

## The influence of motivation and job satisfaction on employee engagement

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### Abstract

This study aims to find the influence of motivation on employee engagement, this study will know the influence of job satisfaction on employee engagement, and this study will know the influence motivation and job satisfaction on employee engagement at PT.XYZ. The population on this study is using all employees at PT.XYZ are 37 respondents. This study is used quantitative research with analyzing data that using multiple linier regression test. The techniques on this study using questionnaires. The results obtained that the influence between motivation to employee engagement with t-counts are 3,926 more than t-table 2,032. Job satisfaction have an influence with employee engagement are 2,433 more than t-table 2,032. Motivation and job satisfaction have an influence on employee engagement with f-count are 69,852 more than f-tabel 3,28. The conclusion in this study are motivation has an influence on employee engagement, job satisfaction has an influence on employee engagement, motivation and job satisfaction has an influence on employee engagement.

**Keywords:** Motivation, Job Satisfaction, Employee Engagement

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## **INTRODUCTION**

Employee engagement is very popular in the digital age now. Employee engagement can provide many benefits to companies. Employees are a valuable asset to companies and can have a significant impact competitively, both internally and externally, within their sectors (Bailey, Albassami, & Al-Meshal, 2016).

Companies can give much attention to their employees, such as providing motivation, so the employees can help the companies achieve success in the future. The engaged employees will work hard at their company with much spirit and feel a strong connection with the company where they work.

The characteristics of the engaged employees can be shown by hard work and more than what the company feels (Prasetyo & Purba, 2020). Besides that, companies need a high spirit, such as giving more attention to motivation.

Motivation can provide numerous benefits, including enhancing work stability, achieving organizational goals, increasing employee efficiency levels, and fostering relationships among employees (Aworemi, 2011). Motivation plays a crucial role in encouraging individuals to do their best job, whether working individually or in a group. Based on Al-Aufi & Al-Kalbani (2014) in Maslow's theory, motivation comprises multiple requirements organized into different stages, including physiological, safety, social, esteem, and self-actualization needs.

PT. XYZ is a fabricator industry, including techniques, machines, tools, and mechanical equipment. The company will use every effort to achieve its goals, such as giving more motivation to the employees, to achieve satisfaction, which impacts employee engagement. This study is more important to research because high employee engagement will increase individual work performance, so that organizational goals can be achieved.

By understanding these connection conditions, the company can effectively improve its employee engagement program at PT.XYZ. In addition, researchers are particularly interested in researching "The influence of motivation and job satisfaction on employee engagement at PT. XYZ.

## **RESEARCH METHOD**

Motivation can alter the direction of behavior and the factors that affect a person through various methods (Armstrong, 2014). It was concluded that motivation can encourage a person to take positive actions to achieve the expected goals. Maslow (2013) identified five levels of motivation: safety needs, social needs, physiological needs, esteem needs, and self-actualization (Maslow, 2013).

Job satisfaction is a positive influence that extends from the highest to the lowest spirits (Warr & Inceoglu, 2012). Job satisfaction can help employees form positive attitudes, increase morale, and foster good relationships with their colleagues (Bushra, Usman, & Naveed, 2011). Job satisfaction is commonly viewed as a conventional need in labor economics (Garboua & Montmarquette, 2004). Several factors influence job satisfaction, including the nature of the work itself, salary, opportunities for promotion, supervision, and relationships with coworkers (Luthans, 2011).

Companies must improve employee engagement aspects. If these aspects are balanced, then employee engagement will be attached to the individual (Bedarkar & Pandita, 2014). Employee engagement has three dimensions (Schaufeli & Bakker, 2006). There is vigor, dedication and absorption. There are several outcomes of employee engagement, which are improving employee productivity and quality of work, increasing employee loyalty and job satisfaction, increasing business growth rapidly, increasing employee performance and lower absenteeism rates, and increasing the possibility and sales of the company.

Employee engagement is important and needed by many companies. According to the Gallup Organization (2004), Employee engagement is crucial and essential for many companies. According to the Gallup Organization (2004), employees can be categorized into three distinct types. First, there are engaged employees, next is not engaged employees and lastly, actively

disengaged employees. If employees are engaged, then they will show a serious attitude, and the company will achieve many goals.

