



## Job Satisfaction And Job Engagement: Which Has The Greatest Influence In Mediating Rewards And Performance?

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### ABSTRACT

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This study aims to examine the magnitude of the effect of job satisfaction and job engagement variables in mediating the relationship between reward and performance. This study examines the effect of reward on job engagement, job satisfaction, and performance, then examines the effect of job engagement and job satisfaction on performance. The research method used is quantitative research using questionnaire data as many as 395 respondents. The results of this study indicate that rewards affect job engagement, job satisfaction, and performance. Job engagement and job satisfaction affect performance, job engagement and job satisfaction are able to mediate the relationship between reward and performance. Then the more attractive the reward, the more employee job engagement will increase and increase employee satisfaction which then improves performance. This study also shows that job satisfaction and job engagement are able to mediate the relationship of reward to performance, where job satisfaction has a greater mediating effect than job engagement.

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### 1. Introduction

Research on employee performance is still interesting and important to do. Employee performance is very important because it has very broad implications such as implications for company performance and company sustainability. The higher the employee's performance will encourage the company's performance which in turn will ensure the sustainability of the company's operations. Employee performance is certainly very closely related to how the management of human resources in the company. The better and more professional the management of human resources, the better the performance of employees. There are three things that make employees unable to perform their duties properly, namely lack of direction from managers/leaders, lack of motivation, and employee limitations (Merchant and Van der Stede, 2017). These three things often hinder employee performance. Therefore, there must be a system used by management to mitigate obstacles while improving employee performance. The reward system is one of the tools to mitigate these three things while improving employee performance. Therefore, research on the relationship between reward and performance is a never-ending study to discuss so that it is always interesting and important to do.

Several studies have proven that rewards affect performance (Ali and Anwar, 2021; Kumari and Abbas, 2021; Zeb et al., 2021). However, several studies have found that rewards do not always affect performance (Anthonius, 2022; Jalal and Zaheer, 2017; Zikanga et al., 2021). While the research of Opio et al (2022) and Mira et al. (2019) found a weak relationship between rewards and employee performance. This description proves that although research on the relationship between reward and performance has been widely carried out, it is still not consistent. There seems to be another variable that is the link between the reward and performance variables. Therefore, research on the effect of rewards on performance is still a very open theme for research.

There are two important factors associated with increasing employee performance, namely job engagement (Suifan et al., 2021; Lai et al., 2020) and job satisfaction (Daviddescu et al., 2020; Rinny, Purba,



& Handiman, 2020). Both of these factors are driven by the rewards provided by the company. The more attractive the reward, the higher the job engagement and job satisfaction. Increasing job engagement and job satisfaction will further improve employee performance. However, job satisfaction is still not consistently mediating between rewards and performance. The research of Martono et al., (2018) found that job satisfaction does not mediate the relationship between reward and performance. This research is reaffirmed by Ratri and Wahjudono (2021) who again found that job satisfaction failed to mediate the relationship between reward and performance. Therefore, this study will examine the role of job satisfaction in mediating the relationship between reward and performance.

The purpose of this study was to find a variable with a greater influence to mediate the relationship between reward and performance, in this case job satisfaction and job engagement. This study also examines the effect of reward on job engagement, job satisfaction, and performance, and then examines the effect of job engagement and job satisfaction on performance.

## 2. Method

### 2.1 Job Engagement

Rich et.al (2010), said that engagement can be classified as an investment in terms of thoughts, energy, or feelings that are actively related to the ability to do work. Therefore, job engagement is an aspect that must be seriously considered by the management so that the company can develop. Employees who have high engagement will work with enthusiasm and enthusiasm and feel they have a deep relationship with the company which has an impact on the emergence of innovation and increasing company performance (Kurniawati, 2014). That is, job engagement is related to the achievement of company targets so that it is correlated with employee performance which in turn encourages company performance. Based on this description, the first hypothesis of this research is:

