

Analysis of the Influence of the Performance Measurement System (HR Scorecard) and Rewards on Employee Performance With Employee Engagement as an Intervening Variable at PT BANK ABC Jakarta Area (National Private Bank KBMI 2)

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ABSTRACT

This study was conducted to analyze the effect of the performance measurement system (hr scorecard) and rewards on employee performance with employee engagement as an intervening variable at PT Bank ABC Jakarta Area. This research is a field research conducted using a quantitative approach with descriptive methods. The research population is PT Bank ABC Jakarta Area employees, with probability sampling technique (diproportional stratified random sampling). The data obtained was analyzed using outer model analysis, inner model analysis and hypothesis testing using the Structural Equation Modeling Partial Least Square (SEM-PLS) method. The results of the study are that the better the performance measurement system the higher the employee engagement, the better the performance measurement system the higher the employee performance, the better the reward the higher the employee engagement, the better the reward the higher the employee performance, the higher the employee engagement the higher the employee performance, the higher the mediating role of employee engagement the better the effect of the performance measurement system on performance, the higher the mediating role of employee engagement the better the effect of rewards on performance

INTRODUCTION

Nowadays, the business world has been shocked by technological disruption which has an impact on changes in people's behavior in interacting and how to get goods or services, so this makes business actors challenged to change and adapt for the sustainability of their business. The central role in managing the challenges of change in an organization is People or Human Resources (HR). HR that has optimal performance is needed so that the company can continue to adapt and innovate to maintain its business continuity and even develop its business in new business lines. Al-Tit et al., (2022) in the study stated that HR is a key organizational asset that contains intelligence, knowledge, attitudes and commitment, because HR is the main source of strategic renewal and innovation. Especially if the organization whose business utilizes technology as a backbone, especially banking. In this case, banks need to realize that marketers who are good at funding or lending need to be supported by the performance of other supporting teams, such as a qualified product development team to innovate and collaborate to provide product and service solutions that are beneficial to existing and new customers.

PT Bank ABC is a National Private Bank classified as KBMI 2 (core capital < 14 T), operating in Indonesia for more than 35 years, has operational offices spread across 30 (thirty) Provinces in Indonesia, with more than 2700 employees. (internal data source). Based on the analysis of financial statements which can be seen in Table 1 Company performance from 2019 to 2023. It can be seen from several main financial ratios in the last 5 (five) years, there was an increase in Asset of 48 Trillion. But on the other hand there is a significant decrease in EBT (Earning Before Tax) or profit before tax from 2019 to 2023, namely a decrease of 660 billion. Based on the deepening of information to related parties, namely officials who handle finance and business, this is due to the high cost of funds, which reduces the ability of assets to obtain profit margin spreads.

Table 1. Company Performance 2019 - 2023

No.	Indicator	2019	2020	2021	2022	2023	+/- 2019 v 2023
		Actual	Actual	Actual	Actual	Actual	
1	Rp Asset	93 Ml.	92 Ml.	119 Ml.	135 Ml.	141 Ml.	+48 Tn
2	Rp EBT	714 Bn	104 Bn	72 Bn	53 Bn	54 Bn	-660 Bn
3	% Gross NPL	3.85%	4.09%	3.93%	4.70%	3.77%	+0.08%
4	% NIM	3.61%	0.47%	0.69%	1.92%	1.80%	-1.81%

Furthermore, if a more in-depth internal data analysis is carried out, from the sales performance report data (funding and lending) which can be seen in Table 2 below. Shows that for 3 (three) years 2022 - 2024, the average sales that did not achieve their Funding KPI was 56%, the average sales that did not achieve their Lending KPI was 87% and the average sales that did not achieve their NTB (New To Bank) KPI was 85%. Based on information obtained from officials in charge of Business, this is based on the high targets set by work unit leaders and

hoax news that is used as competitor propaganda to influence customer confidence in Bank ABC

Table 2 Sales Performance 2022 – 2024

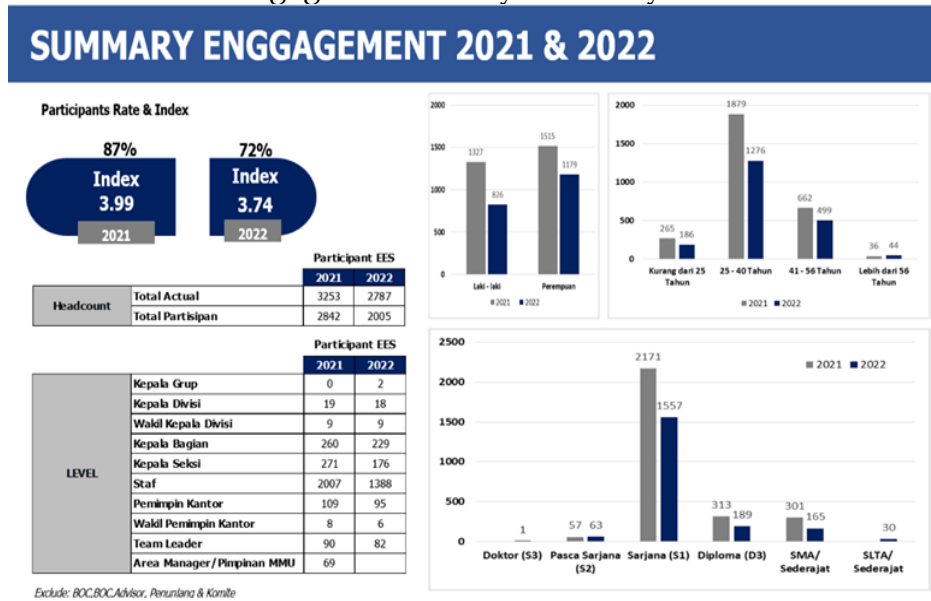
Sales v Actual 2022 - 2024						
Sales (Target v Realization)	#			%		
	Funding	Lending	NTB	Funding	Lending	NTB
< 99%	221	341	334	56%	87%	85%
> 100%	173	53	61	44%	13%	15%