According to Stairs & Golpin (2010), the highest levels of employee engagement are linked to several positive outcomes for organizations. Firstly, engaged employees tend to exhibit increased productivity and quality in their work, which contributes significantly to overall business success. Furthermore, such engagement fosters a sense of loyalty and satisfaction among employees, creating a more committed workforce. This commitment can lead to rapid business growth, as engaged employees often drive innovation and efficiency. Engaging employees fosters loyalty and satisfaction, resulting in a more committed workforce. This commitment can drive rapid business growth, as engaged employees are often more innovative and efficient. Additionally, organizations with high levels of employee engagement tend to see improved performance from their staff, along with lower absenteeism rates.

Finally, all these factors collectively contribute to higher profitability and increased company sales, demonstrating the profound impact of employee engagement on a business's bottom line.

There are several things that can affect employee engagement, one of which is motivation. Research by Fatmasari, Mochammad, and Wulida (2018) found that increasing employee engagement requires motivation. Employee engagement is influenced by job satisfaction and motivation. This investigation utilizes several possibilities, as illustrated in Figure 1.

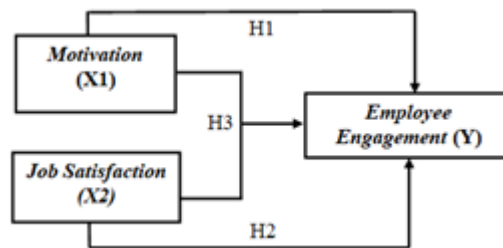


Figure 1. Research Framework

Each and every employee of PT.XYZ is included in the study population, which consists of a total of 37 respondents. For the purpose of this study, a saturation sampling method was employed, indicating that every member of the population was included in the sample.

## RESULTS AND DISCUSSION

### Result

#### Validity Test

This assessment is employed to evaluate the validity of the questionnaire. The validity test pertains to the connection between the r-count value and the r-table, where a positive result signifies a genuine outcome. A total of 37 individuals will be assessed as respondents. The r table value for this study is 0.325, with a significance level of 5%. The validity test results indicated that all questions related to the motivation variable, job satisfaction, and employee engagement exceeded the r-table values, confirming the product's validity.

Table 1. Validity Test Result

Variable	Item	r-count	Conclusion
Motivation (X1)	M1	0.712	Valid
	M2	0.695	Valid
	M3	0.683	Valid
	M4	0.748	Valid
	M5	0.661	Valid

Variable	Item	r-count	Conclusion
Job Satisfaction (X2)	JS1	0.731	Valid
	JS2	0.658	Valid
	JS3	0.703	Valid
	JS4	0.672	Valid
	JS5	0.689	Valid
Employee Engagement (Y)	EE1	0.724	Valid
	EE2	0.698	Valid
	EE3	0.714	Valid
	EE4	0.735	Valid
	EE5	0.706	Valid

r-table = 0.325 (significance 5%, n=37)

Source: Processed Data

### Reliability Test

This test aims to evaluate the reliability of the questionnaire indicators. A Cronbach's alpha value exceeding 0.60 signifies that the data may be regarded as valid. The results indicated that the Cronbach's alpha values for all variables surpassed 0.60. The motivation variable exhibited a Cronbach's alpha of 0.859, the work satisfaction variable recorded a value of 0.855, and employee engagement had a value of 0.761. Consequently, all factors can be considered dependable.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Conclusion
Motivation (X1)	0.859	Reliable
Job Satisfaction (X2)	0.855	Reliable
Employee Engagement (Y)	0.761	Reliable

Source: Processed Data

### Descriptive Statistic Analysis

Descriptive analysis is used to detail the characteristics of each variable. This analysis is presented by calculating the average value and interpreting it while making comparisons based on the interval scale (Sugiyono, 2011).

$$\text{Interval Class Length} = \frac{\text{Range}}{\text{More Interval Class}}$$

The criteria of the Interval scale can be classified as follows:

- a. 1,00 - 1,75 = Very Low
- b. 1,76 - 2,50 = Low
- c. 2,51 - 3,25 = High
- d. 3,26 - 4,00 = Very High

Table 3. Descriptive Statistics

Variable	N	Mean	Interval	Category
Motivation (X1)	37	2.98	2.51 – 3.25	High
Job Satisfaction (X2)	37	2.84	2.51 – 3.25	High
Employee Engagement (Y)	37	2.83	2.51 – 3.25	High

Source: Processed Data

According to the findings, there are 37 individuals who have responded to the survey, the bulk of whom are males and range in age from 21 to 30 years. The production department is the one that has the highest number of vacant positions, with the majority of respondents having worked there for between one and three years.