H1: Job engagement has a positive effect on performance

### 2.2 Job Satisfaction

According to Brown and Leigh (1996) job involvement is influenced by several things, including behavioral control, organizational characteristics, and individual differences. Job satisfaction, namely a comfortable feeling that can be seen from the performance appraisal. Job satisfaction can be seen from a good impression of the characteristics of the job, coworkers, and superiors (Locke, 1976). Next is intrinsic motivation, namely the desire to give more effort to carry out their duties. Intrinsic motivation can be generated both from individual factors and in terms of work so that it has competence, autonomy, and relevance (Gagne and Deci, 2005). Some indicators of job satisfaction according to Robins & Judge (2009) are job satisfaction, satisfaction with rewards, satisfaction with superior supervision, satisfaction with co-workers and promotion opportunities, namely the opportunity to improve position in the organizational structure. This description underlies the second hypothesis, namely:

H2: Job satisfaction has a positive effect on performance

### 2.3 Rewards

Rewards are rewards given to those who can work beyond a predetermined standard. Reward is also a means of motivation or means that can cause encouragement and is one type of award that is associated with work performance, which is given in the form of money or an award that is determined based on achievement, the higher the work performance, the greater the reward given. Rewards or awards are related to employee achievements, where the company will give awards to employees who give their dedication to the company. The rewards given are not always related to finance or finance alone, the company can also provide non-financial rewards such as a pleasant work environment, the opportunity to get a promotion,

### 2.4 Performance

Employee performance is the result achieved by the employee in his work according to predetermined criteria. Performance is usually measured in three aspects, namely quantity related to the amount to be completed, quality related to the quality produced, and timeliness, which is related to whether or not it is in accordance with the planned time.



Based on the previous description, the third to fifth hypotheses are as follows:

H3: Reward has a positive effect on Job Engagement

H4: Reward has a positive effect on Job Satisfaction

H5: Reward has a positive effect on Performance

Furthermore, employees' positive perception of the rewards received will increase job engagement and subsequently increased job engagement will encourage employee performance. So that job engagement can mediate the relationship between reward and performance. Likewise, rewards will increase employee job satisfaction which furthermore when employees are satisfied then they will work harder to improve their performance. This description forms the basis for the development of the sixth and seventh hypotheses as follows:

H6: Job engagement mediates the relationship between Reward and Performance

H7: Job satisfaction mediates the relationship between rewards and performance

### 3. Result and Discussion

#### 3.1 Data Analysis

Questionnaires were sent using the g-form to the respondents. The questionnaires that were successfully returned and could be processed were 395 questionnaires. The following is a profile of research respondents:

**Table 1**  
 . Respondent Profile

No	Items	Information	Amount	Percentage
		Woman	225	57%
		Total	395	100%
2	Position	Manager	123	31%
		Staff	272	69%
		Total	395	100%
3	Status	Permanent employees	245	62%
		Temporary Employees	115	29%
		Etc	35	9%
		Total	395	100%
4	Education	High school/K equivalent	114	29%
		Diploma	27	7%
		S1	243	62%
		S2	11	3%
		Total	395	100%

Table 1 shows 57% of female respondents and 43% of male respondents with manager positions as much as 31% and staff as 69%. Furthermore, there are 62% permanent employees and 29% non-permanent employees. Meanwhile, the education of the respondents was S2 as much as 3%, S1 as much as 62%, diploma 7%, and SMA/K equivalent as much as 29%. So that the profile of the respondents in this study is dominated by women who have a bachelor's education in staff positions and are permanent employees.

#### 3.2 Validity and Reliability Test

Data processing was carried out three times because there were several Loading Factors whose values were below 0.7. After the third processing, the results of the data processing can be seen in the diagram below:

