

THE EFFECT OF WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT AS AN INTERVENING VARIABLE



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Abstract

The purpose of this study was to determine the direct effect of Work Motivation and job satisfaction on Employee engagement, to determine the direct effect of Work Motivation, job satisfaction, and Employee engagement on Employee Performance. As well as the indirect effect of Work Motivation and job satisfaction on Employee Performance through Employee engagement. Data collection was carried out using a questionnaire distributed online using Google from through social media such as WhatsApp. The sample in this study were all permanent employees of the telecommunications company PT RIZKI PRIMA SAKTI totaling 170 people. This study used Smart Pls to analyze the data. From the data analysis, it was found that Work Motivation did not affect Employee engagement, Job satisfaction had a positive effect on Employee engagement. Furthermore, Work Motivation did not affect Employee Performance, but Job satisfaction and Employee engagement had a positive effect on employee performance. Work Motivation did not affect Employee Performance through Employee engagement, but job satisfaction affected Employee Performance through Employee engagement. Based on the research results, companies need to pay attention to Work Motivation by providing full support to employees so that they get job satisfaction so that employees will feel engaged in working and ultimately employees will give their best performance for the company.

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

INTRODUCTION

Quality human resources are an important factor in the success of a company in achieving its vision and mission. Effective human resource (HR) management is needed to maintain a balance between employee performance and organizational demands, which ultimately drives company productivity and growth (Natasya & Awaluddin, 2021; Kuswati, 2021). Employee performance evaluation, which involves the quality, quantity, and timeliness of work, is a key aspect of human resource development (Fikri & Prastyani, 2021). Increasing employee engagement can increase productivity and reduce turnover. However, in many companies, employee engagement and performance are still low, which is often indicated by weak discipline (Hadi & Hanif, 2022; Aziez, 2022).

One real example occurred at PT Rizki Prima Sakti (RPS), a service and supplier company in telecommunications infrastructure development. RPS experienced delays in infrastructure development in Makassar in 2020 and 2021, with work completion far below target (around 60%). This delay caused trust issues with employers and financial losses for the company. Factors that caused this delay included lack of coordination, communication, discipline, and a sense of company ownership (Fuadi & Setiawati, 2019).

Work motivation is essential in improving employee performance (Yusnar et al, 2023). Strong motivation helps employees achieve company goals better, but this must be accompanied by effective communication (Miftahul Maulidy & Ratnawati, 2023). When communication is hampered, employees and managers will have difficulty solving problems that arise in the company (Fuadi & Setiawati, 2019). High work motivation is also associated with a sense of responsibility, resilience, and a desire to complete tasks well (Bustasar et al., 2019). Strong work motivation can improve employee performance, which ultimately has a positive impact on the company's overall work results (Lestari et al., 2022; Zaman & Zulganef, 2023).

In addition to work motivation, job satisfaction also plays an important role in improving employee performance and loyalty (Sibuea et al, 2022). Employees who are satisfied with their jobs tend to exhibit positive behavior in the workplace, which ultimately improves their performance (Egenius et al., 2020; Carvalho et al., 2020; Syahmirza &

Prawitowati, 2022). Furthermore, job satisfaction can increase employee engagement, which is essential for the success of a company (Adhitama & Riyanto, 2020).

High employee engagement can increase employee self-confidence, optimism, and commitment, all of which have a positive impact on performance and reduce turnover intentions (Wuryani et al., 2021). Factors such as support from superiors, open communication, and feelings of being appreciated are also important in creating strong employee engagement (Susanto et al., 2023).

“Previous research shows inconsistent findings regarding the impact of work motivation, job satisfaction, and employee engagement on performance. Riyanto et al. (2021) stated that work motivation has a positive effect on performance, but job happiness does not have a direct impact on performance. In contrast, research conducted by Maryati et al. (2024) shows that job satisfaction and employee engagement have a significant effect on employee performance.

Research conducted by Wau & Kustiawan (2024) strengthens these findings, which show that work motivation, job satisfaction, and employee engagement have a positive effect on employee performance. This study aims to determine the correlation between work motivation, job satisfaction, employee engagement, and employee performance with a focus on companies engaged in telecommunications infrastructure installation services. This study will test whether employee engagement mediates the effect of work motivation and job satisfaction on employee performance.