Following this, the distribution of respondents' answers was analyzed for each question item that could support the research variables. The final mean score for the motivation variable is 2.98, for job satisfaction it is 2.84, and for employee engagement, it is 2.83. Additionally, all variables have an interval range of 2.51 to 3.25. This indicates that the three variables are at a high level.

**Classic Assumption Test**

**a. Normality Test**

This test aims to ascertain if the data adheres to a normal distribution. This test is essential to ascertain whether the data under examination follows a normal distribution (Ghozali, 2018). If the Kolmogorov-Smirnov statistic exceeds 0.05, the data conforms to a normal distribution. The Kolmogorov-Smirnov statistic is 0.906, indicating that the data adheres to a normal distribution.

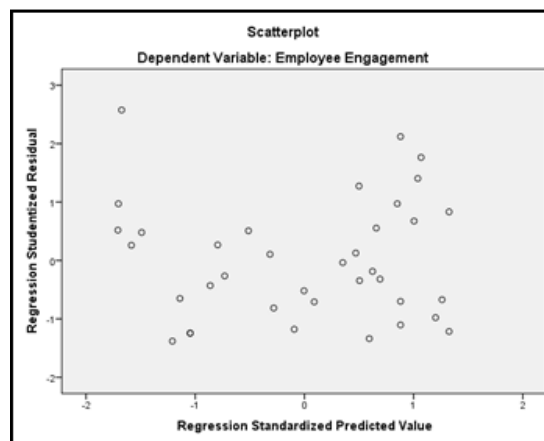
**Table 4.** Normality Test Result

<b>Kolmogorov-Smirnov</b>	<b>Asymp.Sig. (2-tailed)</b>	<b>Conclusion</b>
0.906	0.05	Normally Distributed

Source: Processed Data

**b. Heteroscedasticity Test**

A scatterplot test is employed to identify the patterns of supplementary relationships between the two variables. This test is employed to assess the residual variance between two specific observations. One can conclude that heteroscedasticity is absent if there are points on the Y-axis that are scattered both above and below zero (Ghozali, 2016). The findings indicate that the points on the scatterplot are distributed both above and below the line representing zero. This finding indicates the absence of heteroscedasticity in this inquiry.



**Figure 2.** Heteroscedasticity Test Result

Source: Processed Data

**c. Multicollinearity Test**

This test establishes that a correlation exists between variables if the Variance Inflation Factor (VIF) is below 10 and the tolerance exceeds 0.1, signifying the absence of multicollinearity. The findings reveal that the VIF for motivation and job satisfaction is 3.709,

below the threshold of 10, while the tolerance value is 0.270, over 0.1. Consequently, we can ascertain that multicollinearity is absent.

**Table 5.** Multicollinearity Test Result

Variable	Tolerance	VIF	Conclusion
Motivation (X1)	0.270	3.709	No Multicollinearity
Job Satisfaction (X2)	0.270	3.709	No Multicollinearity

Source: Processed Data

**d. Linearity Test**

In order to determine whether or not the value in question exhibits a substantial departure from linearity of greater than 0.05, the criteria for this test might be observed. Based on the findings, it can be concluded that motivation exhibits a noteworthy departure from linearity of 0.375. According to this, there is a direct correlation between employee engagement and motivation (linear relationship). A considerable departure from linearity of 0.448 may be found in the job satisfaction variable. The fact that this is the case suggests that there is a straight connection between work satisfaction and employee engagement.

**Table 6.** Linearity Test Result

Independent Variable	Dependent Variable	Sig. Deviation from Linearity	Conclusion
Motivation (X1)	Employee Engagement (Y)	0.375	Linear
Job Satisfaction (X2)	Employee Engagement (Y)	0.448	Linear

Source: Processed Data

**Multiple Linear Regression**

It is possible to determine the extent to which the motivation variable and the work satisfaction variable have an impact on employee engagement by employing linear regression analysis.  $Y = 5,161 + 0,471X1 + 0,322X2 + e$ . The Employee Engagement Constant Value (Y) is 5.161, as can be seen in the graph. In other words, if the variables of motivation (x1) and work satisfaction (x2) are both equal to zero, then the variable of employee engagement is equal to 5.161.

**Table 7.** Linearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5,161	2,027	
Motivation	0,471	0,120	0,574
Job Satisfaction	0,322	0,132	0,356
<i>a. Dependent Variable: Employee Engagement</i>			

Source: Processed Data

A value of 0.471 is assigned to the coefficient of the Motivation Variable (X1). For every one percent rise in the motivation variable, there will be a corresponding increase in employee engagement of 0.471, which is equivalent to 47 percent. A value of 0.322 is assigned to the variable coefficient of Job Satisfaction (X2). For every one percent increase in the variable

representing job satisfaction, there will be a corresponding increase of 0.322, which is equivalent to thirty-two percent.

