

The Impact of Job Satisfaction and Employee Engagement on Employee Performance

*Job Satisfaction and
Employee
Engagement*

Evada Rustina

Akademi Ketatalaksanaan Pelayaran Niaga Bahtera; Yogyakarta, Indonesia

E-Mail: evadarustina7@gmail.com

Arief Dermawan

Sekolah Tinggi Ilmu Ekonomi SBI; Yogyakarta, Indonesia

E-Mail: ariefdermawan77@gmail.com

Bunga Vidyaningrum

Sekolah Tinggi Ilmu Ekonomi SBI; Yogyakarta, Indonesia

E-Mail: bungavidya@gmail.com

Suwandi

Akademi Ketatalaksanaan Pelayaran Niaga Bahtera; Yogyakarta, Indonesia

E-Mail: waandimedan12@gmail.com

1859

Submitted:
FEBRUARY 2025

Accepted:
MAY 2025

ABSTRACT

This study aims to analyze the effect of job satisfaction and employee engagement on employee performance, and to test the role of work motivation as a mediating variable. The study was conducted at a shipping agent in Lamongan, East Java, using a quantitative approach and Smart PLS 4 analysis tool. Data were obtained by distributing questionnaires to 40 male employees selected using a purposive sampling technique. The results of the study indicate that job satisfaction and employee engagement have a positive and significant effect on employee performance. Likewise, work motivation directly has a positive effect on performance. However, work motivation does not act as a mediating variable in the relationship between job satisfaction and employee engagement on performance. These findings indicate that job satisfaction and engagement have an important role in improving performance directly, without going through motivation as an intermediary. Therefore, companies are advised to improve job satisfaction through improving the work environment, recognizing achievements, and employee welfare. In addition, employee engagement programs and continuous feedback systems are also important to implement in order to create a work culture that supports optimal productivity and performance.

Keywords: *Employee Engagement, Employee Performance, Job Satisfaction, Shipping Agent, Work Motivation.*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan keterlibatan karyawan terhadap kinerja karyawan, serta menguji peran motivasi kerja sebagai variabel mediasi. Studi dilakukan pada agen pengiriman di Lamongan, Jawa Timur, dengan menggunakan pendekatan kuantitatif dan alat analisis Smart PLS 4. Data diperoleh melalui penyebaran kuesioner kepada 40 karyawan pria yang dipilih dengan teknik purposive sampling. Hasil penelitian menunjukkan bahwa kepuasan kerja dan keterlibatan karyawan memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Demikian pula, motivasi kerja secara langsung berpengaruh positif terhadap kinerja. Namun, motivasi kerja tidak berperan sebagai variabel mediasi dalam hubungan antara kepuasan kerja maupun keterlibatan karyawan terhadap kinerja. Temuan ini mengindikasikan bahwa kepuasan kerja dan keterlibatan memiliki peran penting dalam

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 3, 2025
pp. 1859-1870
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i3.3336

peningkatan kinerja secara langsung, tanpa melalui motivasi sebagai perantara. Oleh karena itu, perusahaan disarankan untuk meningkatkan kepuasan kerja melalui perbaikan lingkungan kerja, pengakuan prestasi, dan kesejahteraan karyawan. Selain itu, program keterlibatan karyawan serta sistem umpan balik berkelanjutan juga penting untuk diterapkan guna menciptakan budaya kerja yang mendukung produktivitas dan kinerja optimal.

Kata kunci: Keterlibatan Karyawan, Kinerja Karyawan, Kepuasan Kerja, Agen Pengiriman, Motivasi Kerja.

INTRODUCTION

The shipping industry plays a crucial role in global trade, necessitating optimal performance from employees within shipping agencies to ensure efficient operations and customer satisfaction. Human resources play a significant role in the operational management of the shipping transportation sector (Rustina et al., 2023). In this context, job satisfaction and employee engagement emerge as pivotal factors influencing employee performance. Job satisfaction refers to the degree to which employees feel fulfilled and content in their roles, while employee engagement encompasses the emotional and cognitive commitment that employees exhibit toward their work and the organization (Na-Nan et al., 2021; Kustiawan et al., 2022; Ramlawati et al., 2023; Sypniewska et al., 2023). Despite the acknowledged significance of these constructs, there remains a need for further exploration of their interrelationships and collective impact on employee performance specifically within the shipping sector.