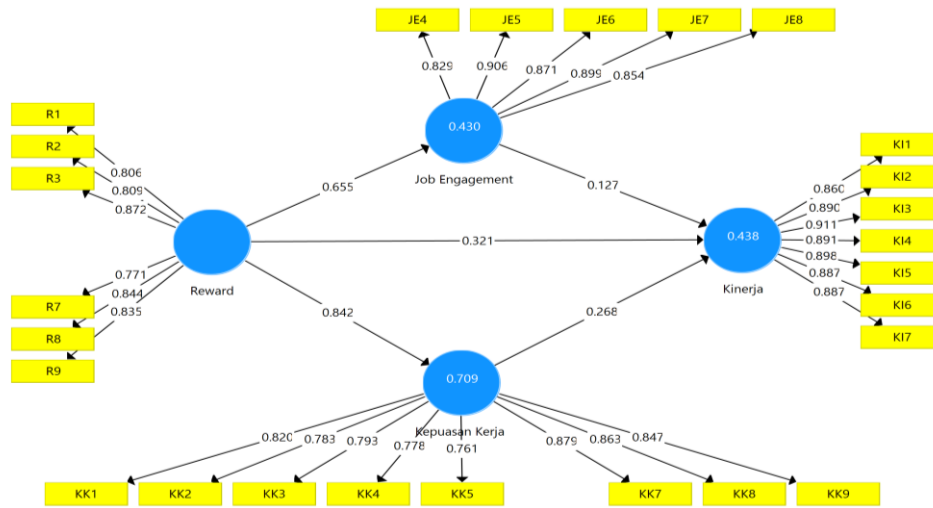


Figure 1. Finally, after being processed 3 times, it successfully met the convergent validity test (Loading Factor Value > 0.7) as shown in table 2 below:

Table 2.  
Load Factor Value

	Job Engagement	Job satisfaction	Performance	Rewards
JE4	0.829			
JE5	0.906			
JE6	0.871			
JE7	0.899			
JE8	0.854			
KI1			0.860	
KI2			0.890	
KI3			0.911	
KI4			0.891	
KI5			0.898	
KI6			0.887	
KI7			0.887	
KK1		0.820		
KK2		0.783		
KK3		0.793		
KK4		0.778		
KK5		0.761		
KK7		0.879		
KK8		0.863		
KK9		0.847		
R1				0.806
R2				0.809
R3				0.872
R7				0.771
R8				0.844
R9				0.835

Furthermore, discriminant validity analysis was performed using Average Variance Extracted (AVE). The results show that the AVE values all exceed 0.5 as shown in table 3 below:

Table 3.  
Average Variance Extracted

Average Variance Extracted (AVE)	
Job Engagement	0.761
Job satisfaction	0.667
Performance	0.791
Rewards	0.678



After going through the validity test, the reliability test was carried out. Table 4 shows the value of Cronbach's Alpha 0.7. So we conclude that the reliability test has been met.

**Table 4.**  
Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Engagement	0.921	0.925	0.941	0.761
Job satisfaction	0.928	0.931	0.941	0.667
Performance	0.956	0.957	0.964	0.791
Rewards	0.905	0.908	0.927	0.678

### 3.3 Fit Model

After fulfilling the validity and reliability tests, the Fit model test is carried out as shown in table 5 below:

**Table 5.**  
Fit Model

	Saturated Model	Estimated Model
SRMR	0.052	0.066
d_ULS	0.960	1.514
d_G	0.582	0.613
Chi-Square	1,297,789	1,332,566
NFI	0.866	0.862

The fit of the model is shown that the model is said to be fit if the SRMR value is  $< 0.1$ , and the NFI is close to 1. Table 5 shows the SRMR value of  $0.050 < 0.10$  and the NFI value of  $0.880$  which is close to 1 so that the model can be said to be fit. Furthermore, table 6 shows the coefficient of determination as follows. Reward variable can explain Job Engagement variable by 43% and job satisfaction variable by 70.9%. While the Performance Variable of 43.8% is explained by the variables of Reward, Job Engagement and Job Satisfaction, while the remaining 56.2% is explained by other variables that are not yet included in the model.