In the Banking business, it can be said that the backbone of the company's sustainability is Sales. In this case, if non-optimal sales performance occurs continuously, it will have an impact on the company's ability to achieve its Vision and Mission and maintain its sustainability in the future. Along with this challenge, PT Bank ABC has taken a strategic step by involving global consultants to carry out a comprehensive Company Transformation. The transformation involves the Company's internal parties based in Jakarta (Head Office and Branches) to be intensively involved in the transformation project, including conducting piloting projects before the programs are launched nationally, which aims to strengthen Sales and Company Performance.

One of the factors that can affect employee performance is the performance measurement system. According to Abdullah & Hegwisi (2016: 5) Performance Measurement System is an evaluation system of an organization that is used to assess employee performance in a certain period, by comparing it with agreed upon and predetermined work standards. Based on field observations and internal data analysis of PT Bank ABC, the target setting process is still focused on financial or quantitative, and has not implemented a transparent individual target setting formula and has not focused on the drivers that cause the results to be achieved. Based on observation and analysis of internal data, rewards at PT Bank ABC are still focused on foundational rewards, including salaries, benefits for certain positions, insurance and social security. Whereas in the labor market, peer groups have implemented, among others: flexible benefits, hybrid working arrangements, office set up, performance based pay (incentive and bonus schemes), employee loans, employee recognition etc. The information about this reward package is not a secret among employees in the labor market, so this condition can weaken the internal bargaining position of PT Bank ABC compared to peers which will have an impact on employee performance.

Based on observations and analysis of internal data (Table 3), it is found that the Employee Engagement value in 2021 and 2023 has decreased from 3.99 to 3.74, this should be a concern for the company leader of PT Bank ABC because the decline in Employee Engagement value can result in a decrease in employee performance which ultimately has an impact on company performance

Table 3 Engagement Survey Summary 2021 – 2022



Furthermore, Employee Engagement can be influenced by the Performance Measurement System. This is supported by the research of Gupta & Kumar (2012), which revealed a significant and positive relationship between a fair and transparent performance appraisal system and Employee Engagement. The research by Akanmu, Panatik & Shahrin (2025) also revealed that financial rewards have a positive and significant impact on Employee Engagement. Awan et al (2020) revealed that Employee Engagement mediates the relationship between Performance Measurement Systems and Employee Performance. According to Siswanto, Maulidiyah & Mansyuri (2021) Employee Engagement positively and significantly mediates the relationship between rewards and employee performance.

LITERATURE REVIEW

Employee Performance

Noe et al., (2020) explain Employee Performance is a process when individuals bring a set of skills and abilities to the jobs, and by applying a set of behaviors to the skills and abilities, they achieve results, which can be interpreted that employee performance is a process when individuals apply their skills and abilities to a job, and apply behavior to these skills and abilities to achieve results. According to Armstrong and Baron (in Abdullah 2016: 3) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and makes an economic contribution. According to Dessler (in Daryanto et al, 2022: 100) performance is a work achievement that compares work results with established standards. According to Cashmere (in Wijaya et al., 2021) states that performance is the result of work and work behavior that has been achieved by fulfilling the duties and responsibilities given within a certain period of time. Mangkunegara (2019) states that performance refers to the results of carrying out the duties of an employee, which includes both quality and quantity aspects, in accordance with the responsibilities that have been given to them. Based on the above definition, the researcher concludes

that employee performance is the achievement of a person's work results within a certain period of time in carrying out their duties and then evaluated based on a comparison with previously agreed performance goals or targets.

According to Robbins & Coulter (in Daryanto et al, 2022: 110) suggest that employee performance indicators are as follows

1. Quality

The quality of employee performance can be assessed through employees' views on the work produced, the extent to which tasks are completed properly, and the extent to which employees' skills and abilities are reflected in the implementation of tasks.

2. Quantity

The amount produced expressed in terms of the number of units or activity cycles completed is a description of the quantity achieved.

3. Timeliness

Timeliness reflects the extent to which an activity can be completed within the specified time limit, taking into account the coordination of output results and optimization of time use for other activities.

4. Effectiveness

The extent to which an organization can maximally utilize its money resources, such as labor, finance, technology, and raw materials, with the aim of increasing the results of each unit that uses these resources.

5. Independence

Independence refers to a person's ability to carry out their duties without the need for assistance, guidance or supervision from other parties.

6. Work Commitment

Work commitment reflects the extent to which a person has loyalty and responsibility to the organization and the tasks assigned.

According to Cashmere (2019) the factors that affect performance are as follows

1. Capability and Expertise, the skills that a person has in carrying out their duties and responsibilities
2. Knowledge, good knowledge about work can result in good quality work, and vice versa.
3. Work Plan, work that has good planning makes it easier for implementation to be done precisely and correctly.
4. Personality, someone who has a good personality will do work with a serious and responsible attitude, so that the results of the work will also be good.
5. Work Motivation, motivation is the drive that encourages someone to do a job. A strong motivation, which comes from both inside and outside, will encourage someone to work well.
6. Leadership, the attitude of leaders who provide support, care and guidance will make employees more motivated to follow the instructions of their superiors, so that work results will also be better.
7. Leadership Style, the leadership style applied in accordance with the organizational context can affect employee performance.

