Examining the effect of internal branding on employee performance: Job satisfaction and employee engagement as mediation variables

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ABSTRACT

The role of resources is very vital, especially during a pandemic like this. Human resources are reliable and ready to answer challenges and ready to provide services. With a situation like this, it is possible for the organization to change its strategy to survive. For this reason, human resources are needed, who have high performance to realize the goals of the organization. The aim of our research is to find out the effect of internal branding on employee performance with employee engagement and job satisfaction as a mediating variable. The population in this study were all lecturers at AMIKOM University Yogyakarta. Sample collection was done randomly. The sample was collected using a google form, and the data collected were 119 respondents. Data analysis in this study used the PLS-SEM method. The results of this study prove that the internal branding variable has a positive effect on employee engagement. Internal branding also has a positive effect on job satisfaction. Employee engagement has a positive effect on employee performance. Job satisfaction has a positive effect on employee performance. As a mediator, employee engagement also has a positive effect on the pattern of internal branding relationships and employee performance. Likewise, job satisfaction also has a positive effect on the relationship between internal branding and employee performance.

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Introduction

The role of HR is very vital, especially during a pandemic like this. Human resources are reliable and ready to answer challenges and ready to provide services. With a situation like this, it is possible for the organization to change its strategy to survive. For this reason, human resources are needed, who have high performance to realize the company's goals. Human resources who can be invited to move forward together and can work well, and do their respective jobs with full responsibility.

HR that has good performance can be realized if the HR has high employee engagement and is supported by high job satisfaction (Itam et al, 2017). Both must get attention from the management so that they can develop and be owned by every human resource in an organization. In line with Itam et al's research (2017), it shows that the realization of employee engagement and job satisfaction is also supported by the internal branding of HR within the organization. Internal branding needs to be done so that everyone from various levels in the organization has the same priorities and understanding of organizational values.

According to preliminary research conducted by researchers to get an initial picture of employee performance at AMIKOM University Yogyakarta that an understanding of a good internal branding of an organization affects the performance of lecturers. The management has disseminated organizational culture to each lecturer, encouraged each lecturer to develop himself, and provided

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opportunities for all lecturers to be involved in all organizational activities. But it turns out this is not easy. Not all lecturers are willing to contribute to every organizational activity, and not all are motivated to improve themselves.

Effective internal branding will bring great benefits to the company. The company will have qualified, productive employees and fully contribute to the company. In addition, the company has succeeded in having employees who make their workplace as their second home, because they are comfortable at work. Employees with good performance will be difficult to replicate as well as become the main differentiator for competitors at least in a short time (Lee et al., 2014).

Our research aims to examine the effect of internal branding on employee performance with employee engagement and job satisfaction as a mediating variable. In this study, the population composes of all lecturers at AMIKOM University Yogyakarta. Sample collection was done randomly. The PLS SEM method has been used to analyse the data.

This paper organizes as follows. Theoretical and empirical review has been conducted in the following section. Data, methods and analysis have been introduced under research and methodology part. Following analysis part, this study finally concludes with research findings, implications and discussion.

Literature Review

Theoretical and Conceptual Background

Internal branding is employee's behavior that is in line with the company's brand values. Employees must have the same perception of company values or brand values, and the most intimate consumers for the company are employees so they must be empowered with authentic values (Kotler, et al, 2010). According to Agus Soehadi (2005), internal branding is a branding process to the company's internal public, in this case employees from the lowest level to top management positions, every existing employee must clearly understand the characteristics offered by the brand, embrace the brand (brand as an employee role model). and trust the brand. Internal branding in the context of educational institutions, in this case universities, has almost the same principles as internal branding applied to companies in general. The difference between a commercial company and an educational institution is the public or the stakeholders associated with the institution.

According to Gibbons (in Hughes and Rog, 2008) employee engagement is a high emotional and intellectual relationship that employees have with their work, organization, manager, or co-workers that give influence to increase discretionary effort in their work. A good relationship with the work for which he is responsible, the organization where he works, the manager who becomes his supervisor and provides support and advice, or co-workers who support each other makes the individual able to give his best effort that exceeds the requirements of a job. Kahn (1990) states that employee engagement is a condition in which employees feel obliged to take themselves deeper into their roles in return for what they receive from the company. Rothbard (2001) defines engagement as "psychological presence" and states that it involves two important components: "attention and absorption" (Rothbard, 2001, p.656). Saks (2006) suggests that consideration of the two types of engagement helps to understand the relationship between engagement and outcome variables. Based on previous studies, Lee (2014) in measuring employee engagement uses 2 types of approaches, namely job engagement and organization engagement.