**Hypothesis Test**

**a. t Test**

This examination aims to ascertain the extent of the correlation between motivation and job satisfaction in relation to employee engagement. The t-value above the t-table value indicates that the relationship in question significantly influences the outcome. The value of the t-table is 2.032. The motivation variable exhibits a t-count of 3.926, exceeding the t-table value. This indicates a robust correlation between motivation and employee engagement. The t-count value indicates this. The t-count (2.433) exceeds the t-table value, indicating a correlation between employee satisfaction and engagement. The t-count exceeding the t-table value indicates this.

**Table 1. t Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.161	2.027		2.547	.016
Motivation	.471	.120	.574	3.926	.000
Job Satisfaction	.322	.132	.356	2.433	.020

a. Dependent Variable: Employee Engagement

**b. F Test**

When attempting to determine the simultaneous influence of independent factors on a dependent variable, the F-test is the statistical method recommended. In order to pass this test, the value of Fcount must be higher than the value of Ftable. In this particular investigation, the F-table has a value of 3.28. According to the findings, the F-count is 69.852, which is higher than the value that is found in the F-table database. This indicates that employee engagement is influenced by factors such as motivation and work satisfaction.

**Table 2. F Test Result ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	905,688	2	452,844	69,852	,000 <sup>b</sup>
Residual	220,42	34	6,483		
Total	220,42	36			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Job Satisfaction, Motivasi

**c. Coefficient of Determination (R2)**

For the purpose of determining the extent to which motivation and work satisfaction have an effect on employee engagement, the coefficient of determination on employee engagement is utilized. This is done on the basis of the value of R Square coefficient. When the coefficient of determination (R Square) is 0.804, which is equivalent to 80.4%, it is possible to draw the conclusion that the employee engagement variable is influenced by motivation and work satisfaction to the amount of 80.4%. This conclusion can be reached by taking into consideration the fact that the coefficient of determination is 0.804. While this is taking place, the remaining 19% (100 percent minus 80.4%) is influenced by additional variables that are not included in the regression analysis of this study. These variables are not known to be statistically significant.

**Table 3. Coefficient of Determination**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,897	0,804	0,793	2,546

a. Predictors: (Constant), Job Satisfaction, Motivasi

b. Dependent Variable: Employee Engagement

**Discussion**

**The Effect of Motivation on Employee Engagement**

Following an investigation to evaluate the initial hypothesis, it was determined that the level of motivation among PT XYZ workers significantly influenced their total engagement. The t-count of 3.926 exceeds the t-table value of 2.032, indicating that the motivation variable significantly influences employee engagement at the 5% significance level. The t-table value exceeding the t-count indicates this. The mean score for remarks regarding motivation is 2.98, indicating that employees possess highly favourable perceptions of motivational conditions, approaching the uppermost category on the employed Likert scale.

This finding supports the theoretical premise that motivation is one of the key determinants of employee engagement. When individuals feel internally and externally motivated—whether through rewards, recognition, career development opportunities, or support from superiors—they tend to show greater emotional, cognitive, and behavioral commitment to the organizations they work for. This is in line with Herzberg's motivation theory, which emphasizes the importance of motivator factors such as achievement, recognition, and responsibility in driving job satisfaction and engagement.

Therefore, it is possible to draw the conclusion that there is a positive relationship between motivation and employee engagement. This conclusion is in keeping with the framing of the problem in this study, which questions whether motivation influences employee engagement. This means that an increase in the aspects of motivation felt by employees will have a direct impact on increasing employee engagement with their work, coworkers, and the organization as a whole. Motivated employees are more likely to contribute optimally, show loyalty, and are more resistant to work pressure or turnover.

The findings of prior research conducted by Akpan and Inyang (2018), which shown a substantial association between motivation and employee engagement in a variety of industry sectors, lend more support to this finding. In their study, motivation is explained as a driving force that encourages individuals to give their best performance, which in turn increases the emotional bond with the organization. This study shows consistent findings that motivation not only affects work productivity, but also enhances the psychological dimension of the work relationship itself.

