is stated that although there is no evidence to show systematic differences by gender in the duration or prestige of placements in economics PhD programs in Europe, undergraduate educational background turns out to be highly influential for the success of economics PhD programs,

especially when looking at the prestige of initial placements (Ábrahám et al., 2022).

Meanwhile, according to Prof. Dr. Sondang P. Siagian, MPA (2010) employee placement is when the entire selection process has been taken and a person's application is accepted, finally the person obtains employee status and is placed in a certain position to carry out certain tasks or work. When placing employees, there are several factors that need to be taken into account, namely:

Table 1. Factors to placing employee

1. Experienced Actor.		
2. Factor Health Mental.	Physique	And
3. Age factor.		
4. Educational Factors.		
5. Competence Factor.		

Employee placement indicators according to Suwatno (2003):

1. Education
2. Working knowledge
3. Job skills
4. Work experience

Based on previous research, employee performance refers to the results and achievements demonstrated by employees in the work environment, which includes an assessment of their productivity, abilities and contributions in carrying out the duties and responsibilities given by MSMEs (Utin & Yosepha, 2019).

Performance is a function of motivation and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. Performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company (Rivai, 2010).

There are 6 (six) dimensions in determining a person's performance according to Rivai (2010), namely:

1. Job capability, this is related to a person's ability to carry out the tasks assigned or for which they are responsible.
2. Quantity of speed of completing work, namely the amount of work that can be completed in accordance with the specified time or in accordance with the targets set for each employee.
3. Thoroughness/accuracy, this is related to precision, neatness, correctness and skill in work so that the work results are convincingly in accordance with the tasks given.
4. Loyalty, which is related to the employee's willingness to prioritize completing tasks assigned for the benefit of the company, accompanied by the use of time both scheduled and unscheduled, both within the company and outside the company for the progress of the company.
5. Initiative, which is related to ability and willingness to improve and update work results for the benefit of the company

It is proven whether there is initiative from employees in improving work results, whether requested or not by the company.

Collaboration, namely the ability to establish good relationships within the work unit or other work units or with other parties outside the company in carrying out tasks, being willing to give opinions and being willing to accept other people's opinions and being willing to accept decisions that conflict with one's opinion.

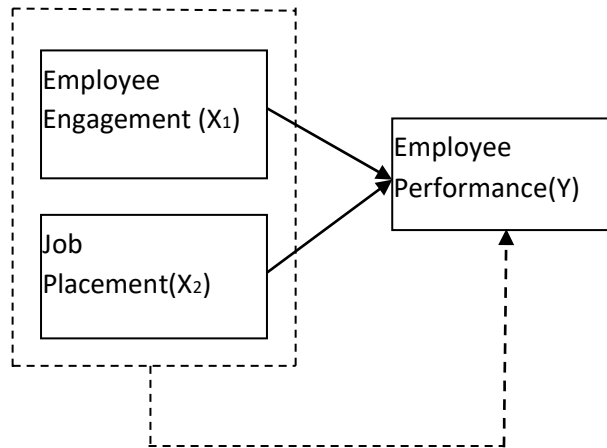
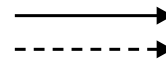


Figure 1. Theoretical Framework

Information:

=Partial Influence

=Simultaneous Influence



### Hypothesis

A hypothesis is a temporary answer, the truth of which still needs to be tested through facts. (Irianto, 2004:97).

1. Allegedly attachment employees have a significant effect on the performance of Kediri pecel chili MSME employees partially.
2. It is suspected that work placement has a significant effect on the performance of Kediri pecel sambal MSME employees partially.
3. Allegedly Employee engagement and work placement have a significant effect on the performance of Kediri pecel SME employees simultaneously.

### METHODOLOGY

In this research, the theory tested is the relationship between variables, therefore the type of research used in the research is quantitative research.

#### Research variable

1. Employee Engagement (X<sub>1</sub>)
2. Job Placement (X<sub>2</sub>)
3. Employee Performance (Y)

#### Population

"Population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by research to be

studied" (Sugiyono, 2013). The population in this study were all Kediri pecel chili employees with a total of 30 employees.

