

## The Influence of *Employee Engagement, Workload, and Job Satisfaction* on Employee Performance at Pt Pegadaian Regional Office Iii Palembang

Nabila Ayu Lestari<sup>1\*</sup>, Trisninawati<sup>2</sup>, Fitriasuri<sup>3</sup>, Dina Mellita<sup>4</sup>  
Magister Management Study Program, Postgraduate Program, Universitas  
Bina Darma.

**Corresponding Author:** Nabila Ayu Lestari: [nabilaayulestari914@gmail.com](mailto:nabilaayulestari914@gmail.com)

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### ABSTRACT

This study aims to analyze the effects of employee engagement, workload, and job satisfaction on employee performance at PT Pegadaian Regional Office III Palembang. This research employs a quantitative approach. The research population consists of 130 employees, with the sampling technique using purposive sampling. The sample size was determined using the Slovin formula, resulting in 100 respondents. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The results indicate that employee engagement does not have a significant effect on employee performance. Workload has a significant effect on employee performance. Job satisfaction does not have a significant effect on employee performance.

## **INTRODUCTION**

Human Resources (HR) play a vital role in every organization and company. The existence of HR is a key determinant in driving organizational progress. Therefore, employee competency development requires special attention to continuously improve company performance. In the era of globalization, companies are also required to constantly adapt to various changes (Baihaqi, R.A., & Erawan, 2024).

A company's success in achieving its goals depends heavily on the quality of its human resources. HR is a key element that plays a central role in carrying out various activities to achieve company goals. Every activity carried out within a company is fundamentally inseparable from the involvement of human resources (Karmana, et al., 2024).

Employee performance plays a crucial role in determining the success of an organization, especially in companies operating in the financial services sector like PT Pegadaian. In a competitive business environment, companies are not only required to pursue business targets but also must consider various internal factors that influence the overall quality of human resource performance. Achieving optimal employee performance will positively impact company productivity, increase customer satisfaction, and support the realization of the long-term vision.

Employee performance is the achievement of individual work results in carrying out assigned tasks to meet established targets. An employee will be able to deliver optimal results if they have a high level of performance. Employee performance is a crucial aspect determining the success of an agency or organization in realizing its goals. Therefore, the quality of employee performance will directly impact overall organizational performance (Nabawi, 2019).

Amidst increasingly fierce business competition, human resources play a key role in determining an organization's success. PT Pegadaian, as a State-Owned Enterprise (SOE) focused on pawn financing services, plays a crucial role in providing financial solutions to the public. In the increasingly dynamic competitive environment of the financial services business, Pegadaian is required not only to focus on achieving business targets but also to continuously improve the quality of its human resource management. Achieving optimal employee performance will directly impact service effectiveness, operational quality, and the successful achievement of the organization's vision.

One factor influencing employee performance is employee engagement. Employees with a strong emotional bond and commitment to the organization generally demonstrate more productive performance, strong loyalty, and high motivation in achieving company goals. Employees with high levels of work engagement tend to demonstrate greater loyalty, dedication, and work energy in carrying out their duties (Schaufeli & Bakker, 2004). This engagement is influenced by both emotional and rational factors, formed from personal experiences both before and during their employment (Baharsyah and Nugrohoseno, 2021).

Research by (Hidayat, R., & Astuti, 2019) in the banking sector shows that employee engagement has a positive and significant impact on employee performance.

In addition to engagement, workload is also a crucial factor influencing performance. Excessive workload can cause physical and mental stress, potentially reducing productivity. (Robbins, S.P., & Judge, 2017) found that balancing workload with employee capacity is crucial for creating a healthy work environment. Both employees and workload significantly impact a company's sustainability. Therefore, companies are not only required to comply with government regulations and applicable standards but also need to pay attention to employee well-being and the quality of their performance to achieve company goals more effectively (Juliansyah, 2020).