Hoppock defines job satisfaction as a combination of psychological, physiological, and environmental conditions that cause someone to honestly say that I am satisfied with my job (Hoppock, 1935). According to this approach, although job satisfaction is influenced by many external factors, it is still something internal related to employee feelings. Namely, job satisfaction presents a set of factors that cause feelings of satisfaction. Job satisfaction has traditionally been a key element of successful organizational management (Antonic & Antonic, 2011). In general, job satisfaction is defined as the general feeling or attitude of employees with respect to work such as the work environment, working conditions, fair rewards, and communication with coworkers (Glisson & Durrick, 1988; Gunlu, Aksarayli, & Percin, 2010; Ozel & Hacıoglu, 2021; Kim, Leong, & Lee, 2005).

Employee performance is an important thing that must be managed by the organization to achieve a goal. According to Mathis and Jackson (2011) employee performance is what employees do or don't do. According to Dessler (2004) employee performance is the actual achievement of employees compared to the expected performance of employees. Expected work performance is standardized achievement compiled as a reference so that employees can see the performance of employees according to their position compared to the standards made. Meanwhile, according to Islam, performance is a form or way of individuals in actualizing themselves. Performance is a tangible form of values, beliefs, and understandings that are adhered to and based on strong moral principles and can be a motivation to produce quality work (Multitama, 2006). Allah SWT says in the Qur'an Surah Al-Fath verse 29 and Surah Al-Jumu'ah verse 10. These verses explain that the purpose of a Muslim working is to seek the pleasure of Allah SWT and get the virtues (quality and wisdom) of Allah SWT. the results obtained. If these two things have become the basis of one's work, then good performance will be created (Multiatma, 2006). According to research by Mathis and Jackson (2011) there are 5 things that affect employee performance, including quantity of work, quality, punctuality, attendance and ability to cooperate.

Empirical Review and Hypotheses Development

The Effect of Internal Branding (IB) on Employee Engagement (EE)

Brand According to Knapp (2000) is a living entity and the people of the organization are the lifeblood, so the level of employee awareness of branding and the need to integrate branding into everything they do becomes very important. Internal branding is employee behavior that is in line with the company's brand values (Kotler et al., 2010). Meanwhile, according to Agus Soehadi, (2005) internal branding is a branding process to the company's internal public in this case employees from the lowest level to the top management position.

Several previous studies by Raj (2020) Internal Communication and HR practices that have a significant effect on Employee Engagement. Other studies by Argawal (2020), Isabel (2014), Itam (2017), Sagita (2018), Susanti (2018), Mwenje (2015) all state that there is a positive correlation between internal branding and employee engagement. Likewise, according to Lee's research (2014) which states that internal branding has a positive effect on employee engagement which consists of job engagement and organization engagement. From the explanation above, the proposed hypothesis is as follows:

H1: There is a positive influence of internal branding on employee engagement.

The Effect of Internal Branding (IB) on Job Satisfaction (JS)

According to Hoppock (1935) job satisfaction is recognized as a combination of psychological, physiological, and environmental conditions that cause someone to honestly say that I am satisfied with my job. Job satisfaction according to Mullins (2005) is a complex and diverse concept that can have different meanings for different people. Job satisfaction is usually associated with motivation, but the nature of this relationship is unclear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. This could, for example, be associated with feelings of personal accomplishment, either quantitative or qualitative. Good job achievement will make employees feel job satisfaction. Although the actual level of satisfaction of each person is different and this happens when several factors are met, namely individual needs and their relationship to the degree of likes and dislikes of workers (Vroom, 1996).

Several previous studies that examined the relationship between internal branding and job satisfaction include Lee (2014), and Itam (2017). The results of his research stated that internal branding had a negative effect on Job Satisfaction. Several other studies including Kolla (2019), Bendixen (2015), Ristriandita (2018), Al Hawary (2013), Marjono (2019), Shabbirl (2014) stated otherwise, that internal branding had a positive effect on Job Satisfaction. From the explanation above, the proposed hypothesis is as follows:

H2: There is a positive influence of internal branding on job satisfaction.

The Effect of Employee Engagement (EE) on Employee Performance (EP)

According to Robinson, et al (2004) employee engagement is a positive attitude that employees have towards the organization where they work and the values held by the organization. Thus, in the concept of employee engagement, there is a two-way relationship between employees and the company. Medium according to Gibbond (in Hughes and Rock, 2008). Employee engagement is a high emotional and intellectual relationship that employees have with their work, organization, manager, or co-workers which gives influence to increase discretionary effort in their work. a condition in which humans feel that they have found their full meaning, are motivated to work, are able to receive positive support from others, and are able to work effectively and efficiently in the work environment. Benthal (in Mujiasih, 2015).

