

The Influence Of Work Motivation And Job Satisfaction On Employee Performance Through Employee Engagement

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ABSTRACT

This study aims to examine how direct and indirect influence of work motivation, job satisfaction and employee continuity on employee performance at PT. Gajah Tunggal Tbk. This study was motivated by employee performance that was not mentioned so that a study was conducted to determine work motivation, job satisfaction and employee continuity which would later become the most influential variables on employee performance at PT. Gajah Tunggal Tbk. The population in this study were permanent employees at PT. Gajah Tunggal Tbk. and had worked for more than 1 year. While the research sample was taken using purposive sampling technique with a total of 200 respondents. This study is a quantitative study using the Structural Equation Model - Partial Least Square (SEM-PLS) method. The results of the study showed that work motivation was proven to have a positive effect on employee performance, job satisfaction had a positive effect on employee performance, work motivation had a positive effect on employee performance, job satisfaction did not have a positive effect on employee performance, the closest employee had a positive effect on employee performance and an indirect effect that was proven that employee turnover was able to mediate work motivation and job satisfaction on employee performance. After conducting the study, the researcher suggested expanding the population to the branches of PT. Gajah Tunggal Tbk located in other regions in Indonesia, in order to represent more answers from PT. Gajah Tunggal Tbk employees throughout Indonesia. In addition, it can also add other supporting variables, such as training, work environment, compensation, reward and punishment and other variables that are relevant to the novelty of the study.

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

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) Human resources within a company need to be managed professionally to achieve a balance between employee engagement and the demands and capabilities of the organization. This balance is the key to a company's productive and progressive growth. (Natasya & Awaluddin, 2021). Many companies are beginning to realize that increased individual productivity and organizational growth depends on a skilled, motivated, and flexible workforce.

The employee performance required by a company is, of course, good and high-achieving employee performance 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).

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). Furthermore, employee engagement makes employees feel control. When employee engagement is involved in a job, it will influence employees' psychological characteristics, such as self-confidence and optimism, and motivate employees further, which will increase 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).

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 the previous study: work motivation, job satisfaction, employee engagement, and employee performance. The difference between this study and previous studies is that the subjects in this study had never been used in previous studies. The subjects of this study were companies engaged in tire manufacturing.

Based on the description above, this study aims to determine the influence of work motivation, job satisfaction, and employee engagement towards employee performance, directly or indirectly, and to determine whether employee engagement is a mediating variable between work motivation, job satisfaction, and employee performance and to serve as a guideline for companies to improve employee performance in the future.

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. Fikri and Prastyani (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 company can improve employee performance by managing employee motivation. (Fuadi & Setiawati, 2019).

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. Fuadi & Setiawati (2018) 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. 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. Fuadi and Setiawati (2018) argued that work motivation and synergistic employee engagement make employees more committed, which will ultimately have an impact on improving performance.

Conclusion of the results of the research Engidaw (2021), Al et al. (2018), Bustasar et al. (2019) & Fuadi & Setiawati (2018) 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 effect on employee engagement

6. 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 & Awaluddin (2021) Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work, thus forming a mutually related employee bond with each other. Putri et al. (2020) argue that employees are more productive when they have a commitment to the company which creates employee engagement and when their work makes them relatively satisfied and creates job satisfaction. Fatmasari et al. (2018) said that nowadays, no business can survive without employee engagement, therefore, it is important to provide job satisfaction to employees in the form of awards or job promotions. Conclusion of research results Tepayakul and Rinthaisong (2018), Natasya and Awaluddin (2021), Putri et al. (2020) and Fatmasari et al. (2018) reported that job satisfaction positively influences employee engagement. Based on this explanation, we propose the following hypothesis:

H2: Job satisfaction has a positive effect on employee engagement

7. The relationship between work motivation and employee performance

According to, one way to increase employee engagement is by increasing work motivation within the company; Wuryani et al. (2021) state that a leader is needed who has work motivation and has good decisions in order to achieve good employee performance so that the goals of the organization/company can be achieved; 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; Pangastuti et al. (2020) It can be seen that work motivation has a relationship to determine the influence of work motivation on employee performance, so that in the future it can contribute to company decision-making in order to achieve the common goals of both employees and the company.

H3: Work motivation has a positive effect on employee performance

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 has a positive effect on employee performance (Carvalho et al. (2020); Berliana et al. (2018); Egenius et al. (2020); 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

Riyanto et al. (2021) High employee engagement in an organization will increase job satisfaction, organizational commitment, and reduce employee intentions to quit 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) Management and development of human resources in the company is expected to produce quality human resources and have employee attachment to the company so that they can work with high enthusiasm so that employee performance increases and company goals are achieved.