Research on the impact of job satisfaction on employee performance has been extensively conducted; however, there remain gaps in understanding the role of work motivation as a mediating variable. Several previous studies, such as that conducted by Garaika (2020), Farida et al. (2024), and Arifin et al. (2025), have indicated that job satisfaction has a direct influence on employee performance, yet they have not thoroughly explored how work motivation may strengthen or mediate this relationship. Furthermore, research found that work motivation plays a crucial role in enhancing performance; however, it has not specifically tested the mediation mechanism within the context of agency companies (Pransiska et al., 2024).

Shuck (2019) highlighted the strong influence of employee engagement on individual performance, while the field itself has grown rapidly in the last three decades. Abdelwahed and Doghan (2023) found that elements of work engagement have a positive and significant effect on work productivity. Tarigan et al. (2020) also confirmed that engagement improves the quality of employee work output. In addition, Costa et al. (2015) showed that task conflict can strengthen the relationship between teamwork engagement and team performance. Other studies by Davidescu et al. (2020), Österman (2020), Kirani and Rahmadani (2023), and Ardian et al. (2023) found that job satisfaction has a significant effect on performance. These findings reveal that low levels of job satisfaction are still experienced by most employees in several companies, which has a negative impact on their productivity.

Shuck (2019), Tarigan et al. (2020), Davidescu et al. (2020), and Abdelwahed and Doghan (2023) showed that employee engagement and job satisfaction have a significant influence on employee performance, most of these studies still focus on the direct relationship between these variables without considering the mediating mechanisms that can affect the strength of the relationship. Costa et al. (2015) research did begin to explore the influence of work conditions such as task conflict in a team context, but was still limited to the team level and did not specifically explain the role of work motivation as a mediating variable in the relationship between job satisfaction and individual performance. Kirani and Rahmadani (2023) and Ardian et al. (2023) although job satisfaction is known to contribute to performance, low levels of job satisfaction are still found in many companies, which has the potential to reduce productivity. However, there is a gap in understanding how low job satisfaction can lead to decreased performance

through levels of work motivation, especially in dynamic work environments such as the shipping sector. This study aims to analyze the effect of job satisfaction and employee engagement on employee performance, and to test the role of work motivation as a mediating variable.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Job Satisfaction and Employee Engagement

Hendrawijaya et al. (2020) and Nair (2024) show that employee satisfaction has a positive and significant impact on employee performance. Job satisfaction boosts performance; satisfied employees are more motivated, engaged, and productive, while dissatisfaction can lower performance, increase absenteeism, and raise turnover rates. Therefore, organizations should prioritize initiatives that increase job satisfaction to grow a more productive workforce and achieve better performance outcomes (Davidescu et al., 2020). Tarigan et al. (2020), Braganza et al. (2021), Noercahyo et al. (2021) and Heslina and Syahrani (2021) show that employee engagement has a positive impact on the quality of employees' work. Leiter and Bakker (2010), Fiernaningsih et al. (2022), and Abdelwahed and Doghan (2023), have identified a positive and significant effect of employee engagement on employee performance.

Job satisfaction plays a crucial role in influencing job performance significantly (Wijaya & Suwandana, 2022). According to Megawati et al. (2022), employee motivation has a positive effect on job satisfaction significantly. A person's level of employee motivation is closely linked to their level of job satisfaction. Wardiansyah et al. (2024) found that job satisfaction can mediate the relationship between employee motivation and job performance, but it cannot mediate the relationship between employee engagement and job performance. Job satisfaction can improve job performance. Fiernaningsih et al. (2022) show that work engagement has a positive and significant effect on employee performance. Carda et al. (2023) and Wardiansyah et al. (2024) indicates the presence of an influence of employee engagement on work motivation.

H1: Job satisfaction has a positive and significant effect on employee performance.

H2: Employee engagement has a positive and significant effect on employee performance.

H3: Job satisfaction has a positive and significant effect on work motivation.

H4: Employee engagement has a positive and significant effect on work motivation.

The Role of Work Motivation of Mediator

Fahmi et al. (2022) work motivation is linked directly to improved employee performance and Ahmeti (2023) show that work motivation indirectly through positive influence on job satisfaction. Work motivation can enhance both discipline and work performance (Maryani et al., 2021; Votto et al., 2021; Marde et al., 2021; Yuliastanty & Stepanina, 2023; Gandung, 2024). Job satisfaction has a positive effect of performance (Hendrawijaya et al., 2020; Katebi et al., 2022; Karosa et al., 2024; Nendi 2024). Job satisfaction and employee engagement have positive effect toward employee performance, but it need motivation to achieve. It means, work motivation is a mediator. Riyanto et al. (2021) show that employee engagement does not have a direct impact on employee performance. However, the mediating effect of motivation can significantly influence performance outcomes. The findings of this research carry managerial implications, suggesting that to enhance employee involvement, it is essential to foster motivation that encourages greater activity and innovation, thereby facilitating the attainment of desired results. Consistent with the research conducted by Fiernaningsih et al. (2022), it is evident that employee engagement necessitates the inclusion of mediating variables to enhance employee performance. In this sresearch, work motivation is a metiation variable.