### **Sample**

According to Arikunto (2013), the sample is a representative portion of the population studied. The sampling technique used in this research is *examplessaturation* or census. *Example Saturation* is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small. Another term for a saturated sample is a census, where all members of the population are sampled (Sugiyono, 2013). This was done considering that the number of Kediri pecel chili MSME employees is relatively small, namely 30 people.

### **Data Collection Techniques**

1. Observation
2. Interview (interview)
3. Literature review *a list of questions*. (Sugiyono, 2013).

#### **1. Validity test**

The validity test is used to test whether the questionnaire distributed to obtain research data is valid. "A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure" (Ghozali, 2011:97). It is said to be valid if the correlation value (*coreelasi pearson*) is positive and significant level ( $\alpha$ ) $\leq$ 0,05.

#### **2. Reliability Test**

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. "A questionnaire is said to be reliable or reliable if a person's answers to statements are consistent or stable over time" (Ghozali, 2011: 47). It is said to be reliable if *Cronbach Alfa* $>$ 0,6.

#### **3. Classic assumption test**

The classical assumption test is carried out to determine whether there is a violation of the classical assumption. The classical assumption test in this research includes the normality test, linearity test, multicollinearity test, heteroscedasticity test.

#### **4. Multiple Linear Regression Analysis Method** *The method for testing the relationship between one dependent variable and one or independent variable is regression* (Ghozali 2011;7).

#### **5. Uji t**

The t test or partial test is used to find out how each independent variable influences the dependent variable partially (individually). Testing was carried out using a significance of 0.05.

#### **6. porridge f**

To find out how all the independent variables influence the dependent

variable simultaneously (together).

### 7. Coefficient of Determination ( $R^2$ )

Ghazali (2011;97) coefficient of determination ( $R^2$ ) essentially measures how far the model's ability is to explain variations in the dependent variable.

## RESULT

The samples taken in this research were 30 employees at Kediri pecel sambal MSMEs. Based on the respondent's questionnaire, of the 30 employees at Kediri pecel sambal MSMEs, the majority of employees were male respondents, 18 employees with a percentage of 60%. The majority of respondents in the research sample were aged  $\geq 21$ - $\leq 25$  years with a percentage of 46.7%. And judging from the working period, the majority of working periods are 1 - 2 years with a percentage of 50%.

### Validity test

Table 2. Validity Test Results

Goods	Say.	Conclusion
X1.1	0,000	Valid
X1.2	0,000	Valid
X1.3	0,000	Valid
X1.4	0,000	Valid
X1.5	0,000	Valid
X1.6	0,000	Valid
X2.7	0,000	Valid
X2.8	0,000	Valid
X2.9	0,000	Valid
X2.10	0,000	Valid
X2.11	0,000	Valid
X2.12	0,000	Valid
X2.13	0,000	Valid
X2.14	0,000	Valid
X2.15	0,000	Valid
X2.16	0,000	Valid
Y.17	0,000	Valid
Y.18	0,001	Valid
Y.19	0,000	Valid
Y.20	0,003	Valid
Y.21	0,000	Valid
Y.22	0,002	Valid
Y.23	0,000	Valid
Y.24	0,000	Valid
Y.25	0,000	Valid
Y.26	0,000	Valid
Y.27	0,000	Valid

Y.28	0,000	Valid
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Based on table 2, it can be seen that the significant value is  $<0.05$ . So it can be seen that all question items in this variable are valid.

**Reliability Test**

Table 3. Reliability Test Results

Variable	Number of Items	<i>Cronb but Alfa</i>	Information
Employee Engagement	6	0,778	Reliable
Job placement	10	0,912	Reliable
Performance Employee	12	0,867	Reliable

Source: *Processed SPSS 16.0 output (2023)*.

From table 3, it can be seen that each variable, namely employee engagement, work placement and employee performance, has *Alfa Cronbach*  $> 0.6$ . Then all variables are said to be reliable and trustworthy.