REVIEW OF LITERATURE

Human Resource Management (HRM)

Human resource management (HRM) is an intelligent and effective method to oversee an organization’s most valuable asset, its employees. HRM includes recruiting, training, remuneration, and formulating policies and strategies to retain employees. This management is essential to enable a company to achieve its goals through the individual and collective efforts of its employees (Armstrong, 2016). Furthermore, despite rapid technological advancements, human involvement remains a critical component in the

completion of tasks in an organization, making the employee placement process vital (Corti, 2016; Minnesota, 2016).

Employee Performance

Employee performance is defined as the value of a series of behaviors that contribute to the achievement of organizational goals, both positively and negatively (Egenius et al., 2020). Every company expects maximum performance from its employees, which is measured based on predetermined targets (Fikri & Prastyani, 2021). Good performance includes increasing efficiency, effectiveness, and quality in completing tasks (Aziez, 2022). Several factors that influence employee performance include management support, individual competence, and organizational support (Lestari et al., 2022). Kuswati (2021) added that employee performance can be measured by four dimensions: quantity, quality, effectiveness, and timeliness.

Work Motivation

Work motivation is a drive that creates work enthusiasm and teamwork to achieve organizational goals (Bustasar et al., 2019; Pangastuti et al., 2020). Work motivation is very important to encourage employees to work harder and give their best for the company (Carvalho et al., 2020). This motivation also helps create a cooperative and productive work environment (Wuryani et al., 2021). Lestari et al. (2022) explain that work motivation provides direction and rewards to employees so that they remain inspired and work according to company expectations. According to Abraham Maslow, work motivation consists of five dimensions: psychological needs, safety, social, appreciation, and self-actualization (Pangastuti et al., 2020).

Job Satisfaction

“Job satisfaction is one of the important factors that support employee productivity, loyalty, and service quality (Egenius et al., 2020). Sutiye et al. (2020) stated that job satisfaction reflects an employee's positive feelings toward their job, which encourages positive behavior in the work environment. Satisfied employees tend to be more committed and have a more conducive organizational climate (Natasya & Awaluddin, 2021). Job satisfaction consists of five dimensions: challenging work, compensation, supportive working conditions, supportive colleagues, and personality-job fit (Sutiye et al., 2020). Job

satisfaction is also related to employees' perceptions of their jobs and the expectations they consider important (Zaman & Zulganef, 2023).”

Employee Engagement

Employee engagement is the emotional attachment and commitment of employees to the organization that drives them to give their best for the success of the company (Fuadi & Setiawati, 2019; Adhitama & Riyanto, 2020). Engaged employees have high vitality, dedication, and work focus (Engidaw, 2021). This plays an important role in ensuring that employees are committed to organizational goals and motivated to contribute (Hadi & Hanif, 2022). Several factors that influence employee engagement include work-life balance, leadership, organizational culture, and career development opportunities (Tan & Yeap, 2022). Employee engagement can be measured in three dimensions: vigor, dedication, and absorption (Wau & Kustiawan, 2024).

Relationship between Work Motivation and Employee Engagement

“Employees without work motivation and engagement tend to put in less effort, reduce the quality of work, and even leave their jobs. Increasing work motivation can increase employee engagement which contributes to the competitive advantage of the organization (Bustasar et al., 2019; Engidaw, 2021). Previous studies have shown a positive effect of work motivation on employee engagement (Endayani & Saman, 2021).”

H1: Work Motivation has a positive effect on Employee engagement

Relationship between Job Satisfaction And Employee Engagement

“Job satisfaction has a positive relationship with employee engagement, where satisfaction is a driver of better engagement in work (Annisa et al., 2022). Satisfied employees will be more engaged in their work, which ultimately increases the success of the company (Maryati et al., 2024). Previous research shows that job satisfaction has a positive effect on employee engagement.”

H2: Job satisfaction has a positive effect on employee engagement.