Research by (Indriani, 2021) in the service sector revealed that workload negatively impacts employee performance, especially when not balanced with proper stress management. However, contrary to these results, a study by (Ananda, R., & Permana, 2020) showed that a challenging workload can actually improve performance if supported by the organization. These differing findings underscore the importance of reexamining it in different contexts and sectors, including the Pawnshop environment.

Furthermore, job satisfaction plays a significant role in influencing employee performance. (Locke, 1976) defines job satisfaction as a positive or pleasurable emotional state arising from an individual's assessment of their work and work experiences. Employees who are satisfied with their jobs tend to perform better because they feel valued and comfortable in their work environment. Research by (Putri, S. R., & Yuniarsih, 2020) also demonstrates a positive relationship between job satisfaction and performance in finance companies. However, research that simultaneously integrates the three variables of employee engagement, workload, and job satisfaction to measure employee performance is still limited, particularly in state-owned financial institutions like PT Pegadaian.

PT Pegadaian is a State-Owned Enterprise (BUMN) focused on financial services, particularly in the pawn sector. With the changing times, Pegadaian is no longer limited to pawn services but also provides a variety of other financial products and services. PT Pegadaian Kanwil III Palembang, as part of a state-owned financial institution, bears a significant responsibility in meeting the needs of the community, particularly related to pawn-based financing solutions. However, in recent years, the company has faced various challenges in human resource management.

In terms of employee engagement, employee engagement with the organization remains suboptimal. While communication between employees is good and tasks are continuous, a sense of belonging to the organization and long-term commitment are often hampered by inequities in career opportunities. Permanent employees receive bonuses and promotion opportunities, while outsourced employees have a low chance of being promoted to permanent employees despite the same workload. This creates a sense of inequality that can reduce loyalty and attachment to the company.

Besides engagement, workload is also a crucial factor influencing performance. The case of PT. Pegadaian Regional Office III Palembang demonstrates that, to achieve company targets, each outlet is required to sell 10 grams of gold per day. This target not only measures the outlet's success but also determines performance appraisals and opportunities for promotion to Regional Leadership (Pinwil). Therefore, this target directly places high performance demands on employees at the operational level. Outlet employees must simultaneously perform various tasks, from customer service and administration to printing end-of-day reports, to collecting payments from overdue or delinquent customers. In addition to service responsibilities, employees are also required to meet sales targets and ensure collateral is within the auction deadline. This situation increases the workload and the potential for work stress.

Furthermore, the collection process for delinquent customers does not always run smoothly, especially when customers are difficult to contact. This situation adds mental stress and additional responsibilities to employees, as they must independently locate contact information to avoid company losses. Inflexible working hours also disrupt work-life balance.

On the other hand, in terms of job satisfaction, it appears that some employees still do not feel optimally satisfied with the compensation they receive, in the form of salary or bonuses. This dissatisfaction is influenced by the significant compensation gap between outsourced and permanent employees, despite the relatively similar workload, responsibilities, and targets. Furthermore, the work environment, reward system, and leadership style do not fully provide employees with a sense of appreciation for their contributions. Pressure to achieve high targets, without adequate recognition, leads to psychological exhaustion and decreased work motivation. This ultimately impacts employee morale, organizational engagement, and loyalty.

Another issue that emerged was the inconsistency in performance between branches. Some branches were able to maintain and even improve their performance, while others experienced significant declines, both in target achievement and in the quality of customer service. This can be seen in the table below.

**Tabel 1. KPI Cabang Kota Palembang 2024-2025**

No	Cabang Pegadaian	KPI 2024	KPI 2025
1	Kenten	107,32%	113,59%
2	Pallima	109,84%	113,12%
3	Jakabaring	105,48%	107,15%
4	Sekip	110%	113,77%
5	Lemabang	110,77%	101,36%
6	Simpang Patal	110,99%	111,86%
7	Palembang	109,28%	108,05%

Source: PT Pegadaian 2024–2025

Based on the Key Performance Indicator (KPI) data for 2024 and 2025 at PT Pegadaian, changes in performance can be observed across several branches. In

general, most branches experienced performance improvements, although a few branches recorded a decline in their annual KPI scores.

