

The Effect of Work Motivation and Job Satisfaction Through Employee Engagement on Employee Performance

Wahid Ahmad Nurhidayat¹, Siti Mariam²

Esa Unggul University Jakarta, Indonesia

email : damnurhidayat@gmail.com¹, siti.mariam@esaunggul.ac.id²

Correspondence: damnurhidayat@gmail.com

Article history: Received July 13, 2025; revised July 27, 2025; accepted August 11, 2025

This article is licensed under a Creative Commons Attribution 4.0 International

License



Abstract

This study aims to determine the relationship between Work Motivation and Job Satisfaction on Employee Performance at Bank XYZ mediated by Employee Engagement. The research method used is quantitative with descriptive design, respondents were selected through purposive sampling. Data were collected using Google Form and analyzed using SEM PLS. The results showed that Work Motivation has a positive and significant effect on Employee Engagement and Employee Performance. Then Job Satisfaction is proven to have a positive effect on Employee Engagement and Employee Performance. In addition, there are results of the mediation hypothesis, namely mediating Employee Engagement, Work Motivation and Job Satisfaction on Employee Performance. This study supports all the hypotheses proposed and is consistent with previous studies, emphasizing the importance of Work Motivation, Job Satisfaction and Employee Engagement in influencing Employee Performance both directly and through mediation. The managerial implications of these findings include the need to focus on improving Employee Work Motivation at Bank XYZ must be given more attention and improved so that Employee Engagement can be even better in the future. Research limitations include covering samples that are limited to the West Jakarta area and do not group employee income. Further research is suggested to expand the scope of the sample and can add other variables that are relevant to the novelty of the research.

Keywords : Work Motivation, Job Satisfaction, Employee Engagement, Employee Performance

Introduction

Quality human resources are crucial for a company because they determine whether it succeeds in achieving its vision and mission. This is essential for optimal management because it improves the performance of human resources. (Riyanto et al., 2021) Employee performance is a crucial element in increasing a company's productivity. The employee performance that a company needs is, of course, good performance and high achievement for the benefit of the company. (Pangastuti et al., 2020) Employee performance is closely related to the results of an individual's work within an organization or company. While work results can involve quality, quantity, and timeliness, employee performance evaluation within a company is crucial to employee development. (Kuswati, 2021). High work enthusiasm is needed to achieve good performance, because if you have high work enthusiasm, you will feel happy and give full attention to your work. (Wuryani et al., 2021). To produce high performance employees, organizations need to pay attention to various factors, such as motivation, job satisfaction, and work engagement.

Good work motivation can influence other individuals to achieve goals that align with the company's vision and mission. In addition to high work motivation, it must be balanced with communication skills, which must be fostered among employees. Without good communication, employees or between employees and management will experience a deadlock in resolving company issues. (Lestari et al., 2022). In line with Bustasar et al. (2019), individuals with high achievement motivation will have a high sense of responsibility and self-esteem, be more resilient, more active, and desire to carry out and complete their tasks very well. Work motivation is related to the strength and direction of behavior and factors that influence people to behave in certain ways. Therefore,

leaders need to consider work motivation. High employee work motivation has an impact on job satisfaction.(Fatmasari et al., 2018) Motivated employees will be able to work more effectively and efficiently, thereby achieving desired employee performance. One way companies can improve employee engagement is to manage work motivation as effectively as possible.(Fuadi & Setiawati, 2019).

Egenius et al. (2020) Job satisfaction is a key driver for improving and maintaining overall organizational performance, driven by improved performance, efficient service, and employee engagement. Employees who are satisfied with their jobs tend to make significant contributions to the organization. Carvalho et al. (2020) believe that employees will provide what is considered important and is one of the main reasons for the continuity and success of employees in a company.

Generally, businesses cannot survive without employee engagement, so engaged employees are more productive, committed, and likely to stay with their company. They have a sense of energy, a strong sense of involvement in their work, and the ability to effectively manage the demands of their job.(Hadi & Hanif, 2022). In addition, employee engagement makes employees feel control. When employee engagement is involved in a job, it affects employees' psychological characteristics, such as self-confidence and optimism, and motivates employees further, which increases job satisfaction.(Tepayakul & Rinthaisong, 2018) It was found that many employees still lack employee engagement and high employee performance towards the company. The level of employee engagement towards the company is seen from the level of employee discipline, which is one of the characteristics of employee enthusiasm.(Meswantri & Awaludin, 2018) Employee engagement and performance can be influenced by social cohesion, feelings of support from superiors, information sharing, shared goals and vision, communication, and trust. Employees need to feel valued and respected and know that their work matters and that their opinions are heard.(Adhitama & Riyanto, 2020).