**Classic Assumption Test Normality Test**

Table 4. Normality Test Results

Employee Engagement		Job placement	Karyawan Performance
N		30	30
Usual Parameters <sup>A</sup>	Means	20.3000	32.1667
	Std. Deviation	2.01973	3.31229
The Most Extreme Difference	Absolute	.192	.243
	Positive	.192	.243
	Negative	-.133	-.223
Kolmogorov-Smirnov Z		1.054	1.334
Asymp. signature. (2-tail)		.217	.057

Source :*SPSS output16.0 processed (2023)*.

Based on table 4 above, the significance value of the test results can be seen *none Kolmogorov-Smirnov sample*,  $X_1$  of 0.217,  $X_2$  of 0.057, and Y of 0.326, this value is  $> 0.05$ . It can be concluded the data is normally distributed and the normality test is met.

**Linearity Test**

Table 5. Linearity Test Results

Variable	Say	Is
Employee Engagement	.803	Linear
Job placement	.094	Linear

Source :*SPSS output16.0 processed (2023)*.



Based on table 5 above, the significant values for employee engagement and work placement are 0.803 and 0.094 > 0.05. This means that the relationship between the independent variable and the dependent variable is linear (straight line).

**Multicollinearity Test**

Table 6. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1		
Employee Engagement	.554	1.804
Job placement	.554	1.804

Source :SPSS output16.0 processed (2023).

From the results of the multicollinearity test above, the value can be seen tolerance employee engagement and job placement 0.554 and 0.554. Mark tolerance both variables are > 0.10. The VIF values of employee engagement and job placement are 1.804 and 1.804. The VIF value of the two variables is < 10. It can be concluded that there is no multicollinearity due to the value tolerance > 0.10 and VIF < 10.

**Uji Heteroskedasitas**

Table 7. Heteroscedacity Test Results

	Model	B	T	Say.
1	(Constant)	-2.674	-1.071	.293
	Employee Engagement	.211	1.381	.179
	Job placement	.010	.105	.918

Source :SPSS output16.0 processed (2023).

All variables have a significance value > 0.05. So it can be concluded that the regression model in this study does not have heteroscedasticity, meaning that the regression model does not have unequal variances from the residuals of one observation to another.

**Method Analysis Regression Multiple Linear**

Table 8. Results of Multiple Linear Regression Analysis

	Model	B	T	Say.
1	(Constant)	9.677	1.985	0,057
	Employee Engagement	0,218	0,732	0,470
	Job placement	0,767	4.216	0,000

Source: Processed SPSS 16.0 output (2023).

Based on table 8, the multiple linear regression equation is as follows:

$$y = 9.677 + 0.218x_1 + 0.767x_2$$

Information:

1. a = 9,677

This means that when employee commitment ( $X_1$ ) and competence ( $X_2$ ) does not change (constant), so the amount of employee performance ( $Y$ ) is 9.677.

2.  $b_1 = 0,218$

Regression coefficient of employee engagement variable ( $X_1$ ) is 0.218, this means that if there is an increase in the employee engagement variable ( $X_1$ ) of one unit and the work placement variable ( $X_2$ ) remains constant, it will cause the employee performance variable ( $Y$ ) to increase by 0.218 units.

3.  $b_2 = 0,767$

Job placement variable regression coefficient ( $X_2$ ) is 0.767, this means that if there is an increase in the job placement variable ( $X_2$ ) of one unit and employee engagement ( $X_1$ ) remains constant, it will cause the employee performance variable ( $Y$ ) to increase by 0.767 units.

**T- Test (Partial)**

Table 9. T-Test Results (Partial)

NO	Variable	Mark T	Mark Say	Conclusion
1	Employee Engagement ( $X_1$ )	0,732	0,470	Ha rejected and H0 is accepted
2	Job placement ( $X_2$ )	4.216	0,000	H0 is rejected and Ha accepted

Source: Processed SPSS 16.0 output (2023)

Nilai  $t_{count}$  is 2.05183. Based on the t test results shown in Table 8 it can be explained as follows:

Nilai  $t_{count} 0,732 < t_{table} 2.05183$ , with a sig value of  $0.470 > 0.05$ . This means that H0 is accepted and Ha is rejected. This means that the employee engagement variable ( $X_1$ ) has a partial but not significant effect on employee performance ( $Y$ ).