The Kenten Branch showed an increase from 107.32% in 2024 to 113.59% in 2025, indicating a growth of 6.27 percentage points. This improvement reflects better effectiveness and higher achievement of performance targets compared to the previous year. The Pallima Branch also experienced an increase from 109.84% to 113.12%, while the Sekip Branch improved from 110% to 113.77%. These increases indicate that the three branches have successfully implemented consistent performance improvements.

Meanwhile, the Jakabaring branch saw an increase from 105.48% to 107.15%, and Simpang Patal also saw an increase from 110.99% to 111.86%. These increases, while not significant, still demonstrate improvements in work processes and target achievement.

However, not all branches experienced increases. The Lemabang branch experienced a significant decline, from 110.77% to 101.36%. This decline indicates obstacles or challenges in achieving performance targets for 2025. Furthermore, the Palembang branch also experienced a slight decline, from 109.28% to 108.05%.

Overall, the analysis shows that most PT Pegadaian branches in the Palembang area experienced annual performance improvements, reflecting effective management and improved operational quality. However, branches experiencing declines require more attention to evaluate their strategies and work implementation to ensure performance continues to improve in the following year.

Previous research addressing employee engagement, workload, and job satisfaction has generally been conducted separately and within different industry contexts. Only a few studies have simultaneously examined these three factors in influencing employee performance, particularly in state-owned financial institutions with a distinctly Indonesian work culture, such as PT Pegadaian. Furthermore, previous research findings have been inconsistent; some studies have suggested a positive relationship between workload and performance, while others have found a negative effect.

Based on this description, it appears that high workload, suboptimal work engagement, and unmet job satisfaction impact employee performance at PT Pegadaian Regional Office III Palembang. Therefore, this study is crucial to determine the influence of employee engagement, workload, and job satisfaction on employee performance as a basis for improving human resource quality and achieving future operational targets.

Therefore, this research not only provides theoretical contributions to the development of human resource management but also has practical value as a reference for policymakers in sustainably improving employee performance within PT Pegadaian.

The most relevant theory is the Job Demands–Resources (JD–R) Model. This model, introduced by Demerouti et al. and further developed by (Bakker, A. B., Demerouti, E., & Sanz-Vergel, 2023), explains that employee performance is

determined by the balance between job demands (such as workload) and the availability of job resources (such as employee engagement and job satisfaction).

A recent study by (Wardiansyah, et al., 2024) also supports this model, indicating that employee engagement, workload, and job satisfaction collectively have a significant impact on employee performance. The main principle of the JD-R Model explains that high job demands, when supported by adequate resources, can boost motivation, increase energy, and produce optimal performance. Thus, the JD-R Model is relevant as a theoretical basis in this study because it is able to provide a comprehensive framework for understanding how psychological and contextual factors interact in influencing employee performance, especially in the environment of PT Pegadaian Regional Office III Palembang.

## **LITERATURE REVIEW**

### **Employee Engagement on Employee Performance**

Employee engagement is a crucial factor that positively impacts performance. Employees with high levels of engagement are generally more enthusiastic, dedicated, and fully involved in their work, thereby increasing productivity and the quality of work. Research (Abadi, 2024) shows that engagement significantly influences performance, both directly and through job satisfaction. Research (Selviana, 2023) also found that employee engagement directly improves employee performance significantly. Meanwhile, (Bella, R., & Widjaja, 2023) revealed that engagement can also indirectly influence performance through job satisfaction. Thus, it can be concluded that employee engagement plays an important and significant role in improving employee performance.

H1: Employee engagement is suspected to influence employee performance.