In previous research conducted by Riyanto et al. (2021) who stated that work motivation has a positive effect on employee performance, job satisfaction does not have a positive effect on employee performance, and employee engagement does not directly affect employee performance, employee engagement mediates the influence of work motivation, and job satisfaction can significantly affect employee performance. This is different from Tepayakul and Rinthaisong (2018), Egenius et al. (2020), Berliana et al. (2018), Carvalho et al. (2020), and Lestari et al. (2022) who found that job satisfaction has a direct positive and significant effect on employee performance. This finding is also supported by Adhitama and Riyanto (2020), Meswantri and Awaludin (2018), and Bustasar et al. (2019) who showed that employee engagement has a direct positive influence on employee performance which is interesting for further research. This study used the same variables as in previous studies: work motivation, job satisfaction, employee engagement, and employee performance. The difference between this study and the previous one lies in the object of this study, which is banking.

Based on previous research, researchers have focused on employee performance in banking companies. The Bank XYZ, one of the largest banks in Indonesia, was conducted in West Jakarta, unlike previous studies. Riyanto et al. (2021) This study examines IT companies. This study aimed to understand how work motivation, employee satisfaction, and employee engagement are interrelated and to provide broader insights into employee performance. The authors hope that these findings will be beneficial for XYZ in improving employee performance.

LITERATURE REVIEW

1. Employee performance

According to Armstrong (2006) states that employee performance is the value of a series of worker behaviors that contribute, both positively and negatively, to achieving organizational goals. Prastiwi et al. (2022) He believes that every company expects maximum and satisfactory employee performance. To achieve this, employee performance targets are required, specifically targets that are the employee's responsibility.(Egenius et al. (2020) believed that good employee performance means increased efficiency, effectiveness, or higher quality in completing a series of tasks assigned to an employee in an organization or company. According to Berliana et al. (2018), employee performance

is the work result that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in achieving organizational goals legally, without violating the law, and in accordance with morals and ethics. Lestari et al. (2022) define employee performance as the achievement of a person or employee in carrying out work or the achievement of a person's success in carrying out targets in their work in a good and appropriate manner. Riyanto et al. (2021) present employee performance as a general term that refers to the operational success of an organization, part of an organization, and part of a job according to established standards and criteria.

2. Work motivation

Maslow (1954) States that Work motivation is a driving stimulus that creates work enthusiasm, effective and integrated group work to achieve work dreams. Al et al. (2018) stated that Work motivation is a condition that encourages other people to carry out tasks according to their function in the organization, have the ability to act and respond in achieving the goals and objectives of the organization. Prastiwi et al. (2022) emphasizes that in an organization the skills and abilities of employees will not have a positive impact without work motivation to work hard and give the best for the company. Carvalho et al. (2020) said that success in solving various human resource problems can produce an effective organization because Work motivation will make employees more satisfied, tend to be more cooperative and more productive in the workplace. Lestari et al. (2022) found that Work motivation provides employees with guidance, direction, resources, and rewards to keep them inspired and interested in working as the company desires. Wuryani et al. (2021) think that Work motivation is said to be related to the delivery of quality service by improving employee performance and guiding them toward personal and collaborative goals. Motivated employees will be able to work more effectively and efficiently, thereby achieving desired performance. A effort company can improve employee performance by managing employee motivation. (Riyanto et al., 2021).

3. Job satisfaction

Spector (2022) states that employee job satisfaction is defined as one of the most important drivers of service quality, productivity, and employee loyalty. Natasya and Awaluddin (2021) found that then job satisfaction reflects a person's feelings about their work, which can be seen from an employee's positive attitude towards their work and everything they encounter in their work environment. Job satisfaction refers to how much job satisfaction there is and will arise if an individual likes their work and environment; conversely, dissatisfaction will arise if they do not like their work, as stated by (Berliana et al., 2018). In line with Carvalho et al. (2020), employees with high job satisfaction can increase their work efforts. In addition, job satisfaction tends to make a positive contribution to creating a more conducive organizational climate; Lestari et al. (2022) stated that job satisfaction is a feeling that arises from a person's work being done and is considered adequate when compared to what has been done or the work gap; Riyanto et al. (2021) proposed that job satisfaction is the result of an individual's perception and evaluation of their job, influenced by their own unique needs, values, and expectations, which they consider important to them Tepayakul and Rinthaisong (2018) state that job satisfaction is a person's personal attitude towards his or her job and is described as a set of positive desires or positive feelings that people have towards their job and organization.