**Table 6.**  
Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Job Engagement	0.430	0.428
Job satisfaction	0.709	0.708
Performance	0.438	0.434

Next, a hypothesis test is carried out, the results of which are shown in table 7 below:

**Table 7.**  
Hypothesis testing

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Job Engagement $\square$ Performance	0.127	0.128	0.049	2,580	0.010
Job satisfaction $\square$ Performance	0.268	0.262	0.090	2,970	0.003
Rewards $\square$ Job Engagement	0.655	0.657	0.040	16,261	0.000
Rewards $\square$ Job satisfaction	0.842	0.844	0.022	37,964	0.000
Rewards $\square$ Performance	0.321	0.327	0.078	4,111	0.000
Rewards $\square$ Job	0.084	0.083	0.032	2,579	0.010
Engagement $\square$ Performance					
Rewards $\square$ Job	0.226	0.221	0.077	2,911	0.004
satisfaction $\square$ Performance					

Table 7 shows that reward has a positive and significant effect on job engagement, job satisfaction, and performance (p-values  $< 0.05$ ). Likewise, job engagement and job satisfaction have a positive and significant effect on performance (p-value  $< 0.05$ ). Job engagement and job satisfaction significantly mediate the relationship between reward and performance.

### 3.4 Discussion

#### a. Influence of Job Engagement on Performance

The results of this study indicate that job engagement has a positive effect on performance. The higher the job engagement that each employee has, the higher the employee's performance. *Job engagement* A high level has a great influence on the performance of an employee which can be seen from the way he recognizes his duties and thinks about his duties even outside of working hours. Employees who have good job engagement will put all their abilities into their performance to be able to produce satisfactory performance. With job engagement, employees will become more fully responsible for their duties and will give full attention so that they can be useful for the company. According to research from Houle et al., (2022) which states that job engagement is a good predictor of performance, this study again proves that job engagement affects performance. This research supports previous research conducted by Park and Lim (2021), Ali et al. (2021), and Suifan et al. (2021).

#### b. The Effect of Job Satisfaction on Performance

The results showed that job satisfaction has a positive effect on performance, so it can be concluded that the higher the level of job satisfaction, the higher the employee's performance. Job satisfaction is a person's assessment of his experience during work which is felt in which there are pleasant or emotionally positive conditions (Paparang et al., 2021). Organization and employee performance are an inseparable unit, because the performance provided by employees is also influenced by how the internal organization can provide facilities that support and are able to create a good organizational environment. According to Azhari et al., (2021) Organizations that have employees with high levels of job satisfaction tend to work more effectively and productively. Therefore, it is very important for a company to pay attention to the condition of its employees. One indicator that affects the level of employee job satisfaction is stability and stability in the career field and the world of work. The existence of a high level of employee job satisfaction indicates that the company indirectly not only wants its employees to focus on working hard to generate profits for the company but also by paying attention to the condition of its employees. With these conditions, the performance that will be produced by employees is also much better, because employees feel more cared for and appreciated and feel that the work they do is fun for them. (Arifianto, 2018; Noercahyo et al., 2021; Wijaya, 2018).

#### c. Effect of Reward on Job Engagement

The results of the study show that reward has a positive effect on job engagement, meaning that the higher the reward given, the higher the job engagement. Rewards can be monetary such as salaries, wages, bonuses, or non-monetary such as job promotions, employee training, and granting authority. The monetary rewards given by the company to employees encourage the creation of a sense of security in employees in meeting basic needs. The basic needs that are met can then cause employees to work with concentration, involve themselves physically, emotionally, and cognitively (Widodo, 2014). Non-monetary rewards given to employees make employees feel proud, increase self-esteem, have self-actualization so as to encourage employees to develop physical, emotional, and cognitive abilities to engage in work. Giving this reward can help increase job engagement, especially when there is an element of fairness in the related reward system. *Rewards* Intrinsic and extrinsic rewards are also able to influence job involvement. Individuals who are given intrinsic rewards in the company can increase work involvement so they are willing to work by being actively involved in their duties. Characteristics of work that provide intrinsic rewards such as providing autonomy, growth/learning opportunities, recognition, giving responsibility (Jacobs et al., 2014). Individuals feel valued in their work, assume that their work is very meaningful so that they will try to highlight their dedication to the task at hand, so that the level of work involvement is very high. (Rothmann and Rothmann Jr., 2010). Extrinsic rewards from external sources such as salaries, bonuses, benefits can increase employee engagement. The right reward will encourage employee motivation to work, so that work involvement is high. Results This study supports previous research which found that rewards affect job engagement (Domiyandra and Rivai, 2019; Taufek et al., 2015; Victor and Hoole, 2017).