Relationship between Work Motivation and Employee Performance

“High work motivation will improve employee performance. Leaders who motivate employees will influence their performance, helping to achieve organizational goals

(Marchyta, 2021; Fuadi & Setiawati, 2019). Research shows that work motivation has a positive effect on employee performance (Prastiwi et al., 2022).”

H3: Work Motivation has a positive effect on Employee Performance

Relationship between Job Satisfaction and Employee Performance

“Employee job satisfaction is a major factor that positively influences their performance. Employees who are satisfied with their jobs tend to be more productive and responsible (Carvalho et al., 2020; Egenius et al., 2020). Previous research has shown that job satisfaction has a positive effect on employee performance (Lestari et al., 2022).”

H4: Job satisfaction has a positive effect on Employee Performance

Relationship between Employee Engagement and Employee Performance

“Employee engagement has a significant impact on improving performance. Engaged employees are highly motivated to complete vital tasks that contribute to achieving company goals (Himawaty, 2022; Hadi & Hanif, 2022). Previous studies have confirmed that employee engagement has a positive impact on their performance.”

H5: Employee engagement has a positive effect on Employee Performance

Relationship between Work Motivation and Employee Performance through Employee Engagement

“High work motivation, followed by strong engagement, will improve employee performance (Ulfah & Nilasari, 2023). Employees who are motivated and engaged in their work will be more committed, which ultimately improves work performance (Lussa et al., 2023). Previous research shows that engagement mediates the relationship between work motivation and employee performance.”

H6: Work Motivation influences Employee Performance through Employee Engagement

The Relationship between Job Satisfaction and Employee Performance Through Employee Engagement

“High job satisfaction will affect employee performance with the help of strong engagement (Prasasti & Gunawan, 2022). High engagement will reduce employee intentions to quit and improve their performance (Syahmirza & Prawitowati, 2022; Tianto, 2022).

Previous research has shown that employee engagement mediates the relationship between job satisfaction and employee performance.”

H7: Job satisfaction influences Employee Performance through Employee engagement

Based on the explanation of the relationship between variables and hypotheses above, the following research model image is presented:

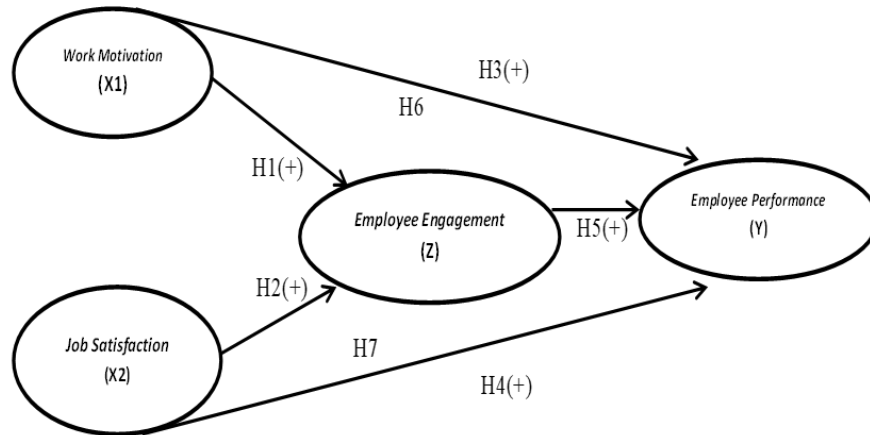


Figure 1.
Research Model

RESEARCH METHOD

This study uses a causal research design to test the relationship between variables, both directly and indirectly. The variables analyzed include Work Motivation (X1), job satisfaction (X2), Employee engagement (Z), and Employee Performance (Y). Primary data were obtained through questionnaires distributed using Google Forms. Variable measurements were carried out using a Likert scale of 1-4. Independent and mediating variables were measured with relevant dimensions from various previous studies, such as psychological need for Work Motivation (Pangastuti et al., 2020) and vigor for Employee engagement (Wau & Kustiawan, 2024). The research sample consisted of 170 respondents, determined using a purposive sampling method based on permanent employees at PT. Rizki Prima Sakti.