4. Employee engagement

As stated by Schaufeli et al. (2019), employee engagement is an employee who is bound to an organization who is aware of the business context and works with colleagues to improve work performance for the benefit of the organization. referring to the definition Bustasar et al. (2019) states that employee engagement is the simultaneous work and self-expression that a person enjoys in task behaviors that encourage connection to work and others, personal presence (physical, cognitive, and

emotional), and active and full role performance. Meswantri & Awaludin (2018) The opinion is that employee engagement is an emotional attachment to work and the organization, motivated and able to give their best to help the success of a series of real benefits for the organization and the individual. Hadi & Hanif (2022) believe that employee engagement is a positive and complete emotional and cognitive state related to work, including work vitality, work dedication, and work focus. Tepayakul & Rinthaisong (2018) asserts that employee engagement is a workplace approach designed to ensure that employees are committed to the values and goals of their organization, motivated to contribute to the organization's success. Adhitama & Riyanto (2020) found that employee engagement is defined as one of the important issues that every association strives for among its workers and to ensure that workers put in one hundred percent effort in their duties. Riyanto et al. (2021) explains that employee engagement is a very interesting concept, but it is not just about hard work, when employees really care about what they do and are committed to doing their best, they are motivated to do better.

5. The relationship between work motivation and employee engagement

According to Engidaw (2021) An employee who lacks work motivation and employee engagement is likely to put less effort into work tasks, produce lower quality work, avoid the workplace, and even quit his or her job. Al et al. (2018) said that employee engagement in employees depends on the work motivation of each individual, when an employee is involved in a job, this will affect the psychological character of the employee, such as self-confidence and optimism. Bustasar et al. (2019) states that various types of work motivation tools and rewards are prepared to increase employee efficiency during employee engagement in a particular job role. To remain competitive, organizations must encourage positive employee engagement as a strategic tool to achieve a competitive advantage. Riyanto et al. (2021) argued that work motivation and synergistic employee engagement make employees more committed, which will ultimately have an impact on improving performance. Results of the research Engidaw (2021), Al et al. (2018), Bustasar et al. (2019) & Riyanto et al. (2021) has proven that work motivation has a positive influence on employee engagement. Based on the statement above, the hypothesis that researchers can put forward is:

H1: work motivation has a positive influence on employee engagement

6. The relationship between work motivation and employee performance

According to , one way to increase employee engagement is to increase work motivation within a company. Parulian and Sutawijaya (2020) said that a leader who has work motivation and has good decisions in order to achieve good employee performance can achieve the goals of the organization or company. Prastiwi et al. (2022) believe that the birth of better work motivation in each employee opens up opportunities to improve employee work ethics so that it will have a big impact on improving employee performance and credit scores and a good employee track record in the eyes of the company. Riyanto et al. (2021) found that work motivation is related to the influence of work motivation on employee performance. Thus in the future, it can contribute to company decision making to achieve the common goals of both employees and the company. The results of previous studies Kuswati (2021), Parulian and Sutawijaya (2020), Prastiwi et al. (2022), and Riyanto et al. (2021) prove the same result that work motivation has a positive influence on employee performance. Based on the above literature, the following hypotheses can be formulated:

H2: work motivation has a positive influence on employee performance

7. The relationship between job satisfaction and employee engagement

Tepayakul and Rinthaisong (2018) found that employee engagement is related to job satisfaction. The correlation results show that job satisfaction and employee engagement are positively related; thus, job satisfaction is an important driver of employee engagement. According to Natasya and Awaluddin (2021), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work, thus forming a mutually related bond with each other. Rizky et al. (2023) argue that employees are more productive when they have a commitment to the company that creates employee engagement, and when their work makes them relatively satisfied and creates job satisfaction. Riyanto et al. (2021) stated that no business can survive without employee engagement; therefore, it is important to provide job satisfaction to employees in the form of rewards or job promotions. The results of the study Tepayakul & Rinthaisong (2018), Natasya & Awaluddin (2021), Rizky et al. (2023) & Riyanto et al. (2021) reported that job satisfaction has a positive influence on employee engagement. Based on this explanation, we propose the following hypothesis:

