

## Looking at the relationship between job satisfaction and employee engagement

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**Abstract:** The study aimed to investigate the relationship between job satisfaction and employee engagement of employees. This research was quantitative using a survey method, the number of research samples was 80 people, who were selected using the cluster sampling method which is part of probability sampling. Data analysis method using Smart-PLS version 3.0 software. PLS (Partial Least Square). The research findings showed that employee engagement had a significant effect on job satisfaction, employee engagement did not have a significant effect on the non-physical work environment, employee engagement had a significant effect on competence, non-physical work environment affected job satisfaction, competence did not have a significant effect on job satisfaction, non-physical work environment mediated job satisfaction towards employee engagement, competence did not mediate job satisfaction towards employee engagement with sig, > 0.05. This research revealed that workers at PT Semen Batu raja Palembang had different levels of competence and had different employee engagement. This showed that each worker had a high creativity in completing efficient tasks and designing appropriate work methods to achieve effectiveness and efficiency. High value for work is able to increase employee satisfaction and can determine employee commitment to the organization where they work.

**Keywords:** *Competence, Employee engagement, Job satisfaction, Non-physical work environment.*

### 1. Introduction

For an organization, human resources (HR) is the main asset (human capital). Implementing good human resources will create high-performing human resources and organizations. Human resources (HR) are considered the main pillar of an organization's competitive advantage [1], [32], [33], [34], [35]. One of the key performance indicators (KPIs) of the human resource management function that is widely used today to evaluate the effectiveness of modern organizations in managing their human resources is the level of employee engagement. The concept of employee engagement is not widely known, but experts believe it is much more important and strategic than the concept of job satisfaction [2] [36]. Employee engagement has emerged as a key concept in human resource management (HRM) research and among HRM practitioners over the past two decades. Public sector organizations around the world are implementing programs specifically designed to increase employee engagement [2] [37]. Human resources are considered to be the most valuable asset among an organization's resources, as they play a critical role in achieving corporate goals and objectives when handled successfully. As a result, businesses seek to engage, educate, and inspire their employees to develop new skills and capabilities that will help them remain competitive and survive in today's knowledge-intensive economy [3]. Employee engagement is the degree to which employees concentrate on work while performing their roles [4]. Engagement is also how an employee is involved and dedicated to the job [5] workers

will be more engaged when they feel there is meaningful and safe work to do. Employee engagement can be behavioral, cognitive, and affective. Employee engagement is “a unique and distinct construct consisting of cognitive, emotional, and behavioral components associated with individual role performance” [5]. According to this approach, engagement not only involves job involvement but also includes organizational involvement [6].

An employee is an individual who has been hired by an employer to perform a specific job for a wage or salary as compensation. Successful companies require high levels of employee engagement [7] The role of employees is very important in the success or failure of a company. Because of this importance, in this case, the company must monitor the performance of each employee and monitor whether they have carried out their duties and responsibilities as expected [8]. Engaged employees are aware of the organization's business environment and work well with colleagues to improve work outcomes for the benefit of the organization. Conversely, organizations must nurture and develop engagement which is a two-way relationship between workers and employers. Organizational learning can foster employee engagement because the continuous improvement of employees' skills and knowledge makes them feel valued and appreciated However when employees get adequate information, material, and emotional support from supervisors, this will foster the relationship between organizational learning and employee engagement [4]. The company usually has Muslim and non-Muslim workers but this difference is not a problem because employee engagement is a driving force that is involved showing an optimistic, focused and holistic relationship with its performance. Employees feel involved leads to positive thinking, enthusiasm the ability to reduce errors at work.

Performance-wise, competence, and soft skills are generally enhanced by directly targeting their functions. For example, work method training greatly supports the growth and development of employees' abilities Also, learning has always been used as the most effective training method [28], [29], [30]. The ability and need to adapt to new tasks are also responsible for activating knowledge of desired thoughts and perspectives [9], [31], [32]. This is done by strengthening cognitive and emotional self-regulation in learning while increasing employee work creativity. From this description, employees who have high creativity are expected to complete tasks efficiently and design appropriate work methods to achieve effectiveness and efficiency. This proved that employees with work experience and training at various levels are able to produce competent creativity to adequately complete job performance [9].

Job satisfaction is currently one of the most important issues in the field of work and organizational psychology. Therefore, there is great interest in understanding this phenomenon [10]. The level of employee satisfaction determines the employee's commitment to the organization he or she works for. Therefore, workers who are satisfied and feel that their contributions are taken into account and work as a team will tend to show greater diligence in their work [10] The majority of general workers are aware that their primary responsibility is to complete the tasks assigned to them and produce work that is acceptable and beneficial to the organization as a whole [11] Employee job satisfaction is measured through several indicators, namely the adequacy of work equipment; safety and comfort of work; working hours; a reward system that stimulates the quality of work, commitment and creativity of employees; work and commitment that is monitored and evaluated objectively and fairly; financial compensation for work; being cooperative with coworkers; interpersonal relationships; communication with direct supervisors in daily work; leaders who treat employee ideas and suggestions with respect; and respect for professional skills and ethical values for advancement [12] The study of job satisfaction dates back to Hawthorne's experiments, which stated that workers' attitudes toward work directly affect productivity and that the key to work attitudes is workers' satisfaction with their jobs. job satisfaction depends not only on how satisfied employees are with job-related elements but also on measuring inputs and outputs in the job. if the results prove to be balanced, employees will feel fair and satisfied; conversely, if employees feel that their contributions to the job far exceed the rewards, it will reduce their job satisfaction. A narrower gap indicates higher employee satisfaction; conversely, a larger gap between values and expectations indicates lower satisfaction [13] From the discussion above, the

author is interested in analyzing “The Relationship between Job Satisfaction and Employee Engagement of Workers”.