The relatively high mean score of 2.98 for motivation in this study further signals that PT XYZ has already established a reasonably supportive motivational environment. However, sustaining and advancing this condition requires intentional organizational effort. Motivation is not a static state but a dynamic psychological process that responds to changes in leadership quality, organizational fairness, and the meaningfulness of work assigned to employees. When organizations allow motivational conditions to stagnate—even at moderately high levels—employees may gradually experience disengagement as their expectations evolve alongside their professional growth. PT XYZ must therefore treat current motivational achievements not as a ceiling, but as a foundation upon which more sophisticated and personalized engagement strategies can be built.

Furthermore, these results provide important managerial implications for PT XYZ, namely the need for the organization to continue to systematically develop and manage motivation enhancement strategies. Reward programs, training that supports career development, involvement in decision-making, and a supportive work environment are key

elements that can strengthen employee motivation and ultimately strengthen their attachment to the company.

### **The Effect of Job Satisfaction on Employee Engagement**

The second hypothesis was assessed, and the findings indicate that work satisfaction strongly affects employee engagement at PT XYZ. This conclusion was obtained from the test findings. The outcome is based on a t-count of 2.433, surpassing the t-table value of 2.032 at the 5% significance threshold. Thus, one may infer that job satisfaction significantly impacts employee engagement. Furthermore, the majority of respondents demonstrate a significant level of job satisfaction, evidenced by an average score of 2.84 on the job satisfaction indicator.

Job satisfaction reflects the degree to which individuals experience enjoyment, comfort, and fulfilment in their work performance. Factors include favorable working environment, amicable relationships with colleagues and superiors, clarity of roles, equitable incentives, and a balance between workload and compensation are essential elements in influencing job happiness. When employees experience satisfaction with their work and environment, they typically exhibit elevated levels of engagement—emotionally, intellectually, and behaviorally.

These findings correspond with other theories and empirical data emphasizing the relationship between job satisfaction and employee engagement. Research by Nowfal, Muhammed, and Mohan (2019) indicates that work satisfaction positively correlates with employee engagement. Vorina, Simonic, and Vlasova (2017) provided evidence of a favorable association between employee involvement and work satisfaction. Hackman and Oldham's Job Characteristics Model asserts that job features such as skill variety, autonomy, and feedback profoundly affect job satisfaction, hence augmenting employee engagement. Furthermore, Social Exchange Theory (SET) posits that when organizations meet employee expectations and needs through job satisfaction, employees would reciprocate by increasing their commitment and engagement with the organization.

The outcomes of this study validate the earlier research conducted by Rais and Parmin (2020), which shown a strong positive association between work satisfaction and employee engagement. They contended that employees who are satisfied with their jobs will exhibit enhanced organizational commitment, attain higher productivity levels, and have a reduced inclination to depart from the company.

The significant t-count value obtained in this study not only confirms a statistical relationship but also reflects a deeper organizational reality: job satisfaction functions as a psychological contract between the employee and the organization. When employees perceive that their needs—ranging from fair compensation to meaningful work—are being met, they develop a sense of reciprocal obligation that naturally manifests as heightened engagement. This dynamic is especially relevant in the context of PT XYZ, where the average job satisfaction score of 2.84, while indicative of a generally positive disposition, also reveals that a meaningful proportion of employees may still harbor unmet expectations in certain facets of their work experience. Organizations that treat job satisfaction as a passive outcome rather than an active strategic target often miss the compounding benefits that even marginal improvements in satisfaction can yield across engagement metrics. For PT XYZ, closing the gap between current satisfaction levels and the optimal threshold should therefore be regarded as both a human resource priority and a long-term performance investment.

From a managerial perspective, these results from a managerial standpoint, these findings suggest that PT XYZ must prioritize the elements influencing job satisfaction. Enhancing internal communication quality, offering equitable and transparent rewards, facilitating career development possibilities, and fostering a healthy and inclusive work environment will constitute a strategic investment in cultivating robust employee engagement. Increased job satisfaction correlates with a heightened likelihood of employees being completely engaged in their work and the organization's objectives. This will ultimately enhance the firm's performance and its capacity to sustain operations.

### **The Effect of Motivation and Job Satisfaction on Employee Engagement**

At PT XYZ, it is acknowledged that motivation and job satisfaction concurrently have a substantial impact on employee engagement. This is based on the findings of the testing conducted for the third hypothesis. The F-count value of 69.852 significantly surpasses the F-table value of 3.28 at a 5% significance level. The outcomes of this study indicate that the interaction between motivation and work satisfaction substantially explains differences in employee engagement levels.

