

The Effect of Human Resources Audits and *Employee Engagement* on Employee Performance



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ABSTRACT: Engaged employees will tend to give their best performance and do their work optimally to achieve the Company's goals. This research aims to analyze the influence of Human Resources Audit and *Employee Engagement* on employee performance at PT.Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City. The research method used is a quantitative research method, using descriptive statistical analysis and multiple linear regression analysis. The population in this study was 100 respondents. The sample used is a saturated sample. The results of data processing using SPSS 25 show that the Human Resources audit and *Employee Engagement* has a significant effect on employee performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City, South Sumatera, Indonesia

KEYWORDS: Human Resource Audits, Employee Engagement, and Employee Performance.

I. INTRODUCTION

One important factor that cannot be separated from the performance of an organization, both institutions and companies, is human resources, human resources are considered to have the most potential in providing a company's competitive advantage regarding its management (Fisher, Schoenfeldt, & Shaw, 2006). Without quality human resources, it will be difficult for a company to achieve its stated organizational goals. In a company or agency, the function of maintaining human resources must run well, so that employees also have good performance (Sutiyadi, 2017) Employee performance is called *Job Performance* or *Work Performance*, because performance is the real behavior displayed by each employee as the resulting work achievement. A dynamic company will always increase its productivity through consistency in producing the best performance and maintaining the company's competitive advantages, so a human resources audit is needed.

Human Resources Audit is a type of management audit carried out to ensure that various human resource activities are running according to plan economically, efficiently and effectively. Human resource planning is very important in a company. With human resource planning, compatibility between employees and their jobs can be ensured, and human resource planning is carried out to achieve optimal and appropriate use of human resources.

Other factors that influence employee performance, namely *employee engagement*. According to (Susan, 2023:215) suggests that *Employee Engagement* can be interpreted as active employee involvement which includes cognitive, emotional, psychological aspects, such as commitment, loyalty, organizational identity, positive energy, and so on. One of the problems in employee engagement in employees is burnout, which is a phenomenon that arises when employees no longer have an emotional attachment to their work and company, because burnout is a negative feeling where employees withdraw from the company which causes a decrease in employee performance, so that the results are unsatisfactory, if this continues it can cause employees to resign. (Sthepanie, 2022).

Based on the results of a preliminary survey conducted by researchers with Division employees *Finance and Human Resource*, PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Ega, (2023) said there was a lack of communication between employees so that there was often miscommunication within the team, as well as a lack of enthusiasm to work beyond their usual work.

Edwin, (2023) employee in the personnel department of PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, also said that the company has indeed moved with a digitalized system following the times, but along with this, it requires the company to always upgrade employee work standards and the rules that have been set, which also requires employees to always be ready to accept changes that occur periodically and requires them to always upgrade their skills and knowledge in working according to

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the standards and rules that have been set.

Based on previous research results, Fitrilia & Widwi (2023:233), Jihan (2020:04) and Fery & Amin (2022:401) stated that human resource audits have a significant effect on employee performance. However, this is different from research conducted by Redy et al., (2020:97) which stated that human resource audits do not have a significant effect on employee performance.

The research results of Andrian, (2022:270-271), Biyanto & Siti, (2019:145), Elida & Ranthy, (2021), and Hari & Andi, (2020:13), which show that *employee engagement* has a significant effect on employee performance. This is different from research conducted by Shindie et.al., (2015:702) which shows that *employee engagement* does not have a significant effect on employee performance.

This research aims to analyze the influence of Human Resources Audit and *Employee Engagement* on Employee Performance at PT.Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City.