H5: Work motivation has a positive and significant effect on employee performance.

H6: Work motivation significantly mediates the relationship between job satisfaction and employee performance..
H7: Work motivation significantly mediates the relationship between employee engagement and employee performance.

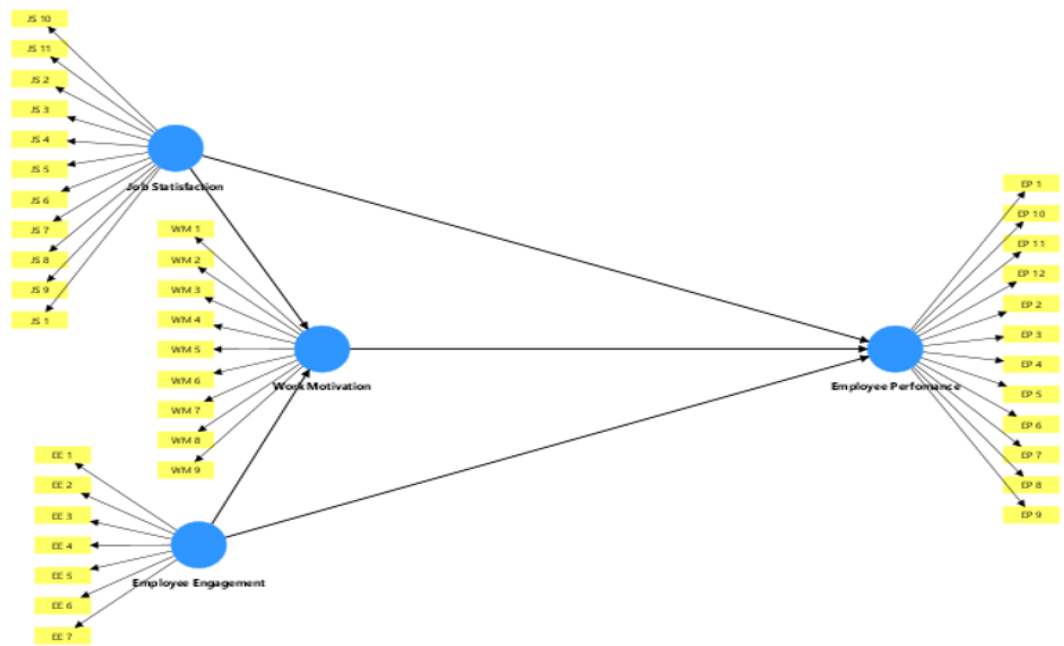


Figure 1. Research Framework

Figure 1 shows the correlation between job satisfaction, employee engagement, work motivation, and employee performance. In this model, job satisfaction and employee engagement act as independent variables that directly or indirectly affect employee performance through the mediating variable, namely work motivation. There are seven hypotheses tested in this model. The first hypothesis (H1) states that job satisfaction has a direct effect on employee performance, while the second hypothesis (H2) states that employee engagement also has a direct effect on performance. Furthermore, the third (H3) and fourth (H4) hypotheses explain that job satisfaction and employee engagement each affect work motivation. The fifth hypothesis (H5) states that work motivation has a direct effect on employee performance. In addition, there are two mediation hypotheses, namely the sixth hypothesis (H6) which states that job satisfaction affects performance through work motivation, and the seventh hypothesis (H7) which states that employee engagement affects performance through work motivation.

RESEARCH METHOD

This study adopts a quantitative research approach to investigate both the direct and indirect effects of key variables using primary data. The data were obtained from 40 operational employees of X Shipping Agency, a branch company based in Lamongan, East Java, which specializes in shipping transportation services. All respondents were male and selected through a convenience sampling method, focusing on individuals directly involved in operational tasks related to shipping and logistics. Data collection was carried out using a structured questionnaire consisting of several closed-ended statements. Respondents provided their answers using a Likert scale ranging from 1 to 5. This scale allowed for the measurement of attitudes, perceptions, and experiences in a standardized and quantifiable manner. The variables identified in this study include two independent variables, one mediating variable, and one dependent variable.

