

## **ABSTRACT**

*Employee engagement in a company is considered to have an influence on teamwork, participation in decision making, support for organizational goals and progress in work performance. The quality of human resources is needed for companies that are more competitive in facing competition due to the future, globalization, and free markets.*

*This study aims to analyze the effect of employee engagement on employee performance with voice behaviour as an intervening variable in one of the state-owned companies in Semarang city, namely PT Pelabuhan Indonesia (Pelindo) III Persero Regional Central Java. This study uses primary data through distributing research questionnaires to permanent employees of Pelindo III Regional Central Java as research samples, and secondary data through journals, books, and relevant data obtained from the company concerned. The data analysis technique used Partial Least Square (PLS) with SmartPLS 3.0 application to test the hypothesis and the effect of the relationship between variables. This study involved 76 respondents who were drawn with a purposive sampling technique.*

*The results of this study indicate that employee engagement has a positive effect on employee performance, employee engagement has a positive effect on voice behaviour, and voice behaviour also has a positive effect on employee performance. This study also shows the influence of voice behaviour as an intervening variable between employee involvement and employee performance*

***Keywords: Employee Engagement, Voice Behaviour, Employee Performance***