H3: job satisfaction has a positive effect on employee engagement

8. The relationship between job satisfaction and employee performance

Carvalho et al. (2020) stated that job satisfaction can be one of the main reasons for the continuity and success of a company and is one of the reasons that positively influences employee performance. Agree with Berliana et al. (2018) the importance of employee welfare while improving work performance, discipline and work enthusiasm and motivating employees to work more productively, because in an organization, employee job satisfaction is often considered a strong determining factor in employee performance. Egenius et al. (2020) Job satisfaction is currently believed to have a direct impact on employee performance, which in turn will have a direct impact on company performance and employee loyalty to the company. Lestari et al. (2022) Factors that can influence employee performance include salary, incentives, and bonuses. Job satisfaction reflects the dedication and responsibility demonstrated by hard work and employee satisfaction. Job satisfaction can be a key factor in a company's survival and success. Several studies have shown that job satisfaction positively affects employee performance. Carvalho et al. (2020), Berliana et al. (2018), Egenius et al. (2020), and Lestari et al. (2022). Based on the literature, the following hypothesis is proposed:

H4: job satisfaction has a positive impact on employee performance

9. The relationship between employee engagement and employee performance

Fuadi & Setiawati (2019) explains that high employee engagement in an organization will increase job satisfaction, organizational commitment, and reduce employee intentions to leave and can strengthen the occurrence of one of the factors that positively influence employee performance. Bustasar et al. (2019) With a high level of employee engagement, it is also estimated that it can improve employee performance, productivity, task performance, organizational citizenship behavior, as well as affective and continuity commitment. Adhitama & Riyanto (2020) Employee engagement has extraordinary involvement in gaining more profits and focusing on the company where they work by carrying out the main vital tasks that drive employee performance and consistent improvement of employee achievements throughout the year. Meswantri & Awaludin (2018) Human resource management and development in a company is expected to produce quality human resources and have employee engagement with the company so that they can work with high enthusiasm so that employee performance increases and company goals are achieved. The results of previous research by Fuadi and Setiawati (2019), Bustasar et al. (2019), Adhitama and Riyanto (2020), and Meswantri and Awaludin (2018) show that employee engagement has a positive influence on employee performance. Based on the above literature, the following hypotheses can be formulated:

H5: employee engagement has a positive impact on employee performance

10. The relationship between work motivation and employee performance through employee engagement

Work motivation and employee engagement synergistically make employees more committed, which ultimately has an impact on improving employee performance. (Riyanto et al., 2021) Employees will not work optimally if they do not have high work motivation from within themselves to excel in their work, so it is necessary to encourage high work motivation from the company followed by good employee engagement so that employee performance will increase. (Carvalho et al., 2020). Employees who have high employee performance when they have the ability, as well as work motivation, and are willing to be involved in employee engagement in the team will achieve positive results for the company. (Prastiwi et al., 2022). Results of the research Fuadi and Setiawati (2019), Carvalho et al. (2020), and Prastiwi et al. (2022) have proven that employee engagement mediates the effect of work motivation on employee performance. Based.

H6: employee engagement mediates work motivation on employee performance

11. The relationship between job satisfaction and employee performance through employee engagement

According to Egenius et al. (2020), job satisfaction is currently believed to have a direct influence on employee performance with the help of solid employee engagement, which ultimately affects organizational performance. Employee engagement in a company can provide benefits in increase job satisfaction and minimize employee errors, thereby strengthening one of the factors that influence employee performance (Berliana et al., 2018). High employee engagement in an organization will increase job satisfaction, which will have an impact on reducing employees' intentions to quit, and ultimately, employee performance will definitely increase. (Lestari et al., 2022).

Based on the research results Egenius et al. (2020), Berliana et al. (2018), and Lestari et al. (2022) have proven that employee engagement mediates job satisfaction on employee performance. Therefore, the following hypothesis was proposed:

METHOD STUDY

This study aims to test a theory or hypothesis to strengthen or reject theories or hypotheses from previous research. This study examines the causal relationship between variables, which is the direct or indirect influence of the independent variable on the dependent variable, and the mediating variable on the dependent variable. The study variables included work motivation, job satisfaction, work engagement, and employee performance. The data used for analysis in this study consisted of primary data obtained from a questionnaire distributed using Google forms.