Several previous studies that examined the relationship between employee engagement and employee performance found a positive relationship between the two. Among them are research conducted by Itam (2007), Shahzan (2013), Berry (2008). Jaiswal (2017), Sutistiono (2017), Zikouridis (2018). Likewise, according to Lee's research (2014) which states that employee engagement which consists of job engagement and organization engagement has a positive effect on job satisfaction. From the explanation above, the proposed hypothesis is as follows:

H3: There is a positive effect of employee engagement on employee performance.

The Effect of Job Satisfaction (JS) on Employee Performance (EP)

Employee performance is an important thing that must be managed by the organization to achieve a goal. According to Mathis and Jackson (2011) employee performance is what employees do or don't do. According to Dessler (2004) employee performance is the actual achievement of employees compared to the expected performance of employees. Meanwhile, according to Mangkunegara (2007) the notion of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Several previous studies that examined the relationship between job satisfaction and employee performance found a positive relationship between the two. Among them are research conducted by Urmila (2007), Shahzan (2013), Berry (2008). Jaiswal (2017), Sutistiono (2017), Zikouridis (2018); Ozel & Hacıoglu, 2021(b). Likewise, according to Lee's research (2014) which states that

employee engagement which consists of job engagement and organization engagement positively affects job satisfaction. From the explanation above, the hypotheses to be proposed are as follows:

H4: There is a positive effect of job satisfaction on employee performance.

The influence of Internal Branding (IB) on Employee Performance (EP) is mediated by Employee Engagement (EE)

Internal branding is employee behavior that is in line with the company's brand values (Kotler et al, 2010). Meanwhile, according to Agus Soehadi, (2005) internal branding is a process of branding to the company's internal public, in this case employees from the lowest level to top management positions. A conducive internal branding can improve employee performance. Internal branding in a growing organization will develop employee engagement (Lee, 2014). When internal branding is conducive in the organization, it will affect the development of employee engagement.

The results of research conducted by Itam (2017) identified that employee performance in the organization will increase if several employee engagement factors develop. According to Kahn (in Saks, 2006) employee engagement can be developed by providing challenging, varied work, using different skills, personal considerations, and opportunities to contribute. From the explanation above, the hypothesis proposed is as follows:

H5: There is a positive influence of internal branding on employee performance mediated by employee engagement.

The influence of Internal Branding (IB) on Employee Performance (EP) is mediated by Job Satisfaction (JS)

A conducive internal branding can improve employee performance. Lack of internal branding in an organization will lead to low commitment to job satisfaction (Lee, 2014), for example, less harmonious communication within the organization, employees who cannot carry out their duties due to lack of training and rewards that are not in line with employee expectations. When internal branding is conducive in the organization, it will affect the development of job satisfaction.

The results of research conducted by Itam (2017) identified that employee performance in the organization will increase if several factors related to job satisfaction develop. For example, developing a sense of pride in work, love for work, comfort at work, happiness at work, and suitability of work to employee talents. From the explanation above, the hypothesis proposed is as follows:

H6: There is an influence of internal branding engagement on employee performance mediated by job satisfaction.

Research Methodology

The population in this study were all permanent lecturers at AMIKOM University. There are a total of 253 lecturers consisting of 192 full-time permanent lecturers and 61 non-fulltime permanent lecturers. In this study, the researchers used a simple random sampling technique. The sampling technique used the saturated or census method, the researchers distributed questionnaires to all AMIKOM permanent lecturers, both full time or not full time.

The data collection instrument that will be used to measure the variables is by using a questionnaire. The distribution of the questionnaire was carried out on the research sample, namely AMIKOM University lecturers via google form. The final data collected were 118 respondents. In the distributed questionnaire, the researcher used a Likert scale measurement consisting of 5 points on the Linkert scale starting from (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, up to (5) strongly agree.

Hypothesis testing is done by using Partial Least Squares (PLS) analysis with SmartPLS 3.0 software. PLS analysis was used to determine the direct and indirect effect of exogenous variables on endogenous variables. Hypothesis testing was carried out with a 95% confidence level ($\alpha = 0.05$).

Analysis and Findings

PLS Results Analysis

In this study, researchers tested models and hypotheses using PLS (Partial Least Square) analysis. The analysis using PLS (Partial Least Square) consists of two parts, namely the evaluation of the outer model and the evaluation of the inner model. The following will explain the evaluation of each model based on the results of the analysis carried out.