II. LITERATURE REVIEW

A. The Effect of Human Resources Audits on Employee Performance

The purpose of a human resources audit is to ensure that personnel management is in line with the company's strategy Lathifaturahmah et al., (2023:27-28). Human resources audits can provide a comprehensive picture of current HR, Resource and Management practices and identify opportunities and strategies to make them happen. Audits can evaluate the performance of HR operations, and provide insight into the quality of HR operations in departments with a focus on improvement. The importance of human resource audits is because humans are the resource that most determines direction and change in the company. Human resources require an audit to examine the function of HR in fulfilling the principles of suitability, effectiveness and efficiency in practice to support the achievement of goals and objectives. Human resource audits emphasize the assessment (evaluation) of various HR activities that occur in the company in order to ascertain whether these activities have been carried out economically, efficiently, effectively in achieving their objectives as well as providing recommendations for improvements to various deficiencies that still occur in the audited HR activities to improve the performance of the program or activity. (Samsudin et al., 2023:123-124)

Based on research from Fitrilia & Widwi, (2023:233) the results of this research also state that Human Resource Management Audits have a positive and significant influence on employee performance so that the hypothesis is accepted. Fery & Amin, (2022:401) Based on the results and discussion of the research that has been presented, it can be concluded that human resource audits have a positive and significant influence on performance. Jihan, (2020:04) also stated that the results of his research showed that Human Resource Management Audits had a positive and significant effect on employee performance.

This is different from research conducted by Purba et al., (2017:95), Hardjono & Hasea, (2016:14), and Redy et al., (2020:97). Based on the research results and discussion, the conclusion is drawn that Human Resources Audits do not have a significant effect on employee performance.

H1: Human Resources Audits Have a Significant Influence on Employee Performance

B. The Effect of Employee Engagement on Employee Performance

Employee Engagement can also mean how to encourage employees to their best performance so that they can make maximum contributions to the company. Employee Engagement does not only apply to employees with potential to increase their productivity, but also applies to employees who are classified as having medium or low potential, where they can work to the best of their ability to increase customer satisfaction, company reputation, and create value for parties related to the Company. Hary & Henndy, (2020:04).

Employee Engagement is a benchmark in measuring the closeness of the relationship between employees and the company. High Employee Engagement will certainly have an impact on productivity, company profits, customer satisfaction, company efficiency, reducing employee turnover, work accidents and employee complaints. Contribution to the company will be maximum if employees have high engagement with the company. In this case, if employees do not have high engagement, it is certain that the company's goals will not be achieved. Because poor employee performance affects company performance. (Teguh & Tri, 2023:03-04)

Based on the results of research conducted by Biyanto & Siti, (2019: 145) that Employee Engagement at DSITD IPB is in the good category, the vigor, dedication and absorption elements of the employee engagement variable are all in the good category. Andrian, (2022:270-271) said that the results of partial data analysis stated that the Employee Engagement variable had a significant effect on the performance of PT employees. Suryabumi Agrolanggeng. When employees feel satisfied and motivated, they will care, feel ownership, or dedicate themselves to the organization to the maximum and work as a team to improve performance for the organization.

According to Elida & Ranthy, (2021:128) This research has proven that employee engagement has an influence on employee

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performance at PT Cogindo Daya Bersama PLTU Pelabuhan Ratu in the Operations Department. This means that the more employees are attached to the company or the higher employee engagement, the higher employee performance will be. Hari & Andi, (2020:13) argue that there is an influence of employee engagement on the performance of PT employees. MK. Employee engagement will improve PT's performance. MK so that employee engagement behavior needs to be improved and maintained.

However, this is different from research conducted by Mayriza, (2021:576), Tri & Asmanita, (2020:74), and Shindie et al., (2015:702) which shows that employee engagement does not have a significant effect on employee performance.

H2: Employee Engagement Significant Influence on Employee Performance

III. METODELOGY

The method used in this research is a quantitative method. The research population is employees in the engineering division, operational division and division *finance and human resource* PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, totaling 100 respondents, using a saturated sample. The data used in this research is primary data, data collection methods use interviews and questionnaires. The data analysis technique used is multiple regression analysis using SPSS version 25. The framework used in this research is as shown in the following picture:

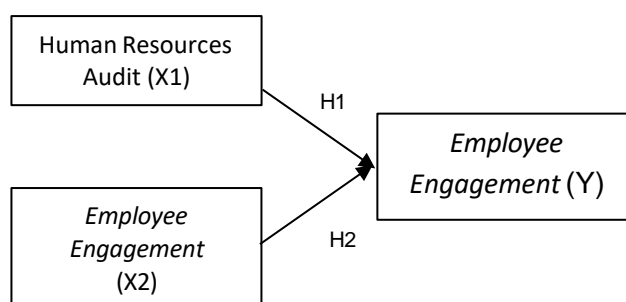


Figure 1. Framework of thought
Source: Author's Processed Results (2024)

IV. RESULTS AND DISCUSSION

Table 1. Descriptive Analysis

Descriptive	Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Human Resources Audit	94	26	45	36.84	3.517
Employee Engagement	94	45	75	62.40	4.882
Employee performance	94	45	75	60.84	4.963
Valid N (listwise)	94				

Source: Data processing, 2024

Based on table I, it can be concluded that the Human Resources Audit Variable (X1) has an average value of 36.84 with a standard deviation of 3,517. Then Variables *Employee Engagement* (X2) the average value is 62.40, with a standard deviation of 4,882. And the Employee Performance Variable (Y) has an average value of 60.84 with a standard deviation of 4,963.

Classical Assumption Test Normality Test

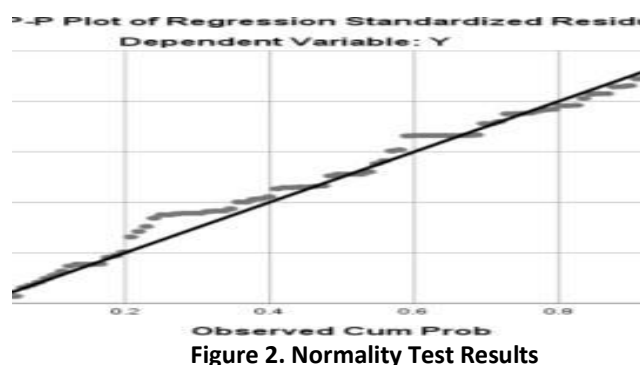


Figure 2. Normality Test Results

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Based on Figure I, it can be concluded that the normal P-Plot graph shows dots following a diagonal line, so the graph shows that the regression model is suitable for use because it meets the normality assumption..

Multicollinearity Test

Table 2. Multicollinearity Test Results

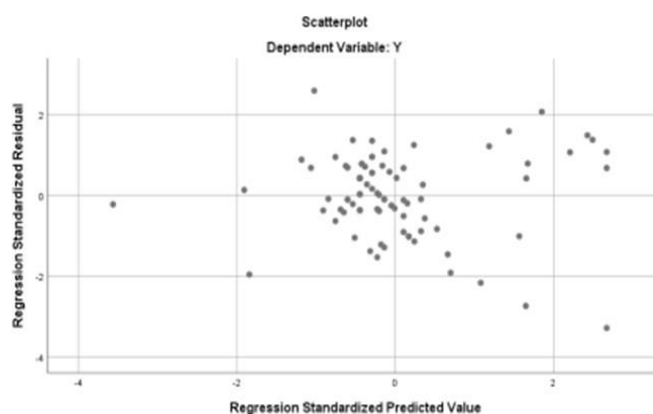
				Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.474	3.402		1.609	.111		
X1		.382	.105	.271	3.625	.000	.500	1.999
X2		.662	.076	.651	8.717	.000	.500	1.999
a. Dependent Variable: Y								

a. Dependent Variable: Y

Source: Data Processing, 2024

Based on Table 2 above, the Tolerance Value for each Variable is >0.10, the VIF value is <10.0, it can be concluded that there is no problem of multicollinearity between the independent variables in this study.

Heteroscedasticity Test



Source: Data processing, 2024

Based on Figure II. Shows that there is no particular pattern, the spreader points are above and below the number 0 on the Y axis, so heteroscedasticity does not occur.