Data analysis was carried out using the Structural Equation Modeling (SEM PLS) method to test the relationship between variables and the influence between variables. The

validity test used convergent validity with guidelines for loading factor values > 0.7 and AVE > 0.5 , and discriminant validity with cross-loadings and the Fornell-Larcker criterion. Reliability testing was carried out using Cronbach Alpha > 0.7 and composite reliability > 0.7 . In addition, an inner model test was carried out by measuring R-square, path coefficient, and indirect effect to test the strength of the relationship between variables with a T statistic value ≥ 1.96 and P value ≤ 0.05 (Hair et al., 2022; Haryono, 2016).

RESULTS AND DISCUSSION

Respondent Demographics

Based on the analysis results, it shows that of the 170 permanent employees working at PT. Rizki Prima Sakti, most of them are male, 156 people (91.8%), and most of them are aged 24-29 years, 59 people (34.7%). Most of the employees have worked at PT. Rizki Prima Sakti for 1-3 years, 65 respondents (38.2%) with the last level of education mostly being high school/vocational school, 140 people (82.4%). It is clear from these findings that the majority of project staff are members of Generation Z. This generation is a professional generation known for its strong technical skills, extensive language skills, and ability to thrive in the modern digital workplace. When compared to Generation Y and millennials, this generation is more down to earth and demands stability and security.

Outer Model

Validity Test

The indicators and variables to be measured in this study were assessed using questionnaire statements that had undergone validity testing. The results of the validity test are as follows, with a total of 34 statements:

Convergent Validity

Outer Loading (Loading Factor)

Using external load analysis, the validity of an indicator can be assessed by measuring the strength of the correlation between the indicator and its latent concept. If the load factor value is more than 0.70, then the indicator can be said to be valid.

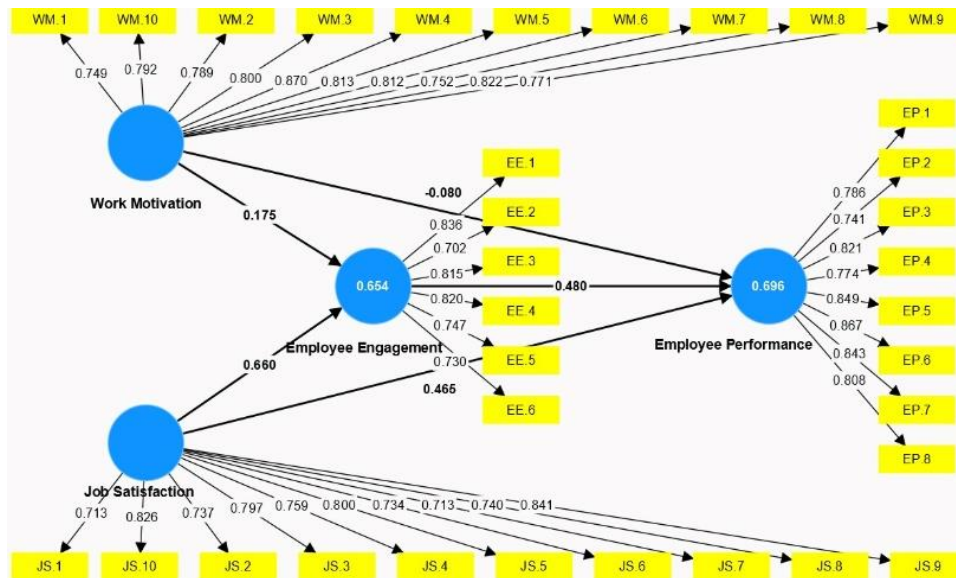


Figure 1.
Outer Loading

Source: Data processed by researchers, 2024

All indications, up to and including 34 questionnaire statements, are genuine as the values are > 0.70, as seen in the above external loading image. Based on these findings, it appears that the questionnaire measures all variables adequately.

Average Variance Extracted (AVE)

All indications, up to and including 34 questionnaire statements, are genuine because the values are > 0.70, as seen in the outer loading image above. Based on these findings, it appears that the questionnaire measures all variables adequately.

Table 1.
Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Employee Engagement	0.603
Employee Performance	0.659
Job Satisfaction	0.589
Work Motivation	0.636

Source: Data processed by the author, 2024

From the data shown above, it is clear that the AVE value in this study is good because all latent variables have values greater than the minimum criterion of 0.5.