In this study, there are independent variables, namely work motivation and job satisfaction; a mediating variable, employee engagement; and a dependent variable, employee performance. The measurement of the work motivation variable consisted of eight statements, job satisfaction with eight statements, work engagement with seven statements, and employee performance with six statements, for a total of 29 statements adapted from (Riyanto et al., 2021).

A population is defined as a collection of all research objects consisting of individuals who are the source of data in a study and have certain characteristics ((Sekaran & Bougie, 2016). The determination of the number of samples in the study uses the formula of Hair et al. (2022) where the formula used is the minimum sample size of $5 \times$ the number of statements for which there are 29 statements in this questionnaire, so that the sample size obtained was 145 respondents. The purposive sampling method was used in this study, which is a data collection technique that determines the sample that has been considered by the researcher.(Sugiyono, 2015)The criteria are Bank XYZ employees who have worked for at least 1 year in the West Jakarta area.

This research analysis method uses structural equation Modeling (SEM PLS) to analyze the relationship between variables and measure the influence of one variable on another. In this study, data were collected using a questionnaire with a Likert scale containing 15 levels of answers. Therefore, a measuring instrument was used to measure the validity and reliability. The validity tests used convergent and discriminant validity, with an Average Variance Extracted (AVE) > 0.5 .(Hair et al., 2022). Meanwhile, to test reliability, the guidelines used were Cronbach's alpha > 0.7 , and composite reliability > 0.7 . Next, an inner model test was conducted to examine the relationship between variable arrangement indicators. The measurements used were R-squared, path coefficient, and indirect effects. The R-square test guideline was 0.75, indicating a strong model, 0.50 moderate, and 0.25, weak. The guideline for the path coefficient value ranges from -1 to 1, with values closer to 1 or -1 indicating a stronger positive or negative relationship. For guidelines on significant indirect effects, a T-statistic value ≥ 1.96 and a P value ≤ 0.05 are used.(Hair et al., 2022).

RESULTS AND DISCUSSION

This research was conducted on XYZ Bank employees using a 29-questionnaire questionnaire. The sample size used in this study was random sampling. Hair et al. (2022) namely, the statement of the minimum sample size is $5 \times$ the number of statements, which has 29 statements in this questionnaire, so the sample size obtained was 145 respondents..Each respondent in this research has different characteristics;these characteristics include gender, age, length of service, and highest level of education. The following are the results of the grouping of respondents based on the questionnaire that has been distributed as follows; the gender of the respondents is mostly female with 78 respondents (54%), the most dominant age of respondents was 24-29 years with 56 respondents (39%), the length of work is 46 years with 62 respondents (42%), and the most dominant last education was S1 with 77 respondents (54%).

As stated by Hair et al. (2022), indicators with outer loading values ≥ 0.7 and AVE values > 0.5 are considered valid. Variable reliability was measured using Cronbach's alpha and composite reliability values of > 0.7 . All variable indicators were declared valid and reliable because the outer loading, AVE, Cronbach's alpha, and composite reliability values met the criteria. This can be seen that the Work Motivation variable has an AVE value = 0.656, Cronbach's alpha = 0.925, and composite reliability = 0.927. The Job Satisfaction variable had an AVE value of 0.599, Cronbach's alpha of 0.904, and composite reliability of 0.906. The Employee Engagement variable had an AVE value of 0.687. Cronbach's alpha was 0.924 and the composite reliability was 0.926. Finally, the Employee Performance variable has an AVE value of 0.608, Cronbach's alpha = 0.870, and composite reliability = 0.871.