### **Workload on Employee Performance**

Workload is a crucial factor that can influence employee performance. If workload is managed in a balanced manner, employees are able to perform optimally. However, a workload that is too heavy or inappropriate for capacity can potentially reduce productivity and lead to work stress. Several studies support this view. Research by (Nurhidayah, S., & Sutanto, 2023) found that a high workload significantly decreases employee performance in manufacturing companies. Meanwhile, research by (Rahayu, 2022) revealed that a well-organized workload can increase efficiency by encouraging employees to be more focused and disciplined. Therefore, proper workload management is key to maintaining and sustainably improving employee performance. This demonstrates a significant relationship between workload and employee performance.

H2: Workload is suspected to influence employee performance

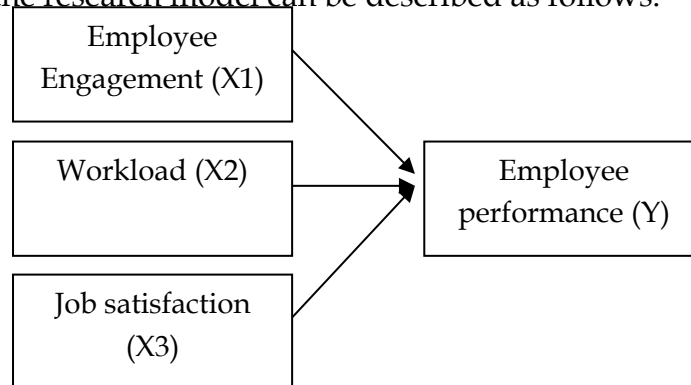
### **Employee Job Satisfaction**

Job satisfaction is a psychological factor that plays a significant role in influencing employee performance. Employees who are satisfied with their jobs, whether in terms of compensation, work environment, relationships with

coworkers, or career development opportunities, generally demonstrate high motivation, loyalty, and optimal performance. Research by (Putri, A. R., & Santoso, 2023) demonstrated that job satisfaction has a positive and significant influence on employee performance in the service sector. A similar finding was found by (Yuliana, 2022), who confirmed that employees with high levels of job satisfaction tend to be more productive, disciplined, and have a strong commitment to the organization. Therefore, increasing job satisfaction can be an important strategy to encourage better employee performance.

H3: Job Satisfaction is suspected to influence employees

Based on this, the research model can be described as follows:



**Figure 1. Conceptual Framework**

## METHODOLOGY

This study uses a quantitative research approach to analyze the effect of employee engagement, workload, and job satisfaction on employee performance at PT Pegadaian Regional Office III Palembang. The population in this study consisted of 130 employees, and the sample size was determined using the Slovin formula with a 5% error rate, resulting in 100 respondents. The sampling technique used was purposive sampling.

Data were collected through questionnaires as primary data and supported by secondary data obtained from company documents and related literature. The variables examined in this study include employee engagement (X1), workload (X2), job satisfaction (X3), and employee performance (Y).

Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3.0 software. The analysis includes outer model evaluation (convergent validity, discriminant validity, and composite reliability) and inner model evaluation (R-square, effect size, and hypothesis testing using the bootstrapping method). Hypotheses are considered significant if the p-value < 0.05.

## METHOD

This research was conducted at PT Pegadaian Regional Office III Palembang using a quantitative approach. Data were obtained from primary data through questionnaires and secondary data as supporting data. The population was 130 employees and the sample size was 100 respondents,

determined using purposive sampling and the Slovin formula (5% error). Data analysis used the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with SmartPLS 3.0, chosen because it is predictive, does not require a normal distribution, and is suitable for relatively small sample sizes. Model evaluation included the outer model (convergent validity, discriminant validity, and construct reliability) and the inner model (path coefficients, R<sup>2</sup> values, and effect sizes). Hypothesis testing was conducted using the bootstrapping method with a t-statistic value >1.65 at a 5% significance level (one-tailed).