Multiple Linear Regression Test

Table 3. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	5.474	3.402			1.609	.111
	X1	.382	.105	.271		3.625	.000
	X2	.662	.076	.651		8.717	.000

Source: Data Processing, 2024

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Based on table 3. The regression equation used in this research is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 5,474 + 0,382X_1 + 0,662X_2 + e$$

Based on the regression equation above, it explains that:

- A constant value of 5.474 states that if the independent variables are Human Resources Audit and *Employee Engagement* considered constant then Employee Performance is 5.474.
- The regression coefficient value for the Human Resources Audit Variable (X_1) on Employee Performance (Y) is 0.382, indicating that every increase in Human Resources Audit by 1 unit will increase Employee Performance by 0.382 assuming other variables remain constant.
- Regression Coefficient Values for Variables *Employee Engagement* (X_2) on employee performance (Y) of 0.662 indicates that every increase *Employee Engagement* of 1 unit will increase employee performance by 0.662 assuming other variables remain constant.

Coefficient of Determination (R^2)

Table 4. Determination Coefficient

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.864 ^a	.746	.741	2.528		
a. Predictors: (Constant), X2, X1						
b. Dependent Variable: Y						

Source: Data Processing, 2024

Based on table 4. above, it is obtained *R Square* amounting to 0.746, this shows that 74.6% of employee performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City are affected by Human Resources Audit, and *Employee Engagement* while the remaining 23.4% was influenced by other variables outside this research.

Hypothesis test (t test)

Table 5. Hypothesis Test Results (t Test)

Coefficients ^a						
Model		Standardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	5.474	3.402		1.609	.111
	X_1	.382	.105	.271	3.625	.000
	X_2	.662	.076	.651	8.717	.000
a. Dependent Variable: Y						

Source: Data Processing, 2024

Based on table 5, the Human Resources Audit variable has a t count of 3.625 with a significance level of 0.000. Variable *Employee Engagement* has a t count of 8.717 with a significance level of 0.000. The t table value is obtained with degrees of freedom (db) $n-k-1$ or $94-3-1=90$, namely 1.661 and a significance level of 5% or 0.05. Based on the test results in table 5 it can be explained as follows:

- The Human Resources Audit variable obtained a value of $t_{count} > t_{table}$, namely $3.625 > 1.661$ and a significance value of $0.000 < 0.05$. So the first hypothesis states that H_{o1} is rejected and H_{a1} is accepted so that there is a significant influence of Human Resources Audit on Employee Performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City.
- Variable *Employee Engagement* The obtained value of $t_{count} > t_{table}$ is $8.717 > 1.661$ and a significance value of $0.000 < 0.05$. So the first hypothesis states that H_{o2} is rejected and H_{a2} is accepted so that there is a significant influence *Employee Engagement* on Employee Performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City.

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DISCUSSION

The Effect of Human Resources Audits on Employee Performance

Based on the results of the hypothesis test that has been carried out, it shows that Human Resources Audit has a significant effect on Employee Performance. This states that the more influential the Human Resources Audit is, the better the employee's performance will be.

This can be seen from the respondents' responses where employees agree that the influence of Human Resources Audit on employee performance is supported by human resource planning indicators, in this case work needs to be carried out according to predetermined plans and targets so that it influences employee performance. In terms of training and career development indicators, training regarding skills and knowledge in a changing era like now, which does not fully support employee literacy, can affect their performance. Nevertheless, the company continues to carry out training and outreach that is not only limited to technology updates, but also aims to broaden employees' horizons and improve their skills. Then on the indicators for the level of employee satisfaction and employee protection, steps in responding to disasters or related to work safety, especially in section *office* Direct training regarding work safety is rarely carried out, for example training to respond to fire disasters in the office, but companies already have complete SOPs regarding work safety and how employees respond when they are hit by a disaster, which of course has been written down and communicated beforehand.

The results of this research support the statement of Lathifaturahmah et.al., (2023:27-28) and Samsudin et.al., (2023:123-124) who say that the importance of human resource audits is because humans are the resource that most determines direction and change in the company. Human resource audits emphasize the assessment (evaluation) of various human resource activities that occur in the company in order to ascertain whether these activities have been carried out economically, efficiently, effectively in achieving their objectives as well as providing recommendations for improvements to various deficiencies that still occur in the audited human resource activities to improve the performance of the program or activity.