The conclusions from previous research by Riyanto et al. (2021), 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. (Fuadi & Setiawati, 2019) 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).

The results of the research by Fuadi and Setiawati (2019), and Prastiwi et al. (2022) have proven that employee engagement mediates 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 impact on employee performance with the help of strong employee engagement, ultimately impacting organizational performance. Employee engagement within a company can provide benefits in increase job satisfaction and minimize employee errors, thus strengthening one of the factors that influences employee performance. Riyanto et al. (2021). 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).

Conclusion of the results of the research Egenius et al. (2020), Riyanto et al. (2021) & (Lestari et al., 2022) have proven that employee engagement mediates job satisfaction and employee performance. Based. H7: Employee engagement mediates job satisfaction on employee performance.

METHOD STUDY

1. Research Design

This study aims to test a theory or hypothesis to strengthen or reject the theory or hypothesis of the results of previous research. This study examines the causal relationship between variables that directly or indirectly influence the independent variable on the dependent variable and the mediating variable on the dependent variable. The variables in this study included work motivation (X1), job satisfaction (X2), work engagement (Z), and employee performance (Y). The data used for analysis purposes in this study consisted of primary data obtained from distributing questionnaires using Google Forms.

2. Population and Sampling

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) This research will be conducted at PT. Gajah Tunggal Tbk. The determination of the number of samples in the research uses the formula method. Hair et al. (2022) The formula used is a minimum sample size of 5 x the number of statements, of which there are 40 statements in this questionnaire, so the sample size obtained is 200 respondents. The purposive sampling method, a data collection technique that determines a sample that has been considered, was used in this study. The criteria are permanent employees at PT Gajah Tunggal Tbk who have worked for more than one year.

3. Data Analysis Method

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 1-4 levels of answers. Therefore, a measuring instrument was used to measure the validity and reliability. Convergent and discriminant validity tests were used. Convergent validity was determined using the guideline for a loading factor value > 0.7 . However, loading

values of 0.6 to 0.7 are still acceptable and 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 permanent employees at PT Gajah Tunggal Tbk who had worked there for more than a year. A 40-question questionnaire was administered. The sample size used in this research was a random sampling method, and Hair et al. (2022), the statement of the minimum sample size is five times the number of statements, which has 40 statements in this questionnaire, so the sample size obtained was 200 respondents. Each respondent in this research had different characteristics; these characteristics included gender, age, length of service, and highest level of education. The following are the results of the grouping of respondents based on the questionnaires that have been distributed as follows: the gender of the respondents is mostly male, as many as 130 people (65%), the most dominant age of respondents is >41 years as many as 90 people (45%), the most length of work of respondents is >10 years, as many as 96 respondents (48%), and the most dominant last education is S1, with as many as 92 people (46%).

As stated by Hair et al. (2022), indicators with outer loading values ≥ 0.7 , but loading values of 0.6 to 0.7, are still acceptable and AVE values > 0.5 are considered valid. The reliability of the variables 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 meet the criteria. This can be seen that the work motivation variable has an AVE value = 0.631, Cronbach's alpha = 0.935, and composite reliability = 0.945. The job satisfaction variable had an AVE value of 0.552, Cronbach's alpha of 0.909, and composite reliability of 0.924. The employee engagement variable had an AVE value of 0.569. The Cronbach's alpha was 0.905, and the composite reliability was 0.922. Finally, the employee performance variable had an AVE value of 0.579, Cronbach's alpha = 0.927, and composite reliability = 0.938.

Table 1. R Square Test Results

Variables	R Square	R Square Adjusted	Conclusion
Employee Engagement	0.709	0.707	Moderate
Employee performance	0.901	0.899	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 conducted, it can be seen that the R-Square value of employee engagement is 0.709, which means that the variables of work motivation and job satisfaction are able to explain their influence on employee engagement by 70.9%, while 29.1% is influenced by other variables outside the model studied. Meanwhile, the R-Square value of the employee performance variable is 0.901, which means that work motivation, job satisfaction, and work engagement are able to influence task-related behavior by 90.1%, while 9.9% is influenced by other variables outside the model studied.