Descriptive quantitative analysis was initially used to summarize the characteristics of the respondents and their responses. Results from this phase were presented in both tabular and graphical formats to provide a clear overview of the data distribution. The

main data analysis began with an evaluation of the outer model, which tested the reliability and validity of the measurement model, ensuring that each indicator appropriately represented its associated construct. Following this, the inner model was analyzed to assess the strength and significance of relationships among the variables.

Finally, the model's overall adequacy was tested through goodness of fit measures to ensure its explanatory power. The analytical technique employed in this study was Structural Equation Modeling using Partial Least Squares (SEM-PLS), which is suitable for small sample sizes and complex research models. SEM-PLS also allows for robust analysis of mediation effects and predictive relationships. By applying this method, the study seeks to gain a deeper understanding of the interplay between operational factors and employee performance, contributing to more informed managerial strategies in the shipping logistics sector.

RESULTS

Respondent characteristics in this study, presented data on the distribution of age and length of service of employees. This information is important to understand the demographic background of respondents that can affect their perceptions and experiences in the context of the study. The following table presents the percentage of respondents based on age range and length of service in the agency or organization where they work.

Table 1. Respondent Characteristics

Categorized	Range	Percentage (%)
Age	20 – 30 Years Old	37.5
	30 – 40 Years Old	52.5
	40 – 50 Years Old	10
	> 50 Years Old	0
Working period	< 4 Years	32.5
	5 – 9 Years	50
	10 – 14 Years	17.5
	15 – 20 Years	0
	> 20 Years	0

Table 1 shows that the 20–30 age group dominates the respondents at 52.5%, indicating that the majority are from the younger demographic. The lowest participation is in the 30–40 age group, possibly due to career or family responsibilities. The 40–50 age group is also quite large, reflecting the representation of Gen X with more extensive work experience. As many as 50% of respondents have less than 4 years of work experience, indicating that the majority are new employees. The group with 10–14 years of experience (32.5%) reflects experienced employees, while the 5–9 years group (17.5%) represents the career transition phase.

Outer loadings show the relationship between indicators and latent constructs in the measurement model. This value is used to assess the validity of the indicator in measuring the construct. The higher the outer loading value, the greater the indicator's contribution to the construct. An indicator is considered valid if the outer loading value exceeds 0.7 (Hair et al., 2019). Discriminant validity shows the differences in constructs theoretically and empirically, one of which is tested through Fornell-Larcker, namely the square root of AVE must be greater than the correlation between constructs.

Table 2 shows that the Job Satisfaction variable is measured by 12 valid items with outer loadings between 0.704–0.942, indicating all items validly reflect Job Satisfaction. Reliability is acceptable as shown by Cronbach's Alpha and Composite Reliability values above 0.70. Convergent validity is also fulfilled with an AVE of 0.673 > 0.50. The Employee Engagement variable is measured by 7 valid items with outer loadings between 0.783–0.856, meaning all items are valid. Reliability indicators also exceed 0.70, and convergent validity is supported with an AVE value of 0.686 > 0.50, thus meeting the required criteria (Hair et al., 2019). The Work Motivation variable uses 12 valid items with outer loadings ranging from 0.716–0.839. It also shows good reliability (Cronbach's

Alpha and Composite Reliability > 0.70) and good convergent validity with an AVE of 0.673 > 0.50. Lastly, the Employee Performance variable is measured by 9 valid items with outer loadings between 0.776–0.856. The variable is reliable (indicators > 0.70) and has good convergent validity with an AVE of 0.668 > 0.50.

Table 2. Outer Loadings, Composite Reliability, and AVE

Variable	Indicators	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Job Satisfaction	JS 1	0.737	0.924	0.939	0.686
	JS 2	0.763			
	JS 3	0.761			
	JS 4	0.762			
	JS 5	0.704			
	JS 6	0.878			
	JS 7	0.900			
	JS 8	0.847			
	JS 9	0.942			
	JS 10	0.863			
	JS 11	0.830			
	JS 12	0.763			
Employee Engagement	EE 1	0.783	0.924	0.939	0.686
	EE 2	0.824			
	EE 3	0.81			
	EE 4	0.842			
	EE 5	0.829			
	EE 6	0.850			
	EE 7	0.856			
Work Motivation	WM 1	0.732	0.917	0.931	0.599
	WM 2	0.790			
	WM 3	0.839			
	WM 4	0.768			
	WM 5	0.774			
	WM 6	0.716			
	WM 7	0.775			
	WM 8	0.769			
	WM 9	0.797			
Employee Performance	EP 1	0.815	0.955	0.960	0.668
	EP 2	0.819			
	EP 3	0.844			
	EP 4	0.808			
	EP 5	0.856			
	EP 6	0.789			
	EP 7	0.786			
	EP 8	0.788			
	EP 9	0.776			
	EP 10	0.806			
	EP 11	0.818			
	EP 12	0.896			