## RESULTS

### Outer Model Test

Outer model or measurement model analysis was conducted to describe the relationship between indicators and the measured latent variables. The outer model evaluation aims to ensure that each indicator accurately represents the latent variables. The outer model assessment was based on three measurement criteria: convergent validity, discriminant validity, and composite reliability.

Convergent validity analysis aims to assess the extent to which indicators consistently represent the construct. A construct is considered convergently valid if its outer loading is above 0.70, although values of 0.50–0.60 are acceptable in the initial stages of research. The results of the SmartPLS test demonstrated convergent validity for four constructs: competence, work discipline, employee performance, and job satisfaction. All indicators in the Workload, Employee Engagement, Job Satisfaction, and Employee Performance constructs had outer loadings of  $\geq 0.70$ , indicating that they met the convergent validity criteria and were suitable for further analysis.

**Table 2. Validity Test Using Outer Loading**

	<b>Work load</b>	<b>Employee engagement</b>	<b>Job satisfaction</b>	<b>Employee performance</b>
X1.1		0,817		
X1.3		0,887		
X1.4		0,875		
X1.5		0,750		
X1.6		0,711		
X2.1	0,828			
X2.2	0,881			
X2.3	0,851			
X2.4	0,831			
X2.5	0,850			
X2.6	0,869			
X2.7	0,839			
X2.8	0,863			
X3.10			0,847	
X3.11			0,857	
X3.12			0,880	
X3.3			0,768	
X3.4			0,833	
X3.5			0,825	

	<b>Work load</b>	<b>Employee engagement</b>	<b>Job satisfaction</b>	<b>Employee performance</b>
X3.6			0,825	
X3.7			0,869	
X3.8			0,908	
X3.9			0,823	
Y1				0,868
Y10				0,832
Y11				0,838
Y12				0,846
Y2				0,772
Y3				0,946
Y4				0,752
Y5				0,926
Y6				0,718
Y7				0,887
Y8				0,871
Y9				0,872

Discriminant validity testing aims to ensure that indicators of a construct do not correlate more highly with other constructs. In the reflective model, this validity can be seen from the cross-loading of an indicator, which is considered valid if its correlation with its own construct is higher than with other constructs. Furthermore, discriminant validity can also be evaluated by comparing the square root of AVE ( $\sqrt{\text{AVE}}$ ) with the correlation between constructs; validity is met if the  $\sqrt{\text{AVE}}$  of each construct is greater than its correlation with other constructs.

**Tabel 3. Discriminant Validity atau Cros Loading**

	<b>Work load</b>	<b>Employee engagement</b>	<b>Job satisfaction</b>	<b>Employee performance</b>
X1.1	0,693	0,817	0,646	0,641
X1.3	0,751	0,887	0,669	0,677
X1.4	0,818	0,875	0,725	0,724
X1.5	0,640	0,750	0,505	0,541
X1.6	0,556	0,711	0,505	0,565
X2.1	0,828	0,814	0,677	0,703
X2.2	0,881	0,793	0,765	0,744
X2.3	0,851	0,736	0,728	0,715
X2.4	0,831	0,654	0,738	0,692
X2.5	0,850	0,743	0,679	0,760
X2.6	0,869	0,644	0,690	0,721
X2.7	0,839	0,720	0,710	0,756
X2.8	0,863	0,750	0,748	0,858
X3.10	0,663	0,596	0,847	0,577
X3.11	0,715	0,691	0,857	0,743
X3.12	0,733	0,666	0,880	0,744
X3.3	0,694	0,635	0,768	0,623