Discriminant Validity

Cross Loading

“Discriminant validity reflection indicators evaluated in the discriminant validity assessment model are indicators based on the results of cross-loading tests that measure a construct. It can be concluded that latent constructs can predict dimensions in blocks better if the findings show that the correlation in the measurement item construct is stronger than other construct dimensions.

Reliability Test

In this investigation, the purpose of reliability testing is to determine whether the measurement device is consistent enough to proceed to the next stage. The results of the reliability test are based on the requirements for measuring Composite Reliability and Cronbach's Alpha.

Table 2.
Reliability Test

	Cronbach's Alpha	Composite Reliability
Employee Engagement	0.867	0.901
Employee Performance	0.926	0.939
Job Satisfaction	0.922	0.935
Work Motivation	0.936	0.946

Source: Data processed by researchers, 2024

Previous data shows that all construct values are greater than 0.70. To proceed to the structural testing stage, it can be concluded that each construct in the predicted model has a very reliable dependency value.

Inner Model

The next step is to assess the internal model by looking at the R-squared value; a moderate, weak, or strong internal model will be indicated by a value of 0.25, 0.50, or 0.75, respectively. In addition, when testing the hypothesis, the standard T-statistic is used with a value greater than 1.96 and a p-value less than 0.05. The final step is to identify a fixed model by providing an SRMR value of less than 0.1

Table 3.
R Square Test Results

Variables	R Square	R Square Adjusted	Conclusion
Employee Engagement	0.654	0.650	Moderate
Employee Performance	0.696	0.690	Moderate

Source: Data processed by researchers, 2024

Based on the research that has been conducted, it can be seen that the R-Square value of the Employee engagement variable is 0.654, which means that the influence of the Work Motivation and job satisfaction variables on Employee engagement is 65.4%, while 34.6% is influenced by other factors not studied in this study, such as the balance between work and personal life, leadership and organizational culture, and career development opportunities. Finally, the Employee Performance variable has a value of $R^2= 0.696$, which means that the magnitude of the influence of Work Motivation, job satisfaction, and Employee engagement on Employee Performance is 69.6%, while 30.4% is influenced by other factors not examined in this study, such as management support, individual competence, and organizational support.”

Fit Model

“By comparing the predicted model residual values with the actual data, one can determine the model fit, which is a measure of the overall fit of the model. The findings of the study are shown here. According to the analysis results, the model can be considered a good fit because the Standardized Root Mean Square (SRMR) value is less than 0.1 (0.086). In addition, with a Normed Fit Index (NFI) of 0.76.5, or 76.5 percent, the derived structural model is predictively useful.”

Hypothesis Testing

"A hypothesis can be accepted or rejected by looking at the significance value of the T-statistic, and p-value. The hypothesis can be declared accepted if the T-Statistic value is greater than the T table 1.96 (5%) and the P-value must be less than 0.05. The results of the analysis are as follows:"

Table 4.
Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Engagement -> Employee Performance	0.480	0.479	0.096	5.020	0.000
Job Satisfaction-> Employee Engagement	0.660	0.651	0.120	5.483	0.000
Job Satisfaction -> Employee Performance	0.465	0.471	0.100	4.633	0.000
Work Motivation-> Employee Engagement	0.175	0.185	0.140	1.244	0.214
Work Motivation-> Employee Performance	-0.080	-0.083	0.090	0.886	0.376

Source: Data processed by researchers, 2024

“In the first analysis, Work Motivation does not affect Employee engagement as seen from the T statistic value of $1.244 < 1.96$ and the significant value of ρ -value $0.214 > 0.05$. These results indicate that Work Motivation is not a variable that determines employee engagement in the Company. Furthermore, Job satisfaction in the second analysis has a positive effect on Employee engagement as seen from the T statistic $5.483 > 1.96$ and the significant value of p -value $0.000 < 0.05$. This shows that the higher the satisfaction felt by employees, the stronger the employee's attachment to the Company.”