The interplay of motivation and job satisfaction establishes a robust psychological basis for employees to feel both emotionally and professionally linked to the organization. Motivation pushes employees to engage actively, whereas job satisfaction offers a sense of security and reward that enhances their loyalty and commitment. Consequently, the interplay of these two aspects is crucial in fostering optimal employee engagement. In this context, employee engagement encompasses not only participation in professional duties but also emotional investment, a sense of belonging, and a desire for personal and organizational growth.

What makes the third hypothesis particularly compelling is not simply that both motivation and job satisfaction independently influence engagement, but that their combined effect—as evidenced by the F-count of 69.852 far exceeds what either variable could achieve in isolation. This synergy suggests that motivation and job satisfaction are not merely parallel forces but rather mutually reinforcing ones: a motivated employee who also feels satisfied is far more likely to transition from mere task completion to genuine organizational citizenship. In practical terms, this means that PT XYZ's human resource strategies should be designed as integrated systems rather than isolated programs. A performance incentive initiative, for instance, is likely to generate far greater engagement gains when it is embedded within a work culture that already nurtures psychological safety, clear communication, and personal growth.

This study underscores the need of a comprehensive approach to human resource management, wherein organizations must not only enhance motivation or job satisfaction independently but also cultivate a work ecosystem that promotes both in a balanced and sustainable manner.

Conversely, the results of this study do not entirely align with those of the previous research conducted by Jaiswal, Pathak, and Kumari (2017). The study's findings indicated that job satisfaction positively impacted employee engagement, however motivation did not demonstrate a significant correlation with employee engagement. The disparity in outcomes can be attributed to varying organizational environments and work cultures. In the study by Jaiswal et al., the exceedingly low level of employee engagement rendered motivation an ineffective predictor of work engagement. This suggests that motivation will achieve its maximum effectiveness only when there is a supportive work environment that fosters active engagement and an organizational culture that promotes employee participation.

Conversely, at PT XYZ, motivation and job satisfaction appear to be controlled more equitably, enabling both to substantially enhance employee engagement. This distinction underscores the need of considering contextual factors, such as organizational culture, leadership style, and job characteristics, when researching the relationship between psychological variables in organizations.

The partial divergence between this study's results and those of Jaiswal et al. (2017) serves as a valuable reminder that organizational psychology is deeply context-dependent. Variables such as industry type, organizational culture, leadership philosophy, and even national work values can fundamentally alter how psychological constructs like motivation and satisfaction interact with engagement. At PT XYZ, the balanced distribution of both motivation and satisfaction across the workforce appears to have created a fertile environment where both variables can function as meaningful predictors of engagement. This contextual sensitivity should caution practitioners against applying universal prescriptions and instead encourage evidence-based, organization-specific diagnostics before designing HR interventions.

Understanding why employees are or are not engaged rather than simply measuring whether they are—remains the most actionable starting point for sustainable engagement improvement.

At PT XYZ, motivation and job satisfaction appear to be managed more equitably, enabling both to substantially enhance employee engagement. This distinction underscores the importance of considering contextual factors, such as organizational culture, leadership style, and job characteristics, when researching the relationship between psychological variables in organizations.

The findings underscore the necessity for PT XYZ management to persist in implementing techniques that enhance motivation and job satisfaction within HR development initiatives. Interventions including performance-based reward systems, career development programs, clarity in roles and goals, and constructive feedback can simultaneously enhance both variables, thereby positively influencing employee engagement. This will enhance productivity, decrease turnover rates, improve retention, and foster a healthy, high-performance work culture.

## CONCLUSION

The findings of this research demonstrate that motivation and job satisfaction are key determinants of employee engagement. Motivation directly influences the degree to which employees engage with their work the higher the motivation, the greater the engagement. This is because motivated employees tend to invest more effort, show greater persistence in overcoming challenges, and take a more proactive approach to their responsibilities. When employees feel driven by a sense of purpose, recognition, or opportunity for growth, they are more likely to go beyond their basic duties and contribute meaningfully to organizational goals. Similarly, elevated job satisfaction is closely associated with stronger employee engagement. Employees who feel satisfied with their work environment, compensation, relationships with colleagues, and opportunities for development are more inclined to remain committed and emotionally invested in their roles. Dissatisfaction, on the other hand, often leads to disengagement, reduced productivity, and higher turnover rates all of which carry significant costs for organizations. Given the significant role these factors play, organizations can enhance engagement levels by identifying and addressing motivation and satisfaction independently, implementing targeted improvements such as recognition programs, career development opportunities, and supportive leadership, and continuously monitoring and managing these elements to sustain long-term engagement.

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