Table 1. R Square Test Results

Variables	R Square	R Square Adjusted	Conclusion
Employee Engagement	0.654	0.650	Moderate
Employee performance	0.775	0.772	Strong

According to Hair et al. (2022) mark R^2 ranges from 0-1, where the higher the value, the stronger the influence. Hair et al. (2022) also group values R^2 into 3 categories, namely value $R^2 = 0.75$ for the strong category, $R^2 = 0.50$ for the moderate category, and $R^2 = 0.25$ for the weak category. Based on the research that has been done, it can be seen that the R-Square value of Employee Engagement is 0.654, which means that the variables of Work Motivation and Job Satisfaction are able to explain their influence on Employee Engagement by 65.4%, while 34.6% is influenced by other variables outside the model studied. Finally, the R-Square value of the Employee Performance variable is 0.775, which means that Work Motivation, Job Satisfaction, and Employee Engagement are able to influence Employee Performance by 77.5%, while 22.5% is influenced by other variables outside the model studied.

Table 2. Results of Hypothesis Testing of the Direct Influence Research Model

Hypothesis	Hypothesis Statement	Original sample	T-Statistic	P-values	Conclusion
H1	Work motivation has a positive influence on employee engagement	0.167	2,150	0.032	H1 accepted
H2	Work Motivation has a positive effect on Employee Performance	0.210	2,228	0.026	H2 accepted
H3	Job Satisfaction has a positive effect on Employee Engagement	0.683	10,112	0,000	H3 is accepted
H4	Job Satisfaction has a positive effect on Employee Performance	0.399	4,330	0,000	H4 accepted
H5	Employee Engagement has a positive effect on Employee Performance	0.359	4,244	0,000	H5 is accepted
H6	Employee Engagement Mediates Work Motivation on Employee Performance	0.060	2,473	0.013	H6 is accepted
H7	Employee Engagement Mediates Job Satisfaction on Employee Performance	0.245	3,381	0.001	H7 accepted

Based on the results of the hypothesis test, all seven hypotheses in this study were accepted. In the first hypothesis, the T-statistic value = 2.150 and P-value = 0.032 indicating that there is a positive influence between Work Motivation and Employee Engagement. The second hypothesis has a T-statistic value of 2.228 and P-value = 0.026, indicating that Work Motivation has a positive influence on Employee Performance. The third hypothesis has a T-statistic value of 10.112 and P-value = 0.000, indicating that Job Satisfaction has a positive influence on Employee Engagement. The fourth hypothesis, with a T-statistic = 4.330 and P-value = 0.000, proves a positive influence between Job Satisfaction and Employee Performance. The fifth hypothesis with T-statistic = 4.244 and P-value = 0.000, explains that Employee Engagement has a positive influence on Employee Performance.

Employee Engagement mediates the effect of Work Motivation on Employee Performance with a T-statistic value of 2.473 and P-value = 0.013. Finally, Hypothesis 7, on the influence of Employee Engagement mediating Job Satisfaction on Employee Performance has a T-statistic value = 3.381 and P-value = 0.001, so it can be concluded that Hypothesis 7 is accepted.

This study examines how employee engagement mediates the influence of Work Motivation and Job Satisfaction on Employee Performance.

The first hypothesis shows a positive relationship between Work Motivation and Employee Engagement. Based on index answer respondents highest from Work Motivation and Employee Engagement variables with the statement "The company provides equipment for employee work so that employees always work with enthusiasm." This shows that providing complete work tools for work is a motivational factor that can strengthen employee engagement because there is no shortage of equipment at work. This is in line with research by Riyanto et al. (2021), Fuadi and Setiawati (2019), and Engidaw (2021) who state that Work Motivation has a positive influence on Employee Engagement.

The results of the second hypothesis test showed a positive relationship between Work Motivation and Employee Performance. Based on index answer respondents highest from Work Motivation and Employee Performance variables with the statement "The company provides equipment for employee work so that employees are responsible for the results of the work they do." This shows that providing complete work tools for work is a motivating factor that can improve employee performance because there is no shortage of equipment at work. This is in line with research by Riyanto et al. (2021), Wuryani et al. (2021) and Prastiwi et al. (2022) who state that work motivation has a positive influence on employee performance.

The third hypothesis found a positive relationship between Job Satisfaction and Employee Engagement. Based on index answer respondents highest from Job Satisfaction and Employee Engagement variables with the statement "there is assistance if a coworker has difficulty completing work on time so that employees always work with enthusiasm" This shows that cooperation between employees at work is a factor in job satisfaction that can improve employee engagement due to the concern between employees that creates a sense of enthusiasm among employees at work. This is in line with research by Tepayakul and Rinthaisong (2018), Riyanto et al. (2021) and Natasya and Awaluddin (2021) who state that Job Satisfaction has a positive influence on Employee Engagement.