8. **Organizational Culture**, organizational members' compliance with the norms and customs that exist in the organization can have an impact on employee performance.
9. **Job Satisfaction**, an expression of a person's feelings of pleasure or happiness before and after completing work. If employees are satisfied with their jobs, their work output tends to be better.
10. **Work Environment**, if the work environment is able to create a comfortable and calm atmosphere for its employees, it will create conducive working conditions, so that it can improve employee performance because they can work without interruption.
11. **Loyalty**, employee loyalty to the company, can maintain work continuity without being affected by temptations from other companies (competitors). This loyalty encourages employees to continue to improve their performance by feeling that the company is their own (belongingness), and in the end, this loyalty can affect performance.
12. **Commitment**, employees' willingness to comply with company policies or rules at work encourages employees to try to work well and feel responsible if they cannot fulfill these promises or agreements, which in turn affects performance.
13. **Work Discipline**, employees efforts to perform their duties conscientiously, including punctual attendance at work.

Based on the description above, it can be explained that employee performance is influenced by 2 (two) main factors, namely internal factors (including: nature, personality, motivation, ability, knowledge, loyalty, commitment, satisfaction) and external factors (including: job design, job design, work environment, culture, leadership, appreciation). Where these factors play a role in shaping the performance of an employee in carrying out their duties and responsibilities in the work environment.

Performance Measurement System (HR Scorecard)

According to Maydianto et al., (2021) a system is a network of work processes that are interrelated and come together to achieve a goal and carry out activities. Meanwhile, according to Nistrina et al., (2021) a system is a series consisting of two or more components that are interconnected and interact with each other to achieve goals. Ariana (2024: 111) says that a system is a set of elements (elements / activities / procedures) that are integrated and cooperate with each other). So that from the above understanding it is concluded that the system is a set of elements including processes, elements, activities, procedures that are interrelated with each other to achieve goals. According to Abdullah (2016: 4) that there are 3 (three) words that have similar meanings in performance management, namely performance evaluation, performance assessment and performance measurement. Abdullah (2016: 165) also said that designing a performance measurement system requires a suitable model and is able to measure the overall performance of the organization itself. Not all performance measurement models can be used to measure performance, but it really depends on the situation and conditions of each organization. Wibowo (in Riyanto et al., 2022) explains that performance measurement or assessment needs to be carried

out to determine whether during the implementation of the performance there is a deviation from the predetermined plan or whether the performance can be carried out in accordance with the specified time schedule or whether the performance results have been achieved as expected. Gary Dessler (in Riyanto et al., 2022) states that performance appraisal is a systematic effort to compare what a person achieves compared to existing standards. The goal is to encourage a person's performance to be above average. Based on the above views, it can be concluded that the performance measurement system is a formal system used to measure performance (employee / function / organization) whether the performance results are achieved in accordance with what is expected and has an impact on the achievement of predetermined goals.

Abdullah (2016: 165) presents several examples of models that can be considered in designing a performance measurement system

1. Balance Scorecard Model (BSC)

This model was introduced by Robert S Kaplan (2016) from Harvard Business School, and David P Norton from KPMG Public Accounting Firm (United States). BSC consists of 2 (two) words, namely Scorecard and Balanced. The word balanced is intended to show that performance can be measured in a balanced manner from 2 (two) perspectives, namely financial and non-financial perspectives for both the short and long term. It is concluded that a comprehensive measure of performance is needed, namely the financial perspective, consumer perspective, process perspective and learning and growth perspective.

2. Human Resource Scorecard

Human factors play an important role in the creation of organizational values. Therefore, to find out to what extent the contribution of HR in driving the achievement of organizational performance is required to be measured through a measurement concept called HR Scorecard. The role of strategic HR for value creation for the organization can be developed from 3 (three) dimensions of the company's HR architecture which includes HR functions, HR systems and employee behavior.

3. IPMS (Integrated Performance Measurement System)

This model was introduced by the center for strategic manufacturing, from the University of Strathclyde Glasgow in the UK. The purpose of the IPMS model is to make the performance measurement system more accurate, detailed, effective and efficient. IPMS makes stakeholder desires the starting point in designing its performance measurement system.

4. Performance Prism Model

This model is also known as the Cambridge University Model introduced by Neely. This model emphasizes using product groups as the basis for identifying Key Performance Indicators.

5. SCM (Supply Chain Management) Model

This model is a unity of production processes and activities starting from raw materials obtained from suppliers, the process of adding production value that converts raw materials into finished goods, the process of storing inventory of goods to retailers and consumers in order to increase customer satisfaction.

6. AHP (Analytical Hierarchy Process) Model

This model requires a performance measurement structure consisting of several perspectives, metric groups and KPIs and how they are related. The AHP model is used for decision making and as a tool for weighting. The results of weighting with the AHP method will produce performance weights on perspectives, metric groups and KPIs.

According to Armstrong (2006: 2) defines that HRM (Human Resource Management) is "a strategic and coherent approach to the management of an organization's most valued assets, the people working there who individually and collectively contribute to the achievement of its objectives", which can be interpreted that HRM is a strategic and coherent approach to the management of an organization's most valuable assets, namely humans who work individually and collectively contribute to the achievement of goals. Meanwhile, HCM (Human Capital Management) is "an approach to obtaining, analyzing and reporting on data which informs the direction of value adding people management strategic investment and operational decisions at corporate level and at the level of front line management", which can be interpreted that HCM is an approach to obtaining, analyzing and reporting data that provides information on how HR management provides added value, strategic investment and operational decisions at the corporate level and at the level of front line management. (Armstrong, 2006: 2). Based on the description above, it can be explained the critical strategic role of human resources to achieve the company's vision and mission, so that the HR Scorecard performance measurement system approach model is used in this study, to measure the impact of HR architecture in encouraging productive behavior which ultimately impacts employee and company performance.