X3.4	0,786	0,676	0,833	0,780
X3.5	0,702	0,636	0,825	0,735
X3.6	0,706	0,626	0,825	0,735
X3.7	0,773	0,663	0,869	0,701
X3.8	0,679	0,644	0,908	0,675
X3.9	0,621	0,555	0,823	0,573
Y1	0,761	0,756	0,759	0,868
Y10	0,714	0,566	0,651	0,832
Y11	0,785	0,716	0,760	0,838
Y12	0,752	0,689	0,684	0,846
Y2	0,685	0,594	0,574	0,772
Y3	0,839	0,746	0,770	0,946
Y4	0,631	0,525	0,568	0,752
Y5	0,824	0,718	0,778	0,926
Y6	0,643	0,559	0,595	0,718
Y7	0,766	0,708	0,728	0,887
Y8	0,743	0,650	0,769	0,871
Y9	0,727	0,665	0,681	0,872

Based on the results of the discriminant validity test, the diagonal value representing the square root of the AVE ( $\sqrt{\text{AVE}}$ ) is higher than the correlation values between constructs, thus concluding that the model meets the criteria for discriminant validity.

Composite reliability is a more accurate measure of reliability than Cronbach's Alpha in SEM because it does not assume equality of reliability across indicators. Construct reliability testing can be performed using composite reliability and Cronbach's Alpha to assess internal consistency. A construct is considered reliable if the composite reliability value is  $>0.70$ .

**Tabel 4. Composite Reability**

	Reliabilitas Komposit	Information
Work Load	0,955	Valid
Employee engagement	0,905	Valid
Job Satisfaction	0,961	Valid
Empolyee Performance	0,968	Valid

All constructs in this study have composite reliability values above 0.70. Workload (0.955), Employee Engagement (0.905), Job Satisfaction (0.961), and Employee Performance (0.968) indicate very good internal consistency, so that all variables are declared reliable and suitable for use in further analysis.

#### Inner Model Test

The R-Square ( $R^2$ ) value measures the extent of the variance of endogenous variables explained by exogenous variables, reflecting the predictive power of the model. The higher the  $R^2$ , the better the independent variables' ability to explain the dependent variable. The  $R^2$  criteria are: 0.67 (strong), 0.33 (moderate),

and 0.19 (weak), making  $R^2$  the primary benchmark for evaluating the predictive power of a model.

**Tabel 5. R Square**

	R Square	Adjusted R Square
Employee performance	0,795	0,788

The Employee Performance R-Square value of 0.795 (Adjusted  $R^2$  of 0.788) indicates that 79.5% of the performance variation is explained by the independent variables, which are considered strong, thus demonstrating good predictive power in the model.

The  $F^2$  (effect size) value is used to measure the relative contribution of the independent variables to the dependent variable in the research model. This measure indicates the strength of each exogenous variable's influence. The  $F^2$  assessment criteria include values of 0.02 (small effect), 0.15 (moderate effect), and 0.35 (large effect).

**Tabel 6. F Square**

	Empolyee Performance
Work Load	0,288
Employee engagement	0,006
Job Satisfaction	0,114
Employee Performance	

The results of the effect size ( $F^2$ ) test indicate that Workload has a moderate effect (0.288) on Employee Performance, while Employee Engagement (0.006) and Job Satisfaction (0.114) have small effects. Thus, Workload makes the largest contribution to Employee Performance.

### Hypothesis Testing

Hypothesis testing was conducted using an inner model analysis using R-Square as an indicator of goodness of fit, while significance testing was conducted using a t-test using the bootstrapping method, which remains valid even when the data is non-normal or the sample is limited. The results are displayed in the inner weight output in SmartPLS.

Direct effect analysis is used to test the direct influence of exogenous variables on endogenous variables based on path coefficients and significance. A significant effect is defined as a P-Value  $<0.05$ , with a positive coefficient indicating a unidirectional effect, while a negative coefficient indicates an inverse effect.