The fourth hypothesis shows a positive influence on Job Satisfaction and Employee Performance. Based on index answer respondents highest from Job Satisfaction and Employee Performance variables with the statement "there is assistance if a coworker has difficulty completing work on time so that employees are responsible for the results of the work they do" This shows that cooperation between employees at work is a factor of job satisfaction that can improve employee performance due to the concern between employees that creates a sense of responsibility in completing work. This is in line with research by Carvalho et al. (2020), Egenius et al. (2020) and Lestari et al. (2022) who state that Job Satisfaction has a positive influence on Employee Performance.

The results of the fifth hypothesis test indicated that Employee Engagement has a positive influence on Employee Performance. Based on index answer respondents highest from Employee Engagement and Employee Performance variables with the statement "Employees always work enthusiastically so that employees are responsible for the results of the work they do." This shows that the employees' enthusiasm for their work makes them responsible for the results of the work they do. This is in line with research Meswantri & Awaludin (2018), Adhitama & Riyanto (2020) & Bustasar et al. (2019) which states that Employee Engagement has a positive influence on Employee Performance.

The results of the sixth hypothesis test show that Employee Engagement Mediates Work Motivation on Employee Performance. Based on index answer respondents highest from variables Employee Engagement, Work Motivation and Employee Performance with the statement "Employees always work enthusiastically because the company provides equipment for employee work so that employees are responsible for the results of the work they do." This shows that employee engagement is becoming stronger because there is no shortage of equipment in the work and indirectly makes employees responsible for the results of the work they do. This is in line with research by Fuadi and Setiawati (2019), Carvalho et al. (2020) and Prastiwi et al. (2022) who state that employee Engagement Mediates Work Motivation on Employee Performance.

Finally, the results of the seventh hypothesis test indicate that employee engagement mediates the effect of job satisfaction on employee performance. Based on index answer respondents highest from variables Employee engagement, employee satisfaction and employee performance with the statement "Employees always work enthusiastically because they get help if a coworker has difficulty completing work on time, so employees are responsible for the results of the work they do." This shows that employee engagement is getting stronger because there is help if there are colleagues who have difficulty completing work on time and

indirectly makes employees responsible for the results of the work donor, which is in line with research by Egenius et al. (2020), Riyanto et al. (2021) and Lestari et al. (2022), who state that employee Engagement Mediates Job Satisfaction on Employee Performance.