Table 2. Results of Hypothesis Testing of the Research Model

Hypothesis	Hypothesis Statement	Original sample	T-Statistic	P-values	Conclusion
H1	Work motivation has a positive effect on employee engagement	0.269	2,751	0.006	H1 accepted
H2	Job satisfaction has a positive effect on employee	0.634	7,122	0.000	H2 accepted

	engagement				
H3	Work motivation has a positive effect on employee performance	0.738	16,995	0.000	H3 is accepted
H4	Job satisfaction has a positive effect on employee performance	0.072	1,257	0.209	H4 is rejected
H5	Employee engagement has a positive effect on employee performance	0.203	3,250	0.001	H5 is accepted
H6	Work motivation has a positive influence on employee performance through employee engagement.	0.054	2,260	0.006	H6 is accepted
H7	Job satisfaction has a positive effect on employee performance through employee engagement.	0.128	2,754	0.024	H7 accepted

Next, hypothesis testing with a significance level of 5%, where the hypothesis will be accepted if the T-statistic > 1.96 and P-value < 0.05 (Hair et al., 2022). Based on the results of the hypothesis test, it can be seen that 4 hypotheses are accepted and 1 hypothesis is rejected in this study. In the first hypothesis, the T-statistic value = 2.751 and P-value = 0.006 indicate a positive influence between work motivation and employee engagement. The second hypothesis has a T-statistic value of 7.122 and a P-value = 0.000, which means that job satisfaction has a positive influence on employee engagement. The third hypothesis, with a T-statistic = 16.995 and P-value = 0.000, proves a positive influence between work motivation and employee performance. The fourth hypothesis shows that job satisfaction does not have a significant positive effect on employee performance because the T-statistic = 1.257 is below 1.96, and the P-value = 0.209 is above 0.05. Finally, the fifth hypothesis, with a T-statistic = 3.250 and P-value = 0.001, explains that employee engagement has a positive influence on employee performance.

In addition to the direct influence, an indirect effect was also found between work motivation having a positive effect on employee performance through employee engagement with a T-statistic value of 2.260 and a P-value of 0.006. Meanwhile, extrinsic motivation has a positive effect on employee performance, mediated by employee engagement, with a T-statistic value of 2.754 and a P-value of 0.024.

This study examines the direct and indirect influences of work motivation and job satisfaction on employee engagement and employee performance in permanent employees at PT. Gajah Tunggal Tbk had worked for more than one year.

The first hypothesis shows a positive influence between work motivation and work engagement behavior 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, which is in line with research by Al et al. (2018), Bustasar et al. (2019), and Fuadi and Setiawati (2018), who found that work motivation has a positive effect on work engagement.

The results of the second hypothesis showed a positive relationship between job satisfaction and work engagement. As stated by Tepayakul & Rinthaisong (2018), Natasya & Awaluddin (2021), Putri et al. (2020) & Fatmasari et al. (2018) The correlation results show that job satisfaction and employee engagement are positively related, so job satisfaction is an important driver of employee engagement. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work, thus forming interconnected employee engagement.

The third hypothesis shows a positive relationship between work motivation and employee performance. This is consistent with the results of previous research. Kuswati (2021), Wuryani et al. (2021), Prastiwi et al. (2022), and Pangastuti et al. (2020) found 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.

The fourth hypothesis rejects the influence of job satisfaction on employee performance. The correlation results indicate that job satisfaction has no effect on employee performance, which is inconsistent with the findings of previous research. Carvalho et al. (2020), Berliana et al. (2018), Egenius et al. (2020), and Lestari

et al. (2022) found 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.

The results of the fifth hypothesis test indicated that work engagement has a positive influence on employee performance. This is evidenced by the fact that engaged employees exhibit extraordinary involvement, increasing their profits and focusing on the company they work for by carrying out key vital tasks that drive employee performance and consistently improve employee performance throughout the year. This aligns with previous research. Riyanto et al. (2021), Bustasar et al. (2019), Adhitama and Riyanto (2020), and Meswantri and Awaludin (2018) find that work engagement has a positive effect on employee performance.

The results of the sixth hypothesis test found that employee engagement mediates work motivation and employee performance positively, and that work motivation and employee engagement synergistically will make employees more committed, which will ultimately have an impact on improving employee performance. This is in line with research by Fuadi and Setiawati (2019), Carvalho et al. (2020), and Prastiwi et al. (2022), who found that work engagement mediates work motivation and employee performance.

Finally, the seventh hypothesis also shows a positive influence between job satisfaction and employee performance, mediated by work engagement. As stated by Egenius et al. (2020), Riyanto et al. (2021) and (Lestari et al. 2022). Job satisfaction is currently believed to have a direct impact on employee performance with the help of strong employee engagement, ultimately impacting organizational performance. Employee engagement within a company can benefit by increasing job satisfaction and minimizing employee errors, thus strengthening one of the factors that influence improved employee performance.

CONCLUSION

Based on the research conducted, all research hypotheses rejected one hypothesis. Starting from the first hypothesis, work motivation is proven to have a positive effect on work engagement, followed by subsequent hypotheses, namely job satisfaction has a positive effect on employee engagement, work motivation has a positive effect on employee performance, job satisfaction has no positive effect on employee performance, and employee engagement has a positive effect on employee performance, up to the indirect effect hypothesis, which proves that employee engagement is able to mediate work motivation and job satisfaction on employee performance.

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