Outer Model Evaluation of the outer model aims to determine the validity and reliability of the measurement instruments in the research model. This is done to find out how well the questionnaire items measure the nature and concept of the variables being measured and to determine the consistency of the questionnaire items in measuring the same variables in different times and places. The analysis of the outer model can be seen from the values of convergent validity, construct validity, discriminant validity, and composite reliability. The results of the outer model in this study are as follows.

Convergent Validity

The first outer model analysis is to look at the convergent validity. Convergent validity test in PLS can be done by looking at the value of each loading factor. The loading factor value describes the magnitude of the correlation between each measurement item (an indicator on the questionnaire) and the latent variable (the construct). An indicator item is said to have met convergent validity if

the loading factor score on each path (path) between components (latent variables) and manifest variables is 0.7 (Hartono, 2016). The following shows the results of the validation test based on the loading factor value for each indicator in this study. All indicators in this study can be said to be statistically valid because they have a loading factor value above 0.7 except EE2, EE3, EE8 and must be dropped from the analysis.

Discriminant Validity

Discriminant validity is a test carried out to see whether each indicator that composes a latent variable has a higher loading value compared to indicators for other latent variables. In the discriminant validity test, the parameter used is to compare the roots of the AVE of a construct that must be higher than the correlation between the latent variables, or by looking at the value of cross loading (Hartono, 2016). In the cross-loading table, it will be seen that each indicator in a construct will be different from the indicators in other constructs and accumulate in the construct in question. The cross-loading value of each indicator is as shown in table 1.

Table 1 shows that the value of each indicator in a construct is higher than that of other constructs and collects in that one construct, so in this study it can be said to have good discriminant validity. Figure 1 is an image that shows the research model as a result of outer loading after all indicators are said to be valid.