Nilai  $t_{count} 4,216 > t_{table} 2.05183$ , with sig  $0.000 < 0.05$ . This means that H0 is rejected and Ha is accepted. This means that the job placement variable ( $X_2$ ) has a partially significant effect on employee performance ( $Y$ )

**F Test (Concurrent)**

Table 10. F Test Results (Simultaneous)

N O	Variable	Nilai F	Value Sig	Conclusion
	Employee Engagement ( $X_1$ ), Job placement ( $X_2$ ), Employee performance ( <u>AND</u> )	20.234	0,000	H0 rejected And Ha accepted

Source: Processed SPSS 16.0 output (2023).

Nilai  $F_{table}$  is 3.35. Table 10 shows that  $F_{count20,234} > F_{table3.35}$  with a sig value.  $F(0.000) < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that simultaneously (simultaneously) employee engagement ( $X_1$ ) And Job placement ( $X_2$ ) own influence on employee performance (Y).

**Coefficient of Determination ( $R^2$ )**

Table 11. Results of the Coefficient of Determination ( $R^2$ )

Model	R	R In fact	Adjusted R Square	Std. Error from Estimate
1	.774 <sup>A</sup>	0,600	.570	2.41463

Source :SPSS output16.0 processed (2023).

In table 11 it can be seen that the relationship between employee engagement and work placement on the performance of Kediri sambal pecel MSME employees is strong, with an R Square of 0.600, meaning that employee performance is influenced by employee engagement and work placement by 60%, while the remaining 40% is influenced by other variables. outside the variables studied.

**DISCUSSION**

1. The Effect of Employee Engagement on Employee Performance  
Nilai  $t_{count0,732} < t_{table2.05183}$ , with a significance level of  $0.470 > 0.05$ . Thus  $H_a$  is rejected and  $H_0$  is accepted, which means the employee engagement variable ( $X_1$ ) has an effect but is not significant on work morale (Y) in Kediri pecel sambal MSMEs. The results of this research are the same as the results of previous research conducted by Joushan and Syamsun (2015), in their research showing that employee engagement does not have a significant effect on employee performance with a small contribution of 0.128.
2. The Effect of Job Placement on Employee Performance  
Nilai  $t_{count4.216} > v_{table2.05183}$ , with a significance level of  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted, which means the job placement variable ( $X_2$ ) has an influence and significance on performance of Kediri pecel chili MSME employees. The results of this research are the same as the results of previous research conducted by Ataunur and Ariyanto (2015), in their research showing that work placement has a significant effect on employee performance with the results  $t_{count}$  of 12.064 and sig of 0.000.
3. The Effect of Employee Engagement and Work Placement on Employee Performance. Nilai  $F_{count20,234} > F_{table3.35}$ , with a significance value of  $0.000 < 0.05$ . This means that  $H_0$  is rejected and  $H_a$  is accepted. This has shown that employee engagement and work placement simultaneously influence employee performance at PT. Gramedia Asri Media Kediri. The results of this research are the same as the results of previous research conducted by Paluta and Suprpto (2018), in their research showing that

work placement and employee engagement have a positive and significant influence simultaneously on employee performance, significance value  $0.000 < 0.05$ .

## **CONCLUSION AND RECOMMENDATION**

This research aims to examine the influence of employee engagement and work placement on the performance of Kediri pecel SME employees. Based on the results of the research and discussion previously stated, the following conclusions can be drawn:

1. There is a partial, but not significant, influence of the employee engagement variable on the Kediri pecel sambal MSME employee performance variable.
2. There is a partial and significant influence of the work placement variable on the performance variable of Kediri pecel UMKM employees.

There is a significant influence of the employee engagement and work placement variables on the performance of Kediri pecel SME employees

## **ADVANCE RESEARCH**

The authors state unequivocally that they do not have any known financial conflicts of interest or personal ties that could have given the appearance of influencing the work that is disclosed in this paper.

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