**Tabel 7. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik ( O/STDEV )	P Values	Information
Workload -> Employee Performance	0,578	0,567	0,176	3,274	0,001	Significant
Employee Engagement -> Employee Performance	0,067	0,060	0,118	0,570	0,569	Not Significant
Job Satisfaction -> Employee Performance	0,286	0,307	0,149	1,926	0,055	Not Significant

## DISCUSSION

### The Effect of Employee Engagement on Employee Performance

The results of this study indicate that employee engagement has not significantly impacted employee performance at PT. Pegadaian Regional Office III Palembang, indicating that employee engagement has not been able to directly improve performance. Based on the Job Demands–Resources (JD–R) Model (Demerouti et al., 2023; Bakker, Demerouti, & Sanz-Vergel, 2023), this occurs because job demands are high while other work resources such as leadership support, reward systems, role clarity, and development opportunities are suboptimal, resulting in engagement functioning more as an adaptation mechanism than a performance driver. This finding aligns with Christbelloni, Sendow, & Kawet (2021), but differs from Selviana (2023), who found a significant effect, indicating that organizational context and job resource availability influence engagement. Therefore, companies need to strengthen job resources so that employee engagement can contribute more significantly to employee performance.

### The Effect of Workload on Employee Performance

The results of this study indicate that workload significantly influences employee performance at PT. Pegadaian Regional Office III Palembang, confirming that workload management is a crucial factor in achieving performance. This finding can be explained through the Job Demands–Resources (JD–R) Model, which states that job demands, including workload, can function as work challenges that encourage employees to be more focused, disciplined, and responsible when managed properly (Demerouti et al., 2023; Bakker, Demerouti, & Sanz-Vergel, 2023). This study aligns with Rahayu (2022), who emphasized that an organized workload can increase efficiency, although it differs from Nurhidayah and Sutanto (2023), who found that high workloads reduce performance in manufacturing. At PT. Pegadaian Regional Office III

Palembang, clear task allocation, measurable targets, and a structured work system enable employees to optimize their time and energy, making proper workload management key to maintaining and sustainably improving performance.

### **The Influence of Job Satisfaction on Employee Performance**

Research results show that job satisfaction has not significantly improved employee performance at PT. Pegadaian Regional Office III Palembang. This indicates that although employees feel satisfied, this is not yet reflected in measurable improvements in work outcomes. This finding can be explained by the Job Demands–Resources (JD–R) Model, which states that performance is influenced by the balance between job demands and job resources, with job satisfaction being one of the affective resources. If job demands are high and other resources such as leadership support, reward systems, role clarity, and development opportunities are suboptimal, job satisfaction tends to function as a supporting factor for job satisfaction, rather than a primary driver of performance (Demerouti et al., 2023; Bakker, Demerouti, & Sanz-Vergel, 2023). This finding aligns with research by Putri & Handayani (2022) and Saputra & Wibowo (2023), which showed that job satisfaction had no significant effect on performance when the appraisal system emphasized targets and operational standards. However, this differs from Lestari, Pratama, & Hidayat (2024) who found a significant effect in organizations with strong managerial support and a strong reward system. Therefore, companies are advised to link job satisfaction to a more measurable performance system, through performance-based rewards, clear targets, and career development opportunities, so that job satisfaction can significantly contribute to improving employee performance.

### **CONCLUSION**

Based on the results of this study, it is concluded that workload has a positive and significant effect on employee performance, indicating that good workload management can improve performance. Meanwhile, employee engagement and job satisfaction did not significantly influence employee performance, indicating that employee engagement and job satisfaction do not directly drive performance improvement.

The implications of these findings emphasize the importance of companies managing workloads proportionally and strengthening leadership support, reward systems, and career development opportunities so that employee engagement and job satisfaction can contribute optimally to employee performance. Limitations of this study lie in its focus on PT. Pegadaian Kanwil III Palembang and the variables used, so the results cannot be generalized to other organizations or sectors.

Future research is recommended to expand the research object, add other relevant variables, and use a more diverse research method for more comprehensive findings.

### **ADVANCED RESEARCH**

Further research is recommended to include other variables that could potentially influence employee performance and expand the research scope to include different work units or organizations. Furthermore, the use of more diverse research methods can be considered to ensure more comprehensive results and greater generalizability.

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