Table 1: Cross Loading

	JE	KB	KC	KD	KG	KH	KI	KL	KM	KN	KS	KW	OE	PL	PN
EE1	0.785	0.591	0.655	0.061	0.521	0.352	0.321	0.512	0.366	0.528	0.573	0.391	0.493	0.360	0.314
EE4	0.747	0.402	0.503	0.302	0.363	0.388	0.193	0.531	0.365	0.375	0.475	0.493	0.523	0.391	0.340
EE5	0.922	0.587	0.707	0.247	0.519	0.422	0.281	0.583	0.332	0.549	0.670	0.507	0.627	0.550	0.408
EE6	0.853	0.537	0.619	0.262	0.501	0.407	0.219	0.541	0.313	0.484	0.553	0.468	0.476	0.480	0.261
EE7	0.921	0.602	0.711	0.270	0.543	0.404	0.263	0.601	0.423	0.533	0.637	0.498	0.633	0.461	0.278
EE9	0.628	0.487	0.546	0.367	0.488	0.402	0.319	0.501	0.475	0.517	0.570	0.471	0.811	0.404	0.423
EE10	0.444	0.451	0.481	0.432	0.529	0.324	0.401	0.369	0.436	0.511	0.495	0.512	0.840	0.394	0.393
EE11	0.507	0.461	0.527	0.385	0.540	0.306	0.374	0.389	0.351	0.543	0.453	0.519	0.849	0.496	0.492
EE12	0.561	0.532	0.529	0.386	0.617	0.394	0.433	0.477	0.525	0.562	0.527	0.538	0.903	0.488	0.515
EE13	0.577	0.524	0.508	0.359	0.430	0.395	0.180	0.482	0.407	0.475	0.504	0.557	0.773	0.360	0.295
EE14	0.522	0.542	0.472	0.367	0.460	0.453	0.427	0.566	0.481	0.452	0.591	0.498	0.790	0.353	0.439
EP1	0.388	0.404	0.393	0.449	0.325	0.867	0.168	0.643	0.432	0.324	0.522	0.563	0.365	0.211	0.122
EP2	0.420	0.343	0.445	0.413	0.550	0.870	0.249	0.648	0.492	0.480	0.573	0.558	0.429	0.390	0.280
EP3	0.480	0.517	0.562	0.317	0.460	0.705	0.125	0.874	0.455	0.419	0.545	0.510	0.437	0.280	0.169
EP4	0.664	0.519	0.576	0.343	0.482	0.602	0.384	0.882	0.529	0.488	0.645	0.606	0.545	0.374	0.327
EP5	0.553	0.508	0.550	0.360	0.508	0.596	0.318	0.694	0.366	0.507	0.595	0.848	0.547	0.339	0.300
EP6	0.357	0.309	0.300	0.631	0.386	0.465	0.286	0.340	0.388	0.393	0.442	0.806	0.481	0.321	0.247
EP7	0.266	0.194	0.206	0.891	0.318	0.411	0.232	0.280	0.334	0.183	0.405	0.505	0.410	0.209	0.171
EP8	0.230	0.262	0.193	0.922	0.340	0.485	0.211	0.394	0.464	0.220	0.348	0.560	0.427	0.306	0.188
EP9	0.317	0.363	0.369	0.509	0.382	0.502	0.360	0.471	0.900	0.318	0.408	0.434	0.443	0.199	0.250
EP10	0.442	0.435	0.463	0.265	0.509	0.437	0.361	0.526	0.871	0.381	0.422	0.367	0.517	0.290	0.282
IB1	0.258	0.311	0.201	0.217	0.335	0.205	0.908	0.274	0.448	0.322	0.340	0.273	0.393	0.461	0.564
IB2	0.279	0.280	0.249	0.214	0.387	0.224	0.863	0.242	0.255	0.323	0.335	0.387	0.366	0.407	0.390
IB3	0.386	0.279	0.333	0.295	0.474	0.242	0.514	0.284	0.222	0.371	0.373	0.374	0.427	0.865	0.478
IB4	0.462	0.293	0.401	0.139	0.409	0.319	0.287	0.325	0.217	0.355	0.282	0.298	0.358	0.856	0.470
IB5	0.533	0.412	0.457	0.303	0.458	0.342	0.465	0.362	0.268	0.386	0.390	0.363	0.517	0.883	0.576
IB6	0.431	0.371	0.379	0.085	0.342	0.208	0.487	0.309	0.216	0.364	0.328	0.384	0.461	0.512	0.876
IB7	0.272	0.266	0.321	0.233	0.369	0.272	0.451	0.290	0.256	0.281	0.314	0.307	0.404	0.441	0.852
IB8	0.309	0.333	0.286	0.234	0.311	0.169	0.501	0.222	0.309	0.268	0.280	0.248	0.459	0.580	0.889
IB9	0.315	0.190	0.220	0.148	0.264	0.174	0.482	0.183	0.269	0.216	0.195	0.232	0.488	0.529	0.901
JS1	0.656	0.905	0.705	0.186	0.500	0.316	0.313	0.533	0.406	0.568	0.580	0.428	0.594	0.357	0.292
JS2	0.492	0.889	0.607	0.273	0.464	0.461	0.287	0.525	0.398	0.508	0.553	0.470	0.484	0.325	0.301
JS3	0.744	0.785	0.910	0.186	0.622	0.421	0.223	0.578	0.453	0.687	0.683	0.472	0.607	0.370	0.309
JS4	0.603	0.513	0.882	0.208	0.694	0.446	0.227	0.585	0.378	0.557	0.583	0.463	0.492	0.458	0.304
JS5	0.578	0.596	0.680	0.228	0.746	0.469	0.361	0.520	0.406	0.991	0.669	0.551	0.615	0.418	0.317
JS6	0.579	0.594	0.703	0.215	0.764	0.449	0.358	0.504	0.372	0.991	0.668	0.532	0.608	0.430	0.317
JS7	0.575	0.523	0.680	0.346	0.902	0.455	0.390	0.495	0.487	0.718	0.566	0.544	0.606	0.511	0.420
JS8	0.454	0.434	0.623	0.302	0.884	0.446	0.330	0.462	0.400	0.640	0.553	0.422	0.493	0.407	0.223
JS9	0.644	0.616	0.635	0.417	0.538	0.610	0.292	0.592	0.406	0.629	0.920	0.607	0.579	0.353	0.273
JS10	0.625	0.548	0.672	0.342	0.616	0.552	0.408	0.658	0.455	0.613	0.922	0.556	0.584	0.391	0.309

Figure 1: PLS Model Outer Path Diagram

Construct Validity

The outer model analysis in the second stage is to look at construct validity. Construct validity is the validity that shows the extent to which a test measures the construct of the theory that forms the basis for the preparation of the test. The construct is said to have good construct validity if the average variance extracted (AVE) 0.5 (Hartono, 2016). The AVE value 0.5 means that the probability of an indicator in a construct entering another variable is lower (less 0.5) so that the probability of the indicator converges and enters the construct in question is greater, which is above 50 percent (Hartono, 2016). The results of testing construct validity using SmartPLS are obtained as table 2.

Table 2: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Employee Engagement	0.514
Employee Performance	0.486
Internal Branding	0.550
Job Satisfaction	0.625

Source: Results of data processing with PLS

Based on Table 2, it can be seen that the AVE value for each variable in the analysis model of this study has a good construct validity value, namely the AVE value is greater than 0.5 except for the employee performance variable which is still below 0.5, which is 0.486. However, according to Lam (2012); Ingle * Mahesh (2020) AVE value >0.4 is still acceptable.