The results of previous research conducted by Fitrilia & Widwi, (2023:233), Fery & Amin, (2022:401), and Jihan, (2020:04) stated that human resource audits have an effect on employee performance. This is because, to improve employee performance at this time it is necessary to carry out management checks on human resources audits periodically. This is to see how the performance of staff and management has improved, resulting in efficient and economical operating conditions, supported by quality, thorough and professional human resources.

However, the results of research conducted by Purba et al., (2017:95), Hardjono & Hasea, (2016:14), and Redy et.al., (2020:97) state that human resource audits have no influence on employee performance. This is because feedback is not implemented on audit results in the human resources function, which affects the level of performance carried out by employees.

Based on the research results, it can be said that the better the results of the company's human resources audit, the higher the employee performance. On the other hand, the worse the human resources audit carried out by the company, the lower the level of employee performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II, Palembang City.

The Effect of Employee Engagement on Employee Performance

Based on the results of the hypothesis test that has been carried out, it shows that *Employee Engagement* has a significant effect on employee performance. This can be seen through responses from respondents who agreed that a sense of emotional attachment to work and the organization does influence feelings of enthusiasm and dedication in providing good performance towards their work.

Influence *Employee Engagement* Employee performance is supported by vigor indicators, where some employees lack the enthusiasm to work more than usual. However, this does not mean that enthusiasm for work has completely disappeared. On indicators *dedication* (dedication) where employees, especially young employees, have high enthusiasm and dedication to the company. A high sense of dedication and pride in the company arises because employees experience recruitment for PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, the process is not easy. Then, on the work environment indicator, where the work environment occupied by employees feels comfortable and safe, and there is employee involvement in decision making. In the indicators of team leadership and co-worker relationships, where the leader and co-workers have a good relationship and respect each other, even though there have been several miscommunications between teammates, this has not affected the performance of each employee. And on the work welfare indicator, where the company provides comfortable and easily accessible facilities, and implements a reward and punishment system for employees.

The results of this research support the statement of Hary & Hendy, (2020:04) and Teguh & Tri, (2023:03-04) who say that Employee Engagement can also mean how to encourage employees to their best performance so that they can make maximum contributions to the company. Employee Engagement is a benchmark in measuring the closeness of the relationship between employees and the company. High Employee Engagement will certainly have an impact on productivity, company profits, customer

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satisfaction, company efficiency, reducing employee turnover, work accidents and employee complaints. In this case, if employees do not have high engagement, it is certain that the company's goals will not be achieved. Because poor employee performance affects company performance.

Previous research conducted by Biyanto & Siti (2019:145), Andrian (2022:270-271), Elida & Ranthy (2021:128), and Hari & Andi (2020:13) stated that Employee Engagement influences employee performance. This is because the more employees are involved in every activity, such as decision making and involvement in work execution, it will increase the performance given by the employee and further increase the employee's attachment to the company.

However, research conducted by Mayriza, (2021:576), Tri & Asmanita, (2020:74), and Shindie et.al., (2015:702) revealed that Employee Engagement has no effect on employee performance. This is due to the company's lack of attention to employee engagement, so that employees do not have a sense of emotional attachment to the company and their work, so this affects the level of Employee Engagement and Employee Performance.

So based on the statement explained above, it can be said that the higher the employee's Employee Engagement, the higher the performance produced by the employee. Vice versa, the less Employee Engagement the employee, the less performance the PT employees provide. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City.

CONCLUSIONS

Based on the research results above, it can be concluded that employee performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II Airport, Palembang City are influenced by human resource audit variables and employee engagement. Human Resources Audit has a significant effect on employee performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II, Palembang City, meaning that the better the results of the Human Resources Audit, the better the performance results provided by employees. Likewise with Variables *Employee Engagement* has a significant effect on employee performance at PT. Angkasa Pura II, Sultan Mahmud Badaruddin II, Palembang City, meaning higher *Employee Engagement* employees have, the higher the level of performance provided by the employee.

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