



The effect of work motivation and employee engagement on employee job satisfaction

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ARTICLE INFO

Article history:

Received Apr 27, 2024

Revised May 25, 2024

Accepted May 29, 2024

Keywords:

Employee engagement;

Job satisfaction;

Quantitative research;

Work motivation.

ABSTRACT

Increasing job satisfaction is important for companies because it has a positive impact such as improving employee performance, loyalty, and productivity. In this study, it will be discussed how work motivation and employee engagement affect the job satisfaction of Perumdam Tirta Kerja Raharja employees. The independent variables tested were work motivation and employee engagement while job satisfaction was the dependent variable. The research method used in this study is quantitative. The population in this study were employees at Perumdam Tirta Kerja Raharja. The sampling technique used in this study was purposive sampling and the magnitude of the sample in this study was calculated by the Slovin formula, so the total number is 90 respondents. The analysis method used in this study is several multiple linear regression analyses using SPSS 25 for Windows. The results of this study show that work motivation and employee engagement affect the job satisfaction of Perumdam Tirta Kerja Raharja employees. The magnitude of the influence of work motivation and employee engagement on employee job satisfaction was 53.1%.

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1. INTRODUCTION

Employee job satisfaction has long been a critical area of focus for organizations striving to maintain high levels of productivity and reduce turnover (Gan & Voon, 2021; Hee et al., 2018; Irabor & Okolie, 2019). Traditional models have emphasized the roles of work motivation and employee engagement as key determinants of job satisfaction (Al-dalahmeh et al., 2018). Work motivation, encompassing both intrinsic and extrinsic factors, drives employees to perform and achieve work-related goals (Maharaj, 2018). Simultaneously, employee engagement, reflecting the emotional and cognitive commitment to the organization, fosters a positive work environment and enhances overall job performance. However, the dynamics influencing these factors have evolved, particularly with the advent of remote work, technological advancements, and changing workforce expectations (Dhir & Shukla, 2019; Jiatong et al., 2022; van Zoonen et al., 2021).

Motivation is the provision of a driving force that creates a person's passion for work so that they can work together, work effectively, and be integrated with all their efforts

to achieve satisfaction (Basalamah & As'ad, 2021; Pasulu et al., 2023; Riyanto et al., 2021). Motivation is a staple that makes the impetus for a person to work. According to Adha, Risky Nur, Nurul Qomariah, and Achmad Hasan Hafidzi (2019) motivation is a staple that makes an encouragement for someone to work, as for several dimensions of work motivation, namely: (1) Need for achievement, (2) Need for affiliation, and (3) Need for power.

According to Sihombing (2018) employee engagement is the emotional feelings of employees towards the organization and the actions they take to ensure the organization is successful; employees who are already attached to the company show concern, dedication, passion, accountability, and focus on results. Then also according to Stephen P Robbins & Timothy A Judge (2009) employee engagement is employee engagement, individual engagement, satisfaction, and enthusiasm for the work they do. Employee engagement is divided based on dimensions according to Sihombing (2018) as follows: (1) Acceptance, (2) Contribution, (3) Belong, and (4) Grow.

According to Sembiring (2020) job satisfaction is the effect of quality work and the capacity achieved by an employee in carrying out his work following the burden that has been given. According to Estiningsih (2018), job satisfaction is one of the most important elements in an organization. This is because job satisfaction can affect behaviors such as laziness, diligence, productivity, and others, or have a relationship with some type of behavior that is very important in the organization. According to Judge, Timothy A (2009), several factors that affect job satisfaction are (1) Intrinsic Value, (2) Supervision, (3) Organization / Corporate Management, (4) Opportunity to Move Forward, (5) Salary and Benefits, (6) Co-Workers, and (7) Work Environment.

This research seeks to explore the current and nuanced relationship between work motivation, employee engagement, and job satisfaction in today's rapidly changing work environment (Astuti et al., 2020; Bai et al., 2023). Unlike previous studies that often treated these variables in relatively static contexts, this research incorporates contemporary challenges such as remote work, work-life balance, and the increasing importance of mental health and well-being (Perwez, 2023; Yang & Jo, 2022). By addressing these modern dynamics, the study aims to provide a more comprehensive understanding of how these factors interact and influence each other in the current workplace (Cletus et al., 2018; Kumar Jha & Varkkey, 2018).

The primary purpose of this research is to investigate how contemporary changes in the work environment impact the traditional relationships between work motivation, employee engagement, and job satisfaction. The study aims to identify effective strategies that organizations can adopt to enhance these factors, thereby improving overall job satisfaction. By doing so, the research intends to offer actionable insights that can help organizations foster a motivated, engaged, and satisfied workforce, capable of thriving in the modern, dynamic work landscape.

2. METHODS

This study will use a descriptive quantitative approach to explain the influence of work motivation and employee engagement variables on job satisfaction variables with multiple linear regression processes and processed using SPSS 25 for Windows applications (Sugiyono, 2017, 2019, 2021; Yundari & Artati, 2021). The sampling technique in this study, namely purposive sampling, is a type of sampling by takes into account the considerations made by the researcher. The size of the sample in this study was calculated using the Slovin formula so that the total sample calculation taken was 90 respondents who were asked to fill out the research questionnaire. Each individual taken as a sample will be asked to fill out a questionnaire on a Linkert scale with a scale of 1-5 (strongly disagree – strongly agree). The multiple linear regression techniques are used to determine

the magnitude of the influence of the variables of work motivation and employee engagement on the variables of Employee Job Satisfaction.