Composite Reliability

The reliability test can be seen from the value of Cronbach's alpha and Composite reliability. A construct can be said to be reliable, if it has Cronbach's alpha value it must be 0.6 and the Composite reliability value must be 0.7 (Hartono, 2016). Composite reliability measures the real reliability value of a variable while Cronbach's alpha measures the lowest value (lower bound) of the reliability of a variable so that the Composite reliability value is always higher than Cronbach's alpha (Hartono, 2016). The value of Cronbach's alpha and Composite reliability of each variable in this study is shown in table 3. Based on Table 3, it can be seen that all constructs in this study have a Cronbach's alpha value 0.6 and a Composite reliability value 0.7, so it can be said that all constructs are reliable. This means that each construct in the research model has internal consistency in the reliability test of the instrument.

Table 3: Composite Reliability dan Cronbach's alpha

	Cronbach's Alpha	Composite Reliability
Employee Engagement	0.924	0.935
Employee Performance	0.881	0.904
Internal Branding	0.896	0.916
Job Satisfaction	0.932	0.943

Inner Model

Testing of the inner model or structural model is carried out to predict causal relationships between variables or test hypotheses. This test can be seen through the results of the coefficient of determination, predictive relevance, goodness of fit, as well as path coefficients and parameter coefficients. When the significant relationship between the variables is known, then it can be concluded that the hypothesis related to the variables used in this study can be concluded. Hypothesis testing is done by bootstrapping. The results of the PLS bootstrapping output in this research model are shown in Figure 2.

Figure 2: The results of the PLS bootstrapping

Coefficient of Determination

Analysis of the coefficient of determination is carried out to measure how far the ability of a model to explain the variation of the dependent variable (Ghozali, 2008). The value of the coefficient of determination is between zero and one. The smaller the R-square value means the variation of the dependent variable is very limited, and a value close to 1 (one) means that the independent variables are able to provide all the information needed to explain and predict the dependent variable. The results of the coefficient test are shown in table 4.

Table 4: R-Square

	R Square	R Square Adjusted
Employee Engagement	0.345	0.340
Employee Performance	0.543	0.535
Job Satisfaction	0.262	0.256

Based on the R-square value that has been shown in table 4, it is known that the coefficient of determination on the employee engagement variable is 0.345 which indicates that the employee engagement variable is influenced by other variables in this study by 34.5%. Furthermore, the coefficient of determination on the employee performance variable is 0.543 which indicates that the employee performance variable is influenced by other variables in this study by 54.3%. The coefficient of determination on the job satisfaction variable is 0.262 which indicates that the job satisfaction variable is influenced by other variables in this study by 26.2%.

Goodness of Fit

Goodness of fit is a test of compatibility between certain observations (frequency of observations) and the frequency obtained based on the expected value (theoretical frequency). The goodness of fit value can be known through the following calculations:

$$\text{Goodness of fit} = \sqrt{AVE \times R^2} = \sqrt{0.544 \times 0.383} = 0.456$$

Based on these calculations, it can be seen that the goodness of fit value in this study is 0.456. GoF has three criteria, namely GoF = 0.10 with a small value, GoF = 0.25 with a medium value, and GoF = 0.36 with a large value. The calculation results above show that the combined performance of the measurement model and the structural model has a large value above 0.36. This explains that the empirical data is suitable or in accordance with the model (there is no difference between the model and the data so that the data model is said to be fit) (Ghozali, 2008).

Hypothesis testing is an analysis of the relationship between variables in accordance with the hypothesis formulated in this study. Hypothesis testing is part of the output inner model of the Smart-PLS software. The output of the inner model can be generated through the bootstrapping process and the results of hypothesis testing can be seen in the path coefficient table. The results of hypothesis testing can be seen from the estimated path coefficients that can be evaluated based on the T-statistics and P-Value values. The path coefficient estimate shows the estimated value that describes the relationship between latent variables obtained by the bootstrapping procedure.

The measurement item used is said to be significant if the T-statistics value is greater than 1.96 and the p-value is less than 0.05 at the 5% significance level. Meanwhile, the parameter coefficient that shows the direction of influence is by looking at the positive or negative of the original sample (Ghozali, 2008). The results of hypothesis testing are shown in table 5.