Table 3. Fornell and Larcker Test

Variables	Employee Engagement	Employee Performance	Job Satisfaction	Work Motivation
Employee Engagement	0.828			
Employee Performance	0.969	0.817		
Job Satisfaction	0.921	0.984	0.820	
Work Motivation	0.901	0.914	0.911	0.774

Table 3 presents the square root of Average Variance Extracted (AVE) on the diagonal and correlations between variables on the off-diagonal. Discriminant validity is assessed using the Fornell and Larcker criteria, which state that the square root of AVE for each

variable must be greater than its correlations with other variables. In this study, the Employee Engagement variable has a square root of AVE of 0.828, which is lower than its correlation with Employee Performance (0.969) and Job Satisfaction (0.921), indicating a potential issue with discriminant validity. The structural model evaluation involves three stages. First, multicollinearity is assessed using the inner Variance Inflation Factor (VIF). Hair et al. (2021) a VIF below 5, indicates no multicollinearity. All VIF values are within the acceptable range (e.g., Job Satisfaction → Employee Performance = 4.585; Work Motivation → Employee Performance = 4.930). Second, hypothesis testing is conducted through the t-statistic or p-value, where a t-value > 1.96 or p < 0.05 indicates significance. Third, the 95% confidence interval for path coefficients must be reported to support the reliability of the estimated effects among the variables in the model.

Table 4. Hypothesis Testing of Direct Influence

Hypothesis	Path Coefficients	P-Value	Lower	Upper	F Square
Job Satisfaction → Employee Performance	0.632	0.000	0.518	0.741	8.517
Employee Engagement → Employee Performance	0.437	0.000	0.358	0.514	4.532
Job Satisfaction → Work Motivation	0.538	0.001	0.270	0.928	0.305
Employee Engagement → Work Motivation	0.405	0.019	0.008	0.682	0.173
Work Motivation → Employee Performance	-0.055	0.125	0.134	0.011	0.081

Table 4 shows that H1, H2, H3, and H4 are supported, indicating significant effects. H1 confirms that Job Satisfaction significantly impacts Employee Performance (coefficient = 0.632, p = 0.000; 95% CI: 0.518–0.741; F² = 8.517). H2 also shows a significant influence of Employee Engagement on Employee Performance (coefficient = 0.437, p = 0.000; 95% CI: 0.358–0.514; F² = 4.532). H3 and H4 confirm that Job Satisfaction significantly affects Work Motivation (coefficient = 0.538, p = 0.001; 95% CI: 0.270–0.928), despite variability in the data. However, H5 is not supported, as Work Motivation does not significantly influence Employee Performance (coefficient = -0.055, p = 0.125; 95% CI: -0.134 to 0.011), with the confidence interval including zero. This indicates that Work Motivation is not a significant predictor of Employee Performance in this study.

Table 5. Hypothesis Testing of the Effect of Mediation

Hypothesis	Indirect effect	P-value
H6. Job Satisfaction → Work Motivation → Employee Performance	-0.022	0.243
H7. Employee Engagement → Work Motivation → Employee Performance	-0.030	0.169

Table 5 shows that H6 is not supported regarding the effect of Job Satisfaction → Work Motivation → Employee Performance. The indirect effect value is -0.022, with a p-value of 0.243 (> 0.05), indicating that Work Motivation does not significantly mediate the relationship between Job Satisfaction and Employee Performance. Similarly, H7 examines the effect of Employee Engagement → Work Motivation → Employee Performance, with an indirect effect of -0.030 and a p-value of 0.169 (> 0.05). This also suggests no significant mediating effect. Hence, Work Motivation is not a significant mediator in either pathway. At the third stage, the f-square value reflects the effect size of direct variables: 0.02 (low), 0.15 (moderate), and 0.35 (high). For mediation, the upsilon v statistic is used, derived by squaring the mediation coefficient. According to Ogbeibu et al. (2023), 0.02 indicates low, 0.075 moderate, and 0.175 high mediation effect. In this study, the mediation effect is negligible. In PLS analysis, R-squared (R²) indicates the

model’s explanatory power, representing the variance in the dependent variable explained by independent variables. Higher R^2 values signify stronger predictive capability and model fit.