#### d. Effect of Reward on Job Satisfaction

Results show *reward* has a positive influence on job satisfaction, so it can be concluded that the award will increase the job satisfaction of employees. The existence of rewards can motivate employees to further improve the quality of work owned by employees. Job satisfaction is very important because employees in a company are the most dominant factor in determining the success or failure of company activities. This research supports several previous studies (Ahmad and Jameel, 2018; Hardianto et al., 2019; Nzelum et al., 2019).



**e. Effect of Reward on Performance**

The results of the study show that rewards have a positive effect on performance, meaning that the more employees appreciate the rewards received, the more they improve employee performance. This finding proves that the rewards given by the company are actually perceived by the employees as a return that is in accordance with what is given by the employee and what the employee gets from the company. This means that with the rewards received, employees can work more effectively and efficiently to improve company performance. Reward is highly correlated with employee motivation in the remuneration system. The positive relationship between reward and motivation not only increases job satisfaction but also increases productivity, self-fulfillment, and enthusiasm for achievement. Performance-based rewards will encourage employees not only to have a tendency to only meet their own needs but also increase enthusiasm for meeting organizational goals. This research supports several previous studies conducted by Fareed et al., (2013), Putra and Damayanti (2020), and Gohari et al., (2013).

**f. Effect of Reward on Performance through Job Engagement**

The results of the study show that rewards have a positive influence on performance through job engagement, so it can be concluded that giving rewards or awards can increase employee job engagement which in turn can improve performance. This research is in line with the results of previous studies which show that rewards have a positive effect on performance through job engagement (Nurchahyo, 2021). Work involvement is a form of employee participation as a form of commitment to the work they do and considers their work as important (Widyani and Utami, 2021). With feedback in the form of rewards, employees feel more valued for their work contributions. Giving rewards also makes employees more enthusiastic to always complete their responsibilities well (Wahyono, 2022). In addition, the existence of rewards also proves that the company is involved in building and increasing employee motivation by creating a positive work environment. According to Jannatin and Puspawati (2022) When employees are involved in the organization, they are aware of their responsibilities and will motivate their co-workers to provide good performance for the company. This is certainly inseparable from the influence of rewards that can trigger employees to always actively contribute and be involved in company activities. With work involvement, employees indirectly participate in improving their performance and are able to help the company in achieving the goals to be achieved.

**g. Effect of Reward on Performance through Job Satisfaction**

The results of the study show that rewards have a positive influence on performance through satisfaction, meaning that giving rewards or awards can increase employee satisfaction at work so that it can improve employee performance as a form of employee job satisfaction itself. Rewards in accordance with the needs of employees will provide employee satisfaction at work, employees will feel appreciated and satisfied with the awards given by the company, this feeling of satisfaction possessed by employees will increase the good performance of employees. This is because when employees are satisfied with their work, they will be motivated or motivated to work better. Not only that, employees will also compete for more achievements in order to receive more awards, so that the achievements of these employees will also help the company to gain profits and obtain more competent human resources. The study shows the same results as previous research which found that job satisfaction mediates the relationship between reward and performance (Gohari et al., 2013).

**4. Conclusion**

The conclusion of this study is that rewards affect job engagement, job satisfaction, and performance. Job engagement and job satisfaction affect performance, job engagement and job satisfaction are able to mediate the relationship between reward and performance. This study proves that the more attractive the reward, the more employee job engagement will be. Employees are increasingly attached to the company. Likewise, rewards are proven to encourage employees to be more satisfied at work which in turn improves their performance. This study found that job satisfaction and job engagement were able to mediate the relationship of reward to performance. However, this study also found that job satisfaction is more capable of being a mediator than job engagement, even though both are mediators. Furthermore, this study found that if performance will be improved, it is better through increasing job satisfaction and employee job engagement.

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