Table 5: Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Internal Branding -> Employee Engagement	0.588	8.760	0.000	H1 accepted
Internal Branding -> Job Satisfaction	0.512	6.242	0.000	H2 accepted
Employee Engagement -> Employee Performance	0.394	3.279	0.001	H3 accepted
Job Satisfaction -> Employee Performance	0.379	2.924	0.004	H4 accepted
Internal Branding -> Job Satisfaction -> Employee Performance	0.194	2.436	0.015	H5 accepted
Internal Branding -> Employee Engagement -> Employee Performance	0.232	3.105	0.002	H6 accepted

Source: Results of data processing with PLS

Based on the results of the path coefficient test in table 5, it can be concluded that this study has a positive original sample value so that the relationship between variables in this study is a positive relationship.

Discussion

The Influence of Internal Branding on Employee Engagement

The results of this study indicate that internal branding has a positive effect on employee engagement. This can be interpreted that the internal branding support given to the lecturers can be accepted or felt by the lecturers. So that internal branding support can increase good employee engagement.

A sense of fairness in the support expected by lecturers such as in good interactions between employees, harmonious interactions between employees and superiors, ease of accessing the required training, salary, and promotions that are in accordance with career paths. This means that the benefits received are considered fair or comparable to the work done and sufficient to meet the personal needs of the lecturers.

In Mwenje's (2015) research, it was found that the perception of internal branding support had a less significant effect on employee engagement. The results of this study explain that the internal branding program in the organization studied is inefficient because it is mainly related to team meetings and training sessions. Meanwhile, in his research, Raj (2020) concluded that internal communication, training and HR practices are part of the internal branding variable. Support for these three things can increase employee engagement. The pattern of harmonious communication relationships, between fellow employees or between employees and management, meeting the training and mentoring needs of employees, and good HR management are proven to increase employee engagement.

Influence of Internal Branding on Job Satisfaction

The results of this study indicate that the empowerment of internal branding has a positive effect on job satisfaction. This means that the better the application of internal branding will increase job satisfaction and vice versa if the implementation of internal branding is getting worse, job satisfaction will decrease. These results indicate that internal branding for employees is very necessary and important for employees to support good job satisfaction.

Empowerment of internal branding on job satisfaction itself is influenced by several factors such as, type of work, compensation and benefits obtained, supervisor/supervisor support, harmonious relationships with co-workers, and opportunities for promotion. Empowerment of internal branding can encourage employees to think about their ability to complete work that has an impact on the work environment. Employees who feel well empowered by the organization based on these factors will have a good perception and will produce good job satisfaction as expected by the organization.

In a previous study conducted by Lee, et al (2014) found negative support between internal branding and job satisfaction. Meanwhile, in the research of Bendixen (2015), Kolla (2019), Afifah Ristriandita, et al (2018) stated that internal branding has a positive effect on job satisfaction. This study reveals that there is a consistent relationship between employee internal branding and job satisfaction. The higher the perceived internal branding, the better job satisfaction will be.

The Effect of Employee Engagement on Employee Performance

The results of this study indicate that employee engagement has a positive effect on employee performance. This means that the more involvement of employees in organizational activities, it will increase employee performance, and vice versa if employees are not involved in many organizational activities, it will result in poor employee performance.

According to Henry Simamora (2010) performance is influenced by three factors, namely individual factors, psychological factors and organizational factors. If individual factors include employee abilities and expertise, background and demographics, if these factors are developed to the fullest, they will be able to maximize job satisfaction. Optimization of psychological factors consisting of perception, attitude, personality, learning, motivation also greatly affects job satisfaction. Meanwhile, organizational factors consisting of resources, leadership, rewards, structure and job design will also bring about the emergence of employee performance.

In a previous study, research conducted by Urmila Itam and Sapna Singh in (2017) aimed to see whether the role of employee engagement has an effect on employee performance. This research was conducted on 323 hotel employees. The data obtained were analyzed using AMOS version 2.0. The results of the study concluded that the variable employee engagement has a positive effect on the variable employee performance.

Effect of Job Satisfaction on Employee Performance

The results of this study indicate that job satisfaction has a positive effect on employee performance. This means that the higher the level of job satisfaction it will increase employee performance and vice versa if the employee is low on job satisfaction it will result in poor employee performance.

According to A. Dale Timple in Mangkunegara (2007), performance factors consist of internal factors and external factors. Internal factors (dispositional) are factors associated with a person's characteristics. External factors are factors that affect a person's performance from the environment. Such as the behavior, attitudes and actions of co-workers, subordinates or leaders, work facilities and organizational climate. Internal factors and external factors are the types of attributions that employees make have a number of psychological consequences and are based on actions. An employee who perceives his good performance as coming from internal factors will experience more positive feelings about his performance than if he attributes his good performance to external factors. Positive support from superiors or leaders greatly affects employee performance.