3. RESULTS AND DISCUSSION

This study also presents validity and reliability tests by presenting the convergent validity of data as in table 1.

Table 1. Validity and Reliability Test Results

Construct	Correlation Value	Description	Cronbach's Alpha	Description
Work Motivation				
X1.1	0.809			
X1.2	0.768	Valid	0.708	Reliable
X1.3	0.808			
Employee Engagement				
X2.1	0.792			
X2.2	0.741			
X2.3	0.731	Valid	0,685	Reliable
X2.4	0.593			
Job Satisfaction				
Y1.1	0.697			
Y1.2	0.796			
Y1.3	0.610			
Y1.4	0.535	Valid	0,828	Reliable
Y1.5	0.775			
Y1.6	0.778			
Y1.7	0,697			

The data that has been collected through the questionnaire is then analyzed with multiple regression analysis techniques to determine the influence of work motivation and employee engagement variables on job satisfaction through the help of the SPSS Application 25 results The analysis results will provide an overview of the calculation table that will be outlined in the multiple linear regression model equation which can be seen in the table below.

Table 2. Multiple Linear Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.763	2.633		2.189	.000
	TOTAL_X1	.513	.190	.224	2.699	.000
	TOTAL_X2	1.042	.145	.596	7.168	.000

$$Y = 5,763 + 0,513X_1 + 1,042X_2$$

The constant value of 5,763 means that the dependent variable which is a job satisfaction variable is worth 5,763 if the variables of work motivation and employee engagement are considered constant. In other words, if the value of the independent variable does not change, the value of job satisfaction also does not change.

If the value of the regression coefficient of the work motivation variable shows 0.513 this means that the work motivation variable if the value increases by one and another independent variable, namely the employee engagement variable are considered constant, then the addition of points to the work motivation variable is 0.513. A positive sign for the value of the regression coefficient indicates that motivation has a positive effect on job

satisfaction. This means that the higher the motivation, the higher the job satisfaction, and vice versa.

If the value of the regression coefficient of the employee engagement variable shows 1,042, this means that the employee engagement variable if the value increases by one and another independent variable, namely the work motivation variable are considered constant, then the addition of points to the employee engagement variable is 1,042. A positive sign for the regression coefficient value indicates that employee engagement has a positive effect on job satisfaction. This means that the higher the employee engagement, the higher the job satisfaction, and vice versa.

Table 3. Simultaneous Hypothesis Testing ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	582,053	2	291,027	49,282	.000 ^b
	Residual	513,769	87	5,905		
	Total	1095,822	89			

Based on the analysis in the table above, based on the significant value in the following cases if it is below < 0.05 . In the table above, it can be seen that its important value is 0.000. Therefore, from the value of its importance, we can conclude that job motivation and employee engagement affect job satisfaction at the same time.

Table 4. Determination Coefficient Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	0,531	0,520	2,43010

From the results shown in the table above, the square of R in the study was 0.531 or 53.1%. This means that job satisfaction is influenced by job motivation and employee engagement by 53.1%. The remaining 46.9% or 0.469 was influenced by other variables or factors that were not studied.

Discussion

The study examined the influence of work motivation and employee engagement on job satisfaction among employees at Perumdham Tirta Kerja Raharja using quantitative methods. Validity and reliability tests confirmed the data's integrity, with all constructs showing acceptable correlation values and Cronbach's Alpha scores. Multiple linear regression analysis revealed that both work motivation and employee engagement positively impact job satisfaction, with coefficients of 0.513 and 1.042, respectively. The constant value of 5.763 indicated the baseline job satisfaction level when the independent variables remain unchanged. Simultaneous hypothesis testing through ANOVA showed a significant effect of these variables on job satisfaction, with a significance value of 0.000, well below the 0.05 threshold. The model's R Square value of 0.531 indicated that 53.1% of the variance in job satisfaction could be attributed to work motivation and employee engagement, while the remaining 46.9% was due to other factors not examined in this study.

4. CONCLUSION

Based on the results obtained, the variables of work motivation and employee engagement influence job satisfaction, so it is better that in every strategic policy-making by the company, it is necessary to pay attention to the elements of increasing work motivation

and employee engagement. Based on the results of multiple linear regression analysis, with a constant value of 5,763, this means that if work motivation and employee engagement are equal to zero, the value of job satisfaction will increase with the same value. As for the coefficient of the direction of work motivation that affects job satisfaction, a regression coefficient of 0.513 with a positive sign is obtained. Based on these results, it can be concluded that if the company can increase the value of work motivation, there will be an increase in employee job satisfaction. As for the coefficient of the direction of employee engagement that affects job satisfaction, a regression coefficient of 1.042 with a positive sign was obtained. Based on these results, it can be concluded that if the company can increase the value of employee engagement in the company, there will be an increase in employee job satisfaction. The value of the coefficient of determination of R square in this study was 0.531 or 53.1%, which means that job satisfaction is influenced by work motivation and employee engagement by 53.1%. While the remaining 46.9% or 0.469 was influenced by variables or other factors that were not studied.

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