“In the third analysis, Work Motivation has no effect on Employee Performance with a T statistic value of $0.886 < 1.96$ and a significant p -value of $0.886 > 0.05$. This shows that Work Motivation is not a variable that determines employee performance. However, for the fourth analysis, Job satisfaction has a positive effect on Employee Performance with a T statistic value of $4.633 > 1.96$ and a significant p -value of $0.000 < 0.05$. These results show that the greater the satisfaction felt by employees, the more it improves employee performance. Furthermore, the fifth analysis, states that Employee engagement has a positive effect on Employee Performance as seen from the T statistic value of $5.020 > 1.96$ and a

significant p-value of $0.000 < 0.05$. This shows that the stronger the employee's attachment to the company, the more it improves employee performance.”

Table 5.
Results of the Direct Effect Hypothesis Test

Hypothesis	Hypothesis Statement	P-Value	T-Statistic	Information	Conclusion
H1	Work motivation has a positive effect on employee engagement	0.214	1,244	Data does not support the hypothesis	H1 rejected
H2	Job satisfaction has a positive effect on employee engagement.	0,000	5,483	Data supports the hypothesis	H2 accepted
H3	Work Motivation has a positive effect on Employee Performance	0.376	0.886	Data does not support the hypothesis	H3 rejected
H4	Job satisfaction has a positive effect on Employee Performance	0,000	4,633	Data supports the hypothesis	H4 accepted
H5	Employee engagement has a positive effect on Employee Performance	0,000	5.020	Data supports the hypothesis	H5 accepted

Source: Data processed by researchers, 2024

Based on the analysis of the table above, it can be concluded that of the 5 existing hypotheses, 3 hypotheses are accepted and 2 hypotheses are rejected. The 3 accepted hypotheses are H2, H4, H5. While the rejected hypotheses are H1 and H3.

Indirect Effect

"The next stage is to determine the indirect effect between job demands and job resources on work engagement through job satisfaction, which can be seen in the following indirect effect table:"

Table 6.
Indirect Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Job Satisfaction -> Employee Engagement -> Employee Performance	0.317	0.311	0.082	3.876	0.000
Work Motivation-> Employee Engagement -> Employee Performance	0.084	0.090	0.074	1.141	0.254

Source: Data processed by researchers, 2024

"The results of the analysis of the indirect influence of Work Motivation on Employee Performance through Employee engagement obtained a T-statistic value of 1.141 < 1.96 and a p-value of 0.254 > 0.05. These results can be interpreted that there is no indirect influence of Work Motivation on Employee Performance through Employee engagement. Based on the overall results, it is known that Work Motivation has no effect on Employee Performance (H3) and it is known that there is no indirect influence of Work Motivation on Employee Performance through Employee engagement (H6), so it can be concluded that Employee engagement does not act as a mediation (No Mediation) between Work Motivation and Employee Performance.

The results of the indirect effect test of job satisfaction on Employee Performance through Employee engagement after being tested as a whole obtained a T-statistic value of 3.876 > from 1.96 and a p-value of 0.000 < from 0.05. This shows that there is an indirect

effect of job satisfaction on Employee Performance through Employee engagement. Based on the overall results, it is known that job satisfaction has a positive effect on Employee Performance (H4) and it is known that there is an indirect effect of job satisfaction on Employee Performance through Employee engagement (H7), so it can be interpreted that Employee engagement acts as a mediation (Partial Mediation) between job satisfaction and Employee Performance, which means that with or without Employee engagement if employees are satisfied with the work they do, it will improve their performance.

Table 7.
Results of the Indirect Effect Hypothesis Test

Hypothesis	Hypothesis Statement	P-Value	T-Statistic	Information	Conclusion
H6	Work Motivation has an impact on employee Performance through Employee engagement	0.254	1.141	Data does not support the hypothesis	H6 rejected
H7	Job satisfaction has an impact on Employee Performance through Employee engagement	0.000	3.876	Data supports the hypothesis	H7 accepted

Source: Data processed by researchers, 2024

Discussion

“This study found that Work Motivation has no direct effect on Employee engagement. Employees of PT. Rizki Prima Sakti does not feel that work motivation is the main factor in their engagement with the company. On the contrary, factors such as work-life balance, leadership, organizational culture, and career development opportunities are more significant. The company's employees, mostly young men aged 24-29 years, feel quite satisfied with the health insurance and old-age benefits provided by the company. These

results are not in line with research by Bustasar et al. (2019), Engidaw (2021), and Endayani & Saman (2021), which show a positive relationship between Work Motivation and Employee engagement. Employees without work motivation and engagement tend to show poor performance, are less productive, and even quit their jobs.