In a previous study conducted by Urmila Itam and Sapna Singh (2017), it aims to see whether the role of job satisfaction has an effect on employee performance. While in this study it was found that lecturers who had good behavior and always did everything or work in accordance with the direction of the leadership, it can be said that the organization was able or succeeded in providing good support

so that the lecturers obeyed the rules set by the organization, so that lecturers will always provide good employee performance to consumers. The lecturers are able to harmonize the dynamics of a more complex organization.

The Influence of Internal Branding on Employee Performance mediated by Employee Engagement

The results of this study indicate that employee engagement mediates the influence of internal branding on employee performance. This means that the better the employee engagement, the better the perceived relationship of internal branding support to employee performance and vice versa, the worse the employee engagement, the lower the perceived relationship of internal branding support to employee performance.

This result means that if the lecturers of AMIKOM University Yogyakarta have employee engagement at work, it will increase the influence of internal branding on employee performance. So, with higher employee engagement, the influence of internal branding on employee performance will be stronger.

Based on research by Umila Itam and Sapna Singh (2017) found that when the organization supports employees, the results directly affect employee engagement, because it will be easy to be involved in organizational activities, employees will meet socio-emotional needs because employees are always involved in every work process in the organization. . And when employees feel that their support for employee engagement is high, they will show a positive response in producing good employee performance. Meanwhile, according to research by Lee, et al (2014), employee engagement has two indicators, namely job engagement and organization engagement. Both of these things must be considered by the leadership of the organization. How can employees be deeply involved in their work?

The Influence of Internal Branding on Employee Performance mediated by Job Satisfaction

The results of this study indicate that job satisfaction mediates the effect of internal branding on employee performance. This means that the better job satisfaction, the better the relationship between internal branding and employee performance, and vice versa if the job satisfaction gets worse, it will reduce the relationship between internal branding and employee performance. This result means that if the lecturers at AMIKOM University Yogyakarta have love, pride in the organization, and are happy at work, they will improve the relationship between internal branding and employee performance.

According to Hoppock (1935) job satisfaction is a combination of psychological, physiological, and environmental conditions that cause someone to honestly say that I am satisfied with my job. According to this approach, although job satisfaction is influenced by many external factors, it is still something internal related to employee feelings. Namely, job satisfaction presents a set of factors that cause feelings of satisfaction. So, job satisfaction focuses on the role of employees in the workplace. It is generally considered to be directly related to productivity as well as personal well-being. Job satisfaction implies doing work that one enjoys, does well, and is rewarded for one's efforts.

The results of this study indicate that internal branding positively affects employee performance, as did job satisfaction which involves pride, love, comfort, happiness and suitability to mediate internal branding and employee performance. This research is also in line with previous research on the positive influence of internal branding on employee engagement with job satisfaction as a mediator conducted by Urmila Itam and Sapna Singh (2017).

Conclusions

Our study proved that the internal branding variable has a positive effect on employee engagement. Internal branding also has a positive effect on job satisfaction. Employee engagement has a positive effect on employee performance. Job satisfaction has a positive effect on employee performance. As a mediator, employee engagement also has a positive effect on the pattern of internal branding relationships and employee performance. Likewise, job satisfaction also has a positive effect on the relationship between internal branding and employee performance. Additionally, what can be concluded from the discussion in the previous section is summarized as follows:

- i. Internal branding variable on employee engagement variable for lecturers at AMIKOM University Yogyakarta, in data management shows that there is a positive and significant influence between internal branding on employee engagement. This is because the management of human resources at AMIKOM University has done quite well in implementing organizational culture for its lecturers.
- ii. Internal branding variable on job satisfaction variable for lecturers at AMIKOM University Yogyakarta, in data management shows that there is a positive and significant influence between internal branding on job satisfaction. This is because the management of human resources at AMIKOM University provides equal opportunities to all lecturers to increase their capacity.
- iii. The variable of *employee engagement* is different from the variable of *employee performance* at AMIKOM University in Yogyakarta. The analysis of the data revealed that there is a positive and significant *effect of employee engagement* compared to *employee performance*. This is shown by the analysis of working hours per day at Amicom University that it is the most important among several working hours to contribute to the organization and employees.

- iv. Job satisfaction variable on employee performance variable at AMIKOM University Yogyakarta lecturer, in data processing shows that there is a positive and significant influence between job satisfaction on employee performance. This is because the management of human resources at AMIKOM University provides equal opportunities to all lecturers to increase their capacity according to career paths.
- v. Employee engagement variable in data processing shows a positive and significant relationship as a mediator on the relationship between internal branding variables and employee performance variables.
- vi. The job satisfaction variable in data processing shows the relationship as a positive and significant mediator of the relationship between internal branding variables and employee performance variables.

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