Table 6. R-Square

Variables	R Square	R Square Adjusted
Work Motivation	0.85	0.848
Employee Performance	0.99	0.994

Table 6 show R-squared value for Work Motivation is 0.85 (85%), with an adjusted R-squared value of 0.848 (84.8%), indicating that the independent variables—such as Employee Engagement and Job Satisfaction—explain 85.6% of the variance in Work Motivation. This value is quite high and signifies that the model exhibits good explanatory power. The small difference between the R^2 and adjusted R^2 values (0.008) suggests that the model remains stable even after accounting for the number of predictors included. The R-squared value for Employee Performance is 0.99 (99%) and the adjusted R-squared value is 0.994 (99.4%), indicating that the independent variables in the model—including Employee Engagement, Job Satisfaction, and Work Motivation—collectively account for 99% of the variance in Employee Performance. This exceptionally high value suggests that the model possesses very strong predictive power, approaching perfection. However, it is important to consider the potential risk of overfitting, which may arise if the model is overly complex or if the sample is not representative, particularly in instances where the sample size is small.

DISCUSSION

The findings of this study provide significant insights into the relationships between job satisfaction, employee engagement, work motivation, and employee performance. Hypothesis 1 is supported, confirming that job satisfaction has a highly significant impact on employee performance, as evidenced by a path coefficient of 0.632 and a p-value of 0.000. Based on the results of the research analysis, it shows that hypothesis 1 Job Satisfaction has a highly significant impact on Employee Performance. This is in line with research by Hendrawijaya et al. (2020) and Nair (2024) show that employee satisfaction has a positive and significant impact on employee performance. Similarly, Hypothesis 2 is supported, indicating that employee engagement positively and significantly influences employee performance, with a path coefficient of 0.437 and a p-value of 0.000. In line with research by Leiter and Bakker (2010), Fiernaningsih et al. (2022), and Abdelwahed and Doghan (2023), have identified a positive and significant effect of employee engagement on employee performance.

Additionally, hypothesis 3 is supported, demonstrating that job satisfaction significantly influences work motivation, with a coefficient of 0.538 and a p-value of 0.001. In line with Ali and Anwar (2021) and Megawati et al. (2022), employee motivation has a positive effect on job satisfaction significantly. Hypothesis 4 reveals that job satisfaction significantly influences work motivation, in line with research by Wardiansyah et al. (2024) which indicates the presence of an influence of employee engagement on work motivation. hypothesis 5 indicates that the influence of work motivation on employee performance is not significant. This study is not in line with research by Fahmi et al. (2022) that work motivation is linked directly to improved employee performance. The results of hypothesis 6 show that work motivation does not significantly mediate the relationship between job satisfaction and employee performance. The results of the study are not in line with research by Riyanto et al. (2021) that job satisfaction and employee engagement have a positive effect toward employee performance, but it needs motivation to achieve. H7 shows that work motivation is not established as a mediator between employee engagement and employee performance. As a result, this shows that increasing employee engagement does not significantly affect performance through the work motivation pathway.

Since the findings indicate that work motivation does not significantly mediate the relationship between job satisfaction and employee performance, the company should consider alternative strategies to improve performance. The company may need to focus directly on improving job satisfaction to achieve better employee performance. This could involve assessing and enhancing the factors that contribute to job satisfaction, such as work environment, recognition, and opportunities for professional development. If the organization may want to investigate other potential mediators that could bridge the gap between job satisfaction and employee performance. This could include factors such as organizational commitment, job autonomy, or team dynamics. The company should consider developing targeted employee engagement programs that directly address the specific needs and concerns of employees to foster a more satisfying work experience. It is also important for implementing continuous feedback mechanisms to monitor employee satisfaction and motivation levels can help identify areas for improvement and allow the organization to respond proactively to employee needs. The company should recognize that simply enhancing work motivation may not yield the desired improvements in performance and should instead adopt a more comprehensive approach that addresses the underlying factors affecting employee satisfaction and performance.

CONCLUSION

This study shows that job satisfaction and employee engagement have a positive and significant effect on employee performance in shipping agencies. Both variables also have a significant effect on work motivation. However, work motivation is not proven to significantly mediate the relationship between job satisfaction and employee engagement with employee performance. This finding indicates that although work motivation is important, it does not act as an effective intermediary channel in improving employee performance through these two main variables. The managerial implications of these results emphasize the importance of companies to directly improve employee job satisfaction and engagement through improving the work environment, providing rewards, and professional development. Although work motivation remains important, strategic approaches need to focus on elements that directly affect satisfaction and engagement.