REFERENCES

- Adhitama, J., & Riyanto, S. (2020). Maintaining Employee Engagement and Employee Performance during Covid-19 Pandemic at PT Koexim Mandiri Finance. *Quest Journals Journal of Research in Business and Management*, 8(3), 6–10.
- Amstrong, M. (2006). Performance Management Key Strategies and Practical Guidelines. In Thomson-Shore (Ed.), *Analytical Biochemistry* (Thrid, Vol. 11, Issue 1). Kogan Page Limited.
- Berliana, M., Siregar, N., & Dwi Gustian, H. (2018). The Model of Job Satisfaction and Employee Performance. *International Review of Management and Marketing*, 8(6), 41–46.
- Bustasar, B., Sumarsih, S., & Nugroho, K. U. Z. (2019). The Relationship between Motivation, Engagement and Performance of Employee. *Advances in Social Science, Education and Humanities Research*, January. <https://doi.org/10.2991/icetep-18.2019.19>
- Carvalho, da C., Adelina, Riana, I. G., & Soares, A. D. C. (2020). Motivation On Job Satisfaction And Employee Performance. *International Research Journal of Management, IT and Social Sciences*, 7(5), 13–23.
- Egenius, S., Triatmanto, B., & Natsir, M. (2020). The Effect of Job Satisfaction on Employee Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan. *International Journal of Multicultural and Multireligious Understanding*, 7(10), 480. <https://doi.org/10.18415/ijmmu.v7i10.1891>
- Engidaw, A. E. (2021). The effect of motivation on employee engagement in public sectors: in the case of North Wollo zone. *Journal of Innovation and Entrepreneurship*, 10(1), 1–15. <https://doi.org/10.1186/s13731-021-00185-1>
- Fatmasari, E., Al, M. M., & Wulida, A. T. (2018). The Effect of Quality of Work Life and Motivation on Employee Engagement with Job Satisfaction as an intervening Variabel. *RJOAS*, 2(74), 108–114. <https://doi.org/https://doi.org/10.18551/rjoas>
- Fuadi, S. N., & Setiawati, T. (2019). The Influence of Work Motivation, Organizational Culture, and Job Engagement on Employee Performance. *International Conference on Technology, Education and Sciences*, 20(8), 56–63.
- Hadi, L. K., & Hanif, R. (2022). The Influence of Work Engagement on Employee Performance at PT. Telkom Indonesia Tbk., Witel Malang Through Organizational Citizenship Behavior as a Mediation Variable. *International Journal of Science, Technology & Management*, 3(2), 368–375. <https://doi.org/10.46729/ijstm.v3i2.478>
- Hair, J. F., Danks, N., Ray, S., Hult, T., Sarstedt, M., & Ringle, C. M. (2022). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research*. Springer International Publishing. https://doi.org/10.1007/978-3-319-57413-4_15
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. In *European Business Review* (Vol. 26, Issue 2). <https://doi.org/10.1108/EBR-10-2013-0128>
- Kuswati, Y. (2021). The Effect of Motivation on Employee Performance through Organizational Culture. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 04(07), 995–1002. <https://doi.org/10.47191/jefms/v4-i7-16>
- Lestari, Y. W., Broto, B. E., & Prayoga, Y. (2022). The Effect of Motivation, Communication And Job Satisfaction on Employee Performance. *International Journal of Science, Technology & Management*, 3(2), 530–536. <https://doi.org/10.46729/ijstm.v3i2.481>
- Maslow, A. H. (1954). *Motivación and persionality*. Harper & Row.
- Meswantri, M., & Awaludin, A. (2018). International Review of Management and Marketing Determinant of Employee Engagement and its Implications on Employee Performance. *International Review of Management and Marketing*, 8(3), 36–44.
- Natasya, N. S., & Awaluddin, R. (2021). The Effect of Quality of Work Life, Organizational Culture and Job Satisfaction on Employee Engagement. *Bina Bangsa International Journal of Business and Management (BBIJBM)*, 1(2), 158–165.
- Pangastuti, A. P. D., Sukirno, & Efendi, R. (2020). The Effect of Work Motivation and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 7(3), 292–299.

- Parulian, S., & Sutawijaya, A. H. (2020). Effect of Work Environment and Motivation on Workload and its Implications on Employee Performance PT. PLN (Persero) Up3 Kebon Jeruk. *Dinasti International Journal of Digital Business Management*, 1(2), 165–179. <https://doi.org/10.31933/dijdbm.v1i2.134>
- Prastiwi, I. E., Pardanawati, S. L., & Kurniawan, D. (2022). Employee Performance: Work Ability and Work Motivation. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 06(01), 01–10. <https://doi.org/10.29040/ijebar.v6i2.3122>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Rizky, A. O., Ramli, A. H., & Mariam, S. (2023). Leader-Member Exchange, Communication Satisfaction, Job Satisfaction, Employee Engagement dan Employee Performance. *Jurnal Lentera Bisnis*, 12(3), 667–682. <https://doi.org/10.34127/jrlab.v12i3.891>
- Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35(4), 577–591. <https://doi.org/10.1027/1015-5759/a000430>
- Spector, P. E. (2022). *Job Satisfaction : from Assessment to Intervention* (First publ). Routledge.
- Sugiyono. (2015). Metode Penelitian dan Pengembangan Pendekatan Kualitatif, Kuantitatif, dan R&D. In *Metode Penelitian dan Pengembangan Pendekatan Kualitatif, Kuantitatif, dan R&D*.
- Tepayakul, R., & Rinthaisong, I. (2018). Job Satisfaction and Employee Engagement among Human Resources Staff of Thai Private Higher Education Institutions. *Journal of Behavioral Science*, 13(2), 68–81.
- Uma Sekaran, R. B. (2016). Research Methods For Business : A Skill-Building Approach in Wiley. Wiley, 34(7). <https://doi.org/https://doi.org/10.1108/lodj-06-2013-0079>
- Wuryani, E., Rodli, A. F., Sutarsi, S., Dewi, N. N., & Arif, D. (2021). Analysis of decision support system on situational leadership styles on work motivation and employee performance. 11, 365–372. <https://doi.org/10.5267/j.msl.2020.9.033>