On the contrary, this study found that job satisfaction has a direct effect on employee engagement. Employees who are satisfied with the work environment and facilities provided by the company, such as safety equipment, operational vehicles, and comfortable office facilities, tend to have a higher commitment to their work. Employees feel comfortable working and are inspired to make creative contributions, especially since most of them are Generation Z who are known to be creative and innovative (Setiadji et al., 2023). These results are in line with research by Annisa et al. (2022) and Natasya & Awaluddin (2021), which emphasize the importance of job satisfaction in increasing employee engagement. Employees who are satisfied with their working conditions also tend to provide new ideas to advance the company, which further strengthens the positive relationship between job satisfaction and employee engagement.

Other results show that Work Motivation does not have a significant effect on Employee Performance. Other factors, such as management and organizational support, have a greater influence on employee performance. When employees feel supported by the organization, they tend to contribute more voluntarily to achieve the company's success (Fitriani et al., 2022). This finding is different from several previous studies, such as Fuadi & Setiawati (2019) and Marchyta (2021), which showed that work motivation has a significant effect on employee performance. However, support from management can increase employees' sense of responsibility to provide the best performance, regardless of their work motivation.

“This study also found that job satisfaction has a positive effect on Employee Performance. Employees who are satisfied with their jobs show better performance. Supportive working conditions, including friendly and cooperative coworkers, help employees complete their tasks more effectively. This is in line with research by Carvalho et al. (2020) and Egenius et al. (2020), which show that job satisfaction plays an important role

in the success of a company. Satisfied employees are more likely to interact well with coworkers and make significant contributions to the company.

Employee engagement was also found to affect Employee Performance. Employees who feel connected to the company tend to be happier at work and strive to give their best performance. They are proud to be part of the company and feel driven to achieve the best results. Research by Himawaty (2022), Hadi & Hanif (2022), and Susanto et al. (2023) supports this finding, showing that Employee engagement can significantly improve employee performance. High employee engagement in work contributes to the achievement of organizational goals.

In addition, the results of this study indicate that Work Motivation does not affect Employee Performance through Employee engagement. Employees of PT. Rizki Prima Sakti does not see work motivation as the main factor influencing their engagement with the company. Personal problems, economic pressures, and customer demands are considered more relevant in determining their level of engagement. This finding is different from the research of Ulfah & Nilasari (2023) and Lussa et al. (2023), which found that Work Motivation plays an important role in driving Employee engagement and improving employee performance.

Finally, job satisfaction was found to have a positive effect on Employee Performance through Employee engagement. Employees who are satisfied with their jobs show a greater attachment to the company, which in turn improves their performance. Employees of PT. Rizki Prima Sakti, who are mostly men who have worked for 1-3 years, are satisfied with the compensation provided by the company, which encourages them to give their best performance. These results support the research of Prasasti & Gunawan (2022) and Syahmirza & Prawitowati (2022), which emphasize the importance of job satisfaction and Employee engagement in improving Employee Performance.

CONCLUSION

The conclusion of this study shows that Work Motivation does not affect Employee engagement and Employee Performance. Although Work Motivation is important, other factors such as work-life balance, leadership, organizational culture, and management and

organizational support are more significant in influencing employee engagement and performance. On the other hand, job satisfaction has a positive effect on Employee engagement and Employee Performance. Employees who are satisfied with the work environment, facilities, and company support tend to have higher engagement and show better performance. In addition, Employee engagement has also been shown to increase Employee Performance, especially for employees who feel proud and happy working at the company. However, Employee engagement does not mediate the relationship between Work Motivation and Employee Performance, while the relationship between job satisfaction and Employee Performance is mediated by Employee engagement.

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