The main limitation of this study is the small and homogeneous sample size (only 40 male respondents), which limits the generalizability of the results. In addition, the data were collected using a cross-sectional survey method, making it impossible to see causal relationships longitudinally. Future studies are recommended to use larger and more diverse samples and test alternative mediating variables such as organizational commitment or job autonomy. A longitudinal approach is also recommended to understand the dynamics of the relationship between variables over time, in order to strengthen empirical evidence regarding the determinants of employee performance in the shipping sector.

REFERENCES

- [1] Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing employee productivity and performance through work engagement and organizational factors in an educational society. *Societies*, 13(3), 139-149.
- [2] Ahmeti, F. (2023). Leveraging employee engagement for competitive advantage: Satisfaction and work motivation management. *Journal Of Liberty And International Affairs, Institute For Research And European Studies - Bitola*, 9(2), 216-227.
- [3] Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- [4] Ardian, A., Putranto, D. I., & Cantona, E. (2023). Pengaruh kepuasan, kedisiplinan, dan motivasi kerja terhadap kinerja awak kapal PT. Timur Ship Manajemen Jakarta. *J-MAS (Jurnal Manajemen Dan Sains)*, 8(1), 751-761.

- [5] Arifin, S., Kuswandi, K., & Rahayu, S. (2025). The influence of leadership style, work ethic, and job satisfaction on the performance of local government office employees. *Jurnal Ilmiah Manajemen Kesatuan*, 13(1), 551–562.
- [6] Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2021). Productive employment and decent work: the impact of AI adoption on psychological contracts, job engagement and employee trust. *Journal Of Business Research*, 131, (11) 485-494.
- [7] Costa, P. L., Passos, A. M., & Bakker, A. B. (2015). Direct and contextual influence of team conflict on team resources, team work engagement, and team performance. *Negotiation And Conflict Management Research*, 8(4), 211–227.
- [8] Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work Flexibility, Job Satisfaction, and Job Performance Among Romanian Employees—Implications for Sustainable Human Resource Management. *Sustainability*, 12(15), 6086-6097.
- [9] Fahmi, P., Sudjono, Parwoto, Supriyatno, Saluy, A. B., Safitri, E., Effiyaldi, Rivaldo, Y., & Endri, E. (2022). Work stress mediates motivation and discipline on teacher performance: Evidence work from home policy. *Journal Of Educational And Social Research*, 12(3), 80–89.
- [10] Farida, U., Rapini, T., & Putro, R. L. (2024). Analysis of the effect of job satisfaction as an intervening variable on employee performance. *Jurnal Ilmiah Manajemen Kesatuan*, 12(3), 867–876.
- [11] Fiernaningsih, N., Herijanto, P., & Trivena, S. M. (2022). How to improve employee performance based on transglobal leadership?. *Problems And Perspectives In Management*, 20(3), 400–410.
- [12] Gandung, M. (2024). The influence of discipline and work motivation on employee performance. *International Journal Multidisciplinary Science*, 3(1), 51-58.
- [13] Garaika, G. (2020). Pengaruh kompensasi, motivasi kerja dan kepuasan kerja sebagai variabel intervening terhadap kinerja. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(1), 28–41.
- [14] Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When To Use And How To Report The Results Of PLS-SEM. *European Business Review*, 31(1), 2–24.
- [15] Hendrawijaya, A. T., Hilmi, M. I., Hasan, F., Imsiyah, N., & Indrianti, D. T. (2020). Determinants of teacher performance with job satisfactions mediation. *International Journal Of Instruction*, 13(3), 845–860.
- [16] Heslina, H., & Syahrani, A. (2021). The influence of information technology, human resources competency and employee engagement on performance of employees. *Golden Ratio of Human Resource Management*, 1(1), 01-12.
- [17] Karosa, I. D. G., Soleman, M. M., & Mustafa, I. M. (2024). The effect of compensation and job satisfaction on performance of waste transporters at the environmental service in Ternate City. *Jurnal Ilmiah Manajemen Kesatuan*, 12(1), 33–42.
- [18] Katebi, A., Hajizadeh, M. H., Bordbar, A., & Salehi, A. M. (2022). The Relationship Between “Job Satisfaction” and “Job Performance”: A Meta-Analysis. *Global Journal of Flexible Systems Management*, 23(1), 21-42.
- [19] Kirani, S., & Rahmadani, I. (2023). The influence of individual characteristics and work environment on employee performance at the Simalungun Samsat Office. *Jurnal Ilmiah Akuntansi Kesatuan*, 11(3), 481-492.
- [20] Kustiawan, U., Marpaung, P., Lestari, U. D., & Andiyana, E. (2022). The effect of affective organizational commitment, job satisfaction, and employee engagement on job happiness and job performance on manufacturing company in Indonesia. *WSEAS Transactions on Business and Economics*, 19(52), 573-591.
- [21] Leiter, M. P., & Bakker, A. B. (2010). Work Engagement: Introduction. *Work Engagement: A Handbook of Essential Theory And Research*, 1(9), 559-569.
- [22] Marder, B., Ferguson, P., Marchant, C., Brennan, M., Hedler, C., Rossi, M., ... & Doig, R. (2021). ‘Going Agile’: Exploring the Use of Project Management Tools in Fostering Psychological Safety in Group Work within Management Discipline Courses. *The International Journal Of Management Education*, 19(3), 100519-100529.
- [23] Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the regional secretariat of Bogor City. *International Journal of Social And Management Studies*, 2(2), 1-16.
- [24] Megawati, M., Hamdat, A., & Aida, N. (2022). Examining linkage leadership style, employee commitment, work motivation, work climate on satisfaction and performance. *Golden Ratio Of Human Resource Management*, 2(1), 01–14.
- [25] Nair, G. K. (2023). Exploring the nexus: Work-life quality, employee satisfaction, and performance in the hospitality sector. *Journal Of Business And Economic Analysis*, 6(02), 227-251.
- [26] Na-Nan, K., Kanthong, S., & Joungrakul, J. (2021). An empirical study on the model of self-efficacy and organizational citizenship behavior transmitted through employee engagement,