Reward

Armstrong (2006: 644) explains that reward strategy is defining what the organization wants to do in the long term to develop and implement policies, practices and reward processes that will encourage the achievement of company goals and meet the needs of stakeholders. Aguinis (2019: 299) explains that a reward is something that can increase the frequency of employee actions. In other words, when an employee is rewarded, it increases the chance that certain behaviors will be repeated or that the employee will engage in new behaviors and produce better results. Abdullah & Hegwisi (2017: 90) defines rewards or rewards as rewards, gifts, rewards given to employees as a logical consequence of the performance they have given to the company or organization in order to motivate these employees to continue to improve performance in the future. According to Daryanto et al (2022: 171) states that rewards are rewards, gifts, rewards that aim to make someone become even more active in their efforts to improve or improve the performance that has been achieved. Furthermore, Daryanto (2022: 173) states that the reward system is created or directed to attract, retain and motivate employee performance. Meanwhile, Fahmi (in Ferdinan, 2021) explains that appreciation or better known as compensation is the provision of compensation paid to each individual employee as an appreciation for the achievements that have been achieved, both material and non-material

forms. Based on the above definition, the researcher concludes that rewards or rewards or compensation are rewards, gifts, rewards in both material and non-material forms given by the company to employees for the work given.

Aguinis (2019: 278) explains that the reward system is a process for distributing financial and non-financial rewards as part of the employment relationship. Where financial and non-financial rewards can be grouped as follows:

- Financial Rewards: Cash compensation (basic salary, cost of living, salary increases, short-term incentives and long-term incentives) and benefits (income insurance, work-life balance, course reimbursement and allowances).
- Non-Financial Rewards: recognition and status, job continuity, work challenges, learning opportunities.

Armstrong (2006:633) explains the total reward model into 4 (four) quadrants, namely individual or collective and tangible or intangible

1. Individual and Tangible (Pay) : basic salary, bonus, incentives, shares, profit sharing
2. Collective and Tangible (Benefit): pension, vacation, health, perks, flexibility.
3. Individual and Intangible (Learning): learning, career planning
4. Collective and Intangible (Work Environment): company values, leadership, rewards, job design, work life balance.

According to Abdullah & Hegwisi (2017: 91) rewards consist of 2 (two) types, namely

1. Extrinsic Rewards

The reward comes from work, not part of the job, such as salary, bonuses, benefits, recognition or status, promotion.

2. Intrinsic Rewards

The company gives workers the authority to make their own decisions that are considered important in achieving company targets, so that rewards are part of the job itself, such as providing opportunities for workers to complete tasks and achieve certain goals, providing autonomy that will allow workers to take the best actions, growth opportunities (expanding abilities and work skills).

Total Compensation Framework according to Tower Watson (human resource development consultant), that Total Compensation (Reward) includes 3 (three) elements as follows

1. Foundational Reward which can consist of base pay, health care, retirement plan, perquisites, employee loans, allowances, time off.
2. Performance Based Reward which can consist of merit increase, performance bonus, merit promotion, recognition, long term incentives (ESOP - Employee Stock Option).
3. Career and Environment Reward which can consist of training & development, flexible work arrangement, casual attire, scholarship, promotion, movement, and so on.

Employee Engagement

Schaufeli & Bakker in Febriansyah & Henndy Ginting (2020: 20) describe employee engagement as a positive statement of mind or a positive motivational state and fulfillment related to work and a pleasant experience for employees. Shuck & Wollard in Febriansyah & Henndy Ginting (2020: 8) state the definition of employee engagement as a cognitive, emotional, and behavioral condition of employees dedicated to the interests of achieving company performance. Meanwhile, according to Baumruk & Shaw in Febriansyah & Henndy Ginting (2020: 8), employee engagement is an intellectual and emotional commitment to the organization. Meanwhile, (Albrecht, 2010: 35) states that employee engagement is a state of employees who are directly psychologically involved with work, employees are physically, cognitively, and emotionally involved while showing performance at work. Based on the definitions described above, the researcher concludes that employee engagement is a form of comprehensive individual involvement in work, both physically, cognitively, emotionally in order to realize the company's vision.

Schaufeli & Bakker (2004) in Febriansyah & Henndy Ginting (2020: 20) explain that there are 3 (three) aspects of the formation of employee engagement, namely

1. Vigor: The level of energy and mental resilience a person has while working. It also shows the willingness of employees to make great efforts in completing work, not easily tired and diligent in doing work.
2. Dedication: Employees' feelings of enthusiasm at work, pride in their work, and feeling inspired and challenged at work.
3. Absorbtion: The state of the employee is totally absorbed, feels happy doing job and finds it difficult to escape from work.

Three common behaviors of consistently engaged employees based on Aon Hewitt's Model of Engagement, in Febriansyah & Henndy Ginting (2020)

1. SAY which means always speak positively about the company to coworkers, prospective employees and customers.
2. STAY can be interpreted where employees have a strong sense of belonging and desire to be part of the company.
3. STRIVE is a condition where employees are motivated and exert power and effort towards success in carrying out their work for the company.

According to Mone et al (2018) employee engagement has 5 (five) indicators

1. Involvement

Feeling engaged, challenged by work, eager to do their best and feeling good about the future

2. Commitment

Feels committed to a long-term career with the company and to its success, consistently working with a high level of focus and energy.

3. Meaningfulness

Finding meaningful work and understanding how to contribute to the company's success

4. Empowerment

Feel empowered to do the job, have the resources to do the job effectively, have a structured job

5. Manager Support

Believing that the manager cares about the work and appreciates when doing a good job so as to feel valued for the contribution.

6. Loyalty

Intend to stay with the company, proud to work for the company and willing to recommend the company as a place to work.

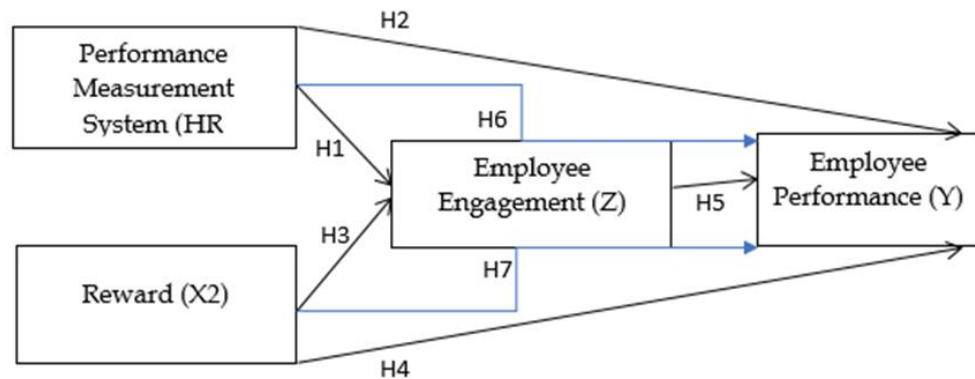


Figure 1. Conceptual Framework

Hypothesis

1. H1 : Performance Measurement System (HR Scorecard) will have a significant effect on Employee Engagement of PT Bank ABC Jakarta Area employees.
2. H2 : Performance Measurement System (HR Scorecard) will have a significant effect on Employee Performance of PT Bank ABC Jakarta Area.
3. H3 : Job Appreciation will have a significant effect on Employee Engagement of PT Bank ABC Jakarta Area Employees.
4. H4 : Job Appreciation will have a significant effect on Employee Performance of PT Bank ABC Jakarta Area
5. H5 : Employee Engagement will have a significant effect on Employee Performance of PT Bank ABC Jakarta Area.
6. H6 : Performance Measurement System (HR Scorecard) through employee engagement will have a significant effect on Employee Performance of PT Bank ABC Jakarta Area.
7. H7 : Work appreciation through employee engagement will have a significant effect on the performance of employees of PT Bank ABC Jakarta Area.

METHODOLOGY

In this study, researchers used quantitative methods with a descriptive approach. In descriptive analysis, the facts are presented systematically to facilitate understanding and drawing conclusions. According to Sugiyono (2022: 16) that the quantitative approach is research based on the philosophy of positivism to examine certain populations or samples and random sampling with data collection using instruments, data analysis is statistical. In this study, employee performance (Y) as the affected variable (Dependent Variable), HR Scorecard performance measurement system (X1) and work appreciation (X2) as the influencing variable (Independent Variable), employee engagement (Z) as an intermediate variable (Intervening). the unit of analysis in this study were employees of PT Bank ABC Jakarta Area. According to (Sugiyono, 2022: 126), that population is a generalization area consisting of objects / subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions, the population that will be used in this study are employees of PT Bank ABC Jakarta Area, consisting of Funding Marketers, Lending Marketers and Team Support (Back Office). The sampling technique used in this study is Probability Sampling dispropotionate stratified random sampling, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. (Sugiono, 2022: 83). Based on the population data of PT Bank ABC Jakarta Area employees totaling 383 employees. By applying an error tolerance in Slovin's calculation of 5%, the sample calculation using the Slovin formula obtained a sample size of 196 samples. the data collection method used is the questionnaire method, according to (Sugiyono, 2022: 199), that a questionnaire or questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Researchers use a Likert scale, with a Likert scale, the variables to be measured are translated into variable indicators. Data processing in this study used smartPLS SEM software.

Table 4. Research Object

Criteria	Description	Total	
Gender	Male	81	41,33%
	Female	115	58,67%
	Total	196	100,00%
Position	Back Office	133	67,86%
	Funding Focus	51	26,02%
	Lending Focus	12	6,12%
	Total	196	100,00%
Position	Staff	122	62,24%
	Kasie officer or Equivalent	24	12,24%
	Head officer or Equivalent	23	11,73%
	Above Head officer	27	13,78%
	Total	196	100,00%
Branch	Jakarta Branch 1	6	3,06%

	Jakarta Branch 2	0	0,00%
	Jakarta Branch 3	2	1,02%
	Jakarta Branch 4	4	2,04%
	Jakarta Branch 5	2	1,02%
	Jakarta Branch 6	1	0,51%
	Jakarta Branch 7	5	2,55%
	Jakarta Branch 8	3	1,53%
	Jakarta Branch 9	1	0,51%
	Jakarta Branch 10	2	1,02%
	Jakarta Branch 11	2	1,02%
	Jakarta Branch 12	3	1,53%
	Jakarta Branch 13	4	2,04%
	Jakarta Branch 14	2	1,02%
	Jakarta Branch 15	0	0,00%
	Jakarta Branch 16	2	1,02%
	Jakarta Branch 17	36	18,37%
	Jakarta Branch 18	2	1,02%
	Jakarta Branch 19	3	1,53%
	Jakarta Branch 20	4	2,04%
	Jakarta Branch 21	2	1,02%
	Jakarta Branch 22	4	2,04%
	Jakarta Branch 23	1	0,51%
	Jakarta Branch 24	2	1,02%
	Jakarta Branch 25	1	0,51%
	Jakarta Branch 26	1	0,51%
	Jakarta Branch 27	5	2,55%
	Jakarta Branch 28	2	1,02%
	Jakarta Branch 29	2	1,02%
	Jakarta Branch 30	2	1,02%
	Jakarta Branch 31	2	1,02%
	Other Branch	88	44,90%
	Total	196	100,00%
Length of Service	< 1 year	26	13,27%
	1 - 3 years	28	14,29%
	3 - 5 years	27	13,78%
	> 5 years	115	58,67%
	Total	196	100,00%
Age	< 24 years	15	7,65%
	25 - 43 years old	137	69,90%
	> 44 years	44	22,45%
	Total	196	100,00%

RESULTS

Convergent Validity

Convergent validity measures the extent to which indicators are closely related to the same construct. Indicators must have a loading value ≥ 0.708 (Hair et al., 2021).