- organizational commitment and job satisfaction in the thai automobile parts manufacturing industry. *Journal Of Open Innovation: Technology, Market, And Complexity*, 7(3), 170.
- [27] Nendi, I. (2024). Strategies to improve employee motivation and performance through the employee engagement program. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(4), 505-512.
- [28] Noercahyo, U. S., Maarif, M. S., & Sumertajaya, I. M. (2021). The role of employee engagement on job satisfaction and its effect on organizational performance. *Jurnal Aplikasi Manajemen*, 19(2), 296-306.
- [29] Österman, C., Hult, C., & Praetorius, G. (2020). Occupational safety and health for service crew on passenger ships. *Safety Science*, 121 (4), 403-413.
- [30] Pransiska, D., Hasanah, A. S., & Noraga, G. B. (2024). Peran motivasi dan lingkungan kerja dalam meningkatkan kinerja karyawan. *Journal Of Multidisciplinary Research And Development*, 1(1), 15–28.
- [31] Ramadan Wardiansyah, D., Khusniyah Indrawati, N., & Tri Kurniawati, D. (2024). The effect of employee motivation and employee engagement on job performance mediated by job satisfaction. *International Journal Of Research In Business And Social Science (2147- 4478)*, 13(1), 220–231.
- [32] Ramlawati, R., Serlin, S., Arminas, A., Junaidi, J., & Ready, W. (2023). The role of ethical leadership on employee commitment to the organization: the mediating role of job satisfaction and job engagement. *Организационная Психология*, 13(1), 73-91.
- [33] Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: mediating role of employee engagement. *Problems And Perspectives In Management*, 19(3), 162–174.
- [34] Rustina, E., Wening, N., & Suwaldi, W. (2023). *Optimization of employee performance of regional technical implementation units to expedite ship departure activities*. 03(04), 993–1006.
- [35] Shuck, B. (2019). *Employee engagement: A research overview*. New York: Routledge.
- [36] Sypniewska, B., Baran, M., & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management–based on the study of polish employees. *International Entrepreneurship And Management Journal*, 19(3), 1069-1100.
- [37] Tarigan, J., Susanto, A. R. S., Hatane, S. E., Jie, F., & Foedjiawati, F. (2020). Corporate social responsibility, job pursuit intention, quality of work life and employee performance: case study from indonesia controversial industry. *Asia-Pacific Journal Of Business Administration*, 13(2), 141–158.
- [38] Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial intelligence in tactical human resource management: A systematic literature review. *International Journal Of Information Management Data Insights*, 1(2), 100047.
- [39] Wijaya, P. D. G. K., & Suwandana, I. G. M. (2022). The role of job satisfaction, work-life balance on the job performance of female nurses at local general hospital. *European Journal Of Business And Management Research*, 7(1), 208–212.
- [40] Yuliantanty, Stepanina, S. (2023). Work motivation and work discipline on the performance of educators. *UPI YPTK Journal Of Business And Economics (JBE)*, 8(2), 8–12.

*Job Satisfaction and
Employee
Engagement*

1870