Table 5. Outer Loading

	Employee Performance	Employee Engagement	Reward	Performance Measurement System
X1.10				0,827
X1.11				0,753
X1.12				0,843
X1.13				0,887
X1.14				0,796
X1.15				0,770
X1.16				0,835
X1.2				0,763
X1.3				0,799
X1.4				0,840
X1.5				0,849
X1.6				0,790
X1.7				0,795
X1.8				0,827
X1.9				0,814
X2.1			0,759	
X2.12			0,719	
X2.13			0,777	
X2.14			0,792	
X2.2			0,766	
X2.21			0,759	
X2.22			0,730	
X2.23			0,720	
X2.24			0,702	
X2.26			0,721	
X2.4			0,736	
X2.5			0,752	
X2.6			0,791	
X2.7			0,838	
X2.8			0,790	
X2.9			0,780	
Y1	0,751			
Y10	0,743			
Y11	0,828			
Y12	0,822			
Y2	0,799			
Y3	0,759			
Y4	0,801			
Y5	0,774			
Y6	0,743			

Y7	0,792			
Y8	0,845			
Y9	0,783			
Z10		0,770		
Z12		0,723		
Z4		0,833		
Z5		0,811		
Z6		0,844		
Z7		0,789		

All Indicators have a high loading value (>0.708) and have met the validity criteria

Discriminant Validity

Discriminant validity ensures that each construct is empirically distinct from other constructs in the model.

Table 6. Fornell Larcker Criterion

	Employee Performance	Employee Engagement	Reward	Performance Measurement System
Employee Performance	0,787			
Employee Engagement	0,628	0,796		
Reward	0,480	0,762	0,789	
Performance Measurement System	0,548	0,691	0,798	0,813

The results of evaluating discriminant validity using the Fornell-Larcker Criterion show that all constructs in this study meet the requirements of discriminant validity. This criterion is met when the square root of the Average Variance Extracted (AVE) of each construct (diagonal value) is greater than the correlation between other constructs (off-diagonal value).

Table 7. Heterotrait-Monotrait Ratio

	Employee Performance	Employee Engagement	Reward	Performance Measurement System
Employee Performance				
Employee Engagement	0,678			
Reward	0,489	0,818		
Performance Measurement System	0,550	0,727	0,822	

Based on the HTMT criteria, all ratio values in this study are below the conservative threshold of 0.85, which indicates the fulfillment of discriminant validity requirements.

Construct Reliability

Reliability measures the internal consistency of indicators in measuring a construct.

Table 8. Construct Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0,944	0,948	0,951	0,620
Employee Engagement	0,884	0,886	0,912	0,634
Reward	0,951	0,953	0,956	0,576
Performance Measurement System	0,964	0,968	0,967	0,661

All constructs show very satisfactory reliability (CR > 0.7 and α > 0.7 for all constructs) supported by adequate AVE (>0.5) so that the constructs have been proven to be measured reliably and valid.

R-Square

R² measures the proportion of variance in the dependent variable explained by the independent variable

Table 9. R-Square

	R Square	R Square Adjusted
Employee Performance	0,532	0,523
Employee Engagement	0,600	0,596

Employee performance (R² = 0.532) means the model is able to explain 53.2% of the variance in employee performance including in the moderate predictive power category. Employee Engagement (R² = 0.600) means the model explains 60.0% of the variance in employee engagement including in the moderate-strong predictive power category.

F-Square

F² measures the relative contribution of an independent variable to the dependent variable R²

Table 10. F-Square

	Employee Performance	Employee Engagement	Reward	Performance Measurement System
Employee Performance				
Employee Engagement	0,222			
Reward	0,171	0,306		
Performance Measurement System	0,165	0,147		

Measurement System				
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Employee engagement ($f^2 = 0.222$) is included in the medium effect, Work appreciation ($f^2 = 0.171$) is included in the medium effect, Work appreciation ($f^2 = 0.306$) is included in the medium-approaching large effect, Performance measurement system ($f^2 = 0.147$) is included in the small-medium effect.

Q-Square

Q^2 assesses the predictive ability of the model using the blindfolding technique

Table 11. Q-Square

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Performance	2352,000	1317,775	0,440
Employee Engagement	1176,000	708,430	0,398
Reward	3136,000	1809,227	0,423
Performance Measurement System	2940,000	1504,261	0,488

All $Q^2 > 0.35$ confirm the model is fit for prediction, the consistently high Q^2 values (>0.35) for all constructs indicate that the model is robust to sample variation

Hypothesis Test

Table 12. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Employee Performance	0,561	0,579	0,094	5,956	0,000
Job Appreciation -> Employee Performance	0,207	0,217	0,121	3,713	0,015
Rewards -> Employee Engagement	0,580	0,585	0,107	5,426	0,000
Performance Measurement System -> Employee Performance	0,326	0,321	0,095	3,427	0,001
Performance Measurement System -> Employee Engagement	0,228	0,230	0,099	2,300	0,023
Rewards -> Employee Engagement -> Employee Performance	0,326	0,337	0,077	4,238	0,000
Performance Measurement System -> Employee Engagement -> Employee Performance	0,128	0,134	0,065	1,983	0,049

DISCUSSION

Effect of Performance Measurement System on Employee Engagement

Performance measurement system has a significant influence on employee engagement, with a positive coefficient of 0.228, t-statistic $2.300 > 1.96$, and p-value $0.023 < 0.05$. Employees who feel the work evaluation system is objective, fair, and measurable, tend to have higher engagement in the work process. (H1 accepted). At BANK ABC are Jakarta, employees who feel that their contributions are assessed based on clear work parameters (such as the level of transaction accuracy, quality of customer service, or speed of process completion) are more confident and encouraged to work optimally because they feel objectively valued.

Effect of Performance Measurement System on Employee Performance

The coefficient of the relationship between the performance measurement system and employee performance is positive at 0.326, t-statistic $3.427 > 1.96$, p-value $0.001 < 0.05$, indicating a significant effect. This means that employees are more motivated and directed in their work when the performance measurement system is structured transparently, accurately, and fairly. (H2 accepted). At BANK ABC Jakarta Area, the implementation of measurable Key Performance Indicator (KPI) and the integration of e-performance system make it easier for employees to monitor and evaluate their own achievements. This motivates them to work more effectively and efficiently, and maintain consistent service quality and administrative accuracy.

The Effect of Rewards on Employee Engagement

The relationship between rewards and employee engagement shows a positive coefficient of 0.580, t-statistic of $5.426 > 1.96$, and p-value of $0.000 < 0.05$, which is significant. This indicates that rewards have an important impact on improving employee engagement. (H3 accepted). Employees of PT BANK ABC Jakarta area who receive appreciation for their contributions will feel more valued emotionally and professionally. This sense of appreciation triggers commitment to the role and encourages deeper engagement at work, including willingness to take on more responsibility, support the team, and participate in the development of work systems.

The Effect of Rewards on Employee Performance

The path coefficient of rewards on employee performance is positive at 0.207, with a t-statistic of $3.713 > 1.96$ and a p-value of $0.015 < 0.05$, indicating a significant direct effect. This reinforces that reward systems-both financial in nature such as bonuses, and non-financial in nature such as recognition and promotion opportunities-influence job performance. (H4 accepted). At BANK ABC in the Jakarta area, employees who received monthly rewards for achieving KPIs or rewards for discipline and work initiatives showed higher levels of satisfaction and loyalty. They are more encouraged to maintain or improve their performance achievements as a positive response to organizational treatment.

Effect of Employee Engagement on Employee Performance

The results of the analysis show that employee engagement has a positive and significant effect on employee performance, with a positive coefficient of 0.561, t-statistic $5.956 > 1.96$, and p-value $0.000 < 0.05$. This shows that emotional, cognitive, and behavioral employee engagement in the organization is a determining factor for work success. (H5 accepted). PT BANK ABC Jakarta Area, employee

engagement is reflected in the enthusiasm of employees in handling customer service, maintaining accuracy in the transaction process, and involvement in internal work programs such as compliance training, digitization projects, and social activities. Employees who feel engaged not only work to meet targets, but also feel part of the organization's success. They work more consistently, cooperatively, and take responsibility for their work.

Mediation of Employee Engagement on the Effect of Performance Measurement System on Performance

The effect of performance measurement system on performance through employee engagement is also significant with a positive coefficient of 0.128, t-statistic $1.983 > 1.96$, and p-value $0.049 < 0.05$. This indicates that the performance measurement system not only affects work outcomes directly, but also indirectly through increased work engagement. (H6 accepted). Employees of PT BANK ABC Jakarta area who engage in a transparent appraisal system feel more motivated knowing that their hard work is recognized and reflected in an objective evaluation. The engagement that grows from this evaluation system encourages greater initiative and responsibility towards their work.

Mediation of Employee Engagement on the Effect of Rewards on Performance

The positive indirect effect coefficient value of 0.326, t-statistic $4.238 > 1.96$, and p-value $0.000 < 0.05$ indicate that employee engagement significantly mediates the effect of rewards on performance. This means that the rewards given by the company will be more effective in improving performance if they are able to build employee engagement emotionally and professionally. (H7 accepted). At BANK ABC in the Jakarta area, rewards such as "Employee of the Month" or promotion recommendations make employees feel they have more value in the organization. This reinforces a sense of belonging to their duties and responsibilities, which in turn affects voluntary performance improvement.

CONCLUSIONS

The Better Performance Measurement System the Higher Employee Engagement

The results of this study prove that a good evaluation system is not only a control tool, but also a psychological reinforcement tool for employees. Employees will feel more engaged if they are treated fairly, including in the job evaluation system. In PT BANK ABC Jakarta area, clarity of evaluation indicators, transparency of scores, and communication of feedback from superiors have contributed to the emergence of strong engagement, such as loyalty to the work team and initiative in customer service. Fairness in performance measurement is one of the strongest predictors of employee engagement.

The Better Performance Measurement System, The Higher Employee Performance

The results of this study prove that a fair, measurable, and results-based performance evaluation system will increase individual accountability and achievement orientation. At BANK ABC in the Jakarta area, a performance measurement system that combines quantitative (numerical targets) and qualitative (work behavior) assessments is proven to provide clearer work direction. This encourages employees to develop targeted work strategies,

evaluate work results independently, and improve daily work effectiveness. A systematic job evaluation system encourages continuous performance improvement.

The Better Rewards, the Higher Employee Engagement

The results of this study prove that if the organization gives positive value to the individual (in the form of rewards), then the individual will reciprocate with positive behaviors such as engagement and loyalty. Rewards trigger emotional attachment to the organization. Employees of PT BANK ABC Jakarta area who receive rewards regularly tend to feel more connected to their company. They show concern for their work, a desire to contribute, and enthusiasm in facing work challenges.

The Better Reward the Higher Employee Performance

The results of this study prove that recognition is one of the main motivators in encouraging improved work performance. The rewards given within PT BANK ABC Jakarta area in the form of financial incentives, verbal appreciation from superiors, and career opportunities are able to increase employee morale. They feel cared for and appreciated for their contributions, which in turn encourages more consistent target achievement. The right reward will motivate employees to work harder and show loyalty to the organization.

The Higher Employee Engagement the Higher Employee Performance

The results of this study prove that individuals who are emotionally and cognitively engaged in their work will perform higher because they feel their work is meaningful and aligned with their identity. Employees of PT BANK ABC Jakarta area who demonstrate high engagement, for example by consistent attendance, proactively participating in training, and showing concern for customers and tend to have better performance. Engagement increases energy and dedication at work, which has a direct impact on increasing productivity and efficiency.

The Higher Mediating Role of Employee Engagement, the Better Effect of Performance Measurement System on Performance

The results of this study prove that the performance measurement system will have the maximum impact on performance if it also encourages engagement. When employees understand that the appraisal system is objective and relevant, they will feel encouraged to show high engagement, such as correcting work errors, helping colleagues, and actively developing themselves. Engagement built through good evaluation becomes a mechanism for internalizing organizational values, which in turn drives higher work achievement.

The Higher Mediating Role of Employee Engagement, the Better Effect of Rewards on Performance

The results of this study prove that work appreciation will be more effective in improving performance if it is able to create engagement first. This means that appreciation must not only be given materially, but must also be able to touch the emotional and professional aspects of employees. BANK ABC Jakarta area employees who feel "recognized" by the organization will be more motivated and excited at work, resulting in improved performance. Engagement plays a major role as a bridge between organizational resources and work results

RECOMMENDATIONS

In the performance measurement system variable, the indicator with a relatively lower average score, although still in the "Agree" category, is X1.3 (Competitive rewards in the labor market) with a value of 3.76. This may indicate that some employees feel that the compensation packages they receive are not fully comparable to those offered in the market, although the internal reward system is still considered fair. This may indicate that some employees feel that the compensation packages they receive are not fully comparable to those offered in the market, although the internal reward system is still considered fair and motivating. Strategic advice that can be given to the management of PT BANK ABC Jakarta Area to overcome this issue is to benchmark compensation regularly, review and revise non-financial components as additional compensation, communicate the structure and reasons for rewards transparently.

In the reward variable, indicators with low average scores but still in the "Agree" to "Neutral" category are: X2.19 (Salary competes in the market) - 3.29; X2.20 (Salary according to job demands) - 3.36; X2.23 (Benefits compete with comparable companies) - 3.26; X2.24 (Benefits according to job demands) - 3.36. This value shows that financial compensation - both in the form of salary and benefits - is still a fairly sensitive issue. Many employees feel that the level of salary and benefits received is not fully commensurate with the workload or demands faced, nor when compared to industry standards. This is a crucial aspect that management needs to pay attention to, as it can have an impact on job satisfaction and employee retention in the long run. Strategic advice that can be given to the management of PT BANK ABC Jakarta Area to overcome this issue is to conduct a comprehensive compensation audit and external benchmarking, develop a gradual adjustment strategy, review and optimize non-salary benefit schemes.

In the employee engagement variable, indicators that have relatively lower scores, although still in the "Agree" category: Z11 (I recommend my work to others) - 3.73; Z8 (I am involved in decision-making processes that affect my work) - 3.87; Z7 (I have the opportunity to make changes) - 4.01. These values indicate that employee participation in strategic or operational decision-making is not yet fully equitable, and there is still room for improvement in terms of empowerment and involvement. Strategic advice that can be given to the management of PT BANK ABC Jakarta Area to overcome this issue is to involve employees in strategic projects or initiatives, implement the principle of "bottom-up management" on a limited scale, provide empowerment and micro-leadership training.

In the employee performance variable, indicators with slightly lower values but still in the high category are: Y7 (Applying situational methods to achieve job objectives) - 4.24; Y12 (Mobilizing all ideas and thoughts to achieve targets) - 4.33; Y3 and Y4 (Efforts to achieve or exceed targets) - 4.37. These values reflect that while some respondents show a strong commitment to achieving targets, the development of ideas and a situational approach can still be improved. This could be a reflection of differences in ability to deal with dynamic work challenges, as well as the need for organizational support in terms of work flexibility and space for innovation. Strategic advice that can be given to the management of PT BANK ABC Jakarta Area to overcome this issue is to facilitate training in "adaptive

thinking" and problem solving, build a culture of innovation through internal ideation programs, form "learning circles" or communities of practice between teams.

FURTHER STUDY

This research was limited to employees of PT BANK ABC Jakarta Area, so generalization of the results to other organizations, different industry sectors, or other geographical areas needs to be done with caution. Each institution has unique work culture dynamics, performance management systems, and reward policies, so further research is needed to ensure the suitability of the model in a broader context.

The method used in this research is a pure quantitative approach with a questionnaire instrument. Although able to statistically describe the relationship between variables, this approach has not delved deeply into the subjective meanings and personal experiences of employees regarding engagement, appreciation, or perceptions of the evaluation system. Therefore, a combination with qualitative approaches in the future will enrich the understanding.

Data is collected through self-report questionnaires, which potentially contain perceptual biases, such as social desirability bias (respondents answer according to social expectations) or other cognitive biases. Employee performance reported in the questionnaire has not been objectively validated. To be more accurate, future research is recommended to use or incorporate objective performance data from the organization.

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