## 2. Methodology

This survey method provides a type of quantitative research data that is used to investigate the relationship between dependent variables and independent variables in a population in this research. Quantitative methodology is a research methodology that is based on data collected systematically from the object under study by examining the relationship between the variables involved in it. The population of this study was employees at *PT Semen Baturaja Palembang*. However, the main requirement for a good sample is that the sample represents accurately. In this study, the number of survey indicators was 16 indicators, so the appropriate sample used was 5-10 times the estimated number of indicators, so the Structural Equation Model (SEM) could be used to estimate the interpretation. The number of research samples was 80 people, who were selected using the cluster sampling method which is part of probability sampling. Used to determine the sample if the object and data source are very broad [14]. The data used in this study are primary data and secondary data. Primary data used in this research can be used by providing questionnaires filled out by employees of *PT Semen Baturaja Palembang*. Secondary data was obtained by various sources of documents or other written reports available at *PT Semen Baturaja Company Palembang*.

In this research, research aims to collect data using a questionnaire. A questionnaire is an instrument used to inquire about an incident or event that contains a question description to obtain information related to the research carried out [15]. The details of the construction of each variable are described regarding the Job satisfaction questionnaire, Employee engagement questionnaire, non-physical work environment questionnaire and competencies used in this study. On a Likert scale 5 (strongly agree), 4 (agree), 3 (moderately agree), 2 (disagree), and 1 (strongly disagree).

**Table 1.**  
List of instrument construct.

Variables	Indicator	Code
Job satisfaction	Work	JS 1
	Wages	JS 2
	Promotion	JS 3
	Supervisor	JS 4
	Work colleague	JS 5
Employee engagement	<del>Absorption</del>	EE 1
	vigor	EE 2
	Dedication	EE 3
Non-physical work environment	Relationship between superiors and subordinates	NPW E 1
	The relationship between employees and leaders	NPW E 2
	Relations with employees	NPW E 3
Competence	Motives	C 1
	Traits	C 2
	Self concept	C 3
	Knowledge	C 4
	Skill	C 5

This study uses a data analysis method using Smart-PLS software version 3.0. PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement model and test the structural model. The measurement model is used for validity and reliability tests. While the structural model is used to test causality.

Partial Least Square aims to obtain latent variable relationships and aims to predict structural indicators of the construct. PLS does not assume the existence of a particular distribution for parameter estimation, so parametric techniques to test parameter significance are not needed. The SEM model was

built using a covariance-based approach [16]. Types are used for validity and reliability. This type of structure is currently used in verifying cause-and-effect relationships. PLS (Partial Least Squares) is a soft model analysis because it does not assume that the data must be at the appropriate level. It can be concluded that the sample can be less than 100 samples.

### 3. Results and Discussions

#### 3.1. Test reliability and validity

To test the validity of the indicators, AVE is used and reliability is analyzed simultaneously, which is directly based on the construct. The strength of the construct value will be based on the value of the model used in the reliability test. The reliability and validity indicator values for each construct are shown in the table below.

**Table 2.**  
Evaluation values (AVE and CR).

Variables	Cronbach's Alpha	AVE	CR
employee involvement	0.847	0.622	0.891
job satisfaction	0.768	0.684	0.866
non-physical work environment	1.000	1.000	1.000
competence	0.760	0.805	0.892

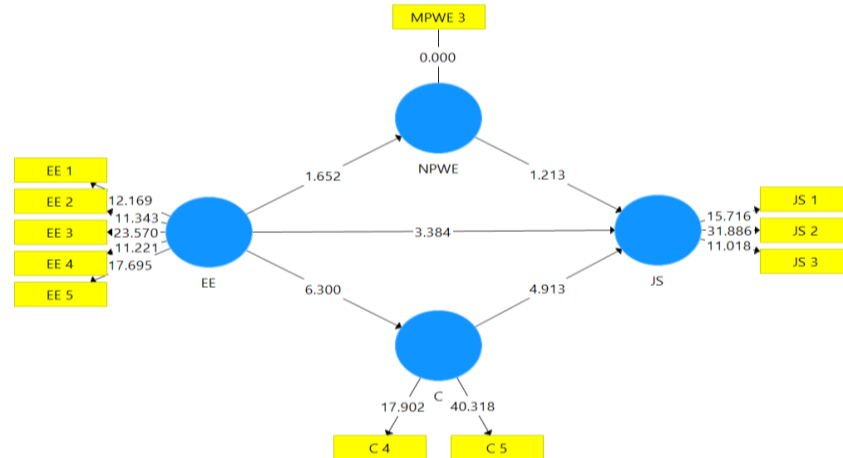
Table 2 shows that each variable has a CR of 0.80 and an AVE of 0.50. Then all variables can be proven. Then for the Cronbach's Alpha value, all variables are greater than 0.70. This means that all the techniques used in this study can be used to measure variables appropriately.

#### 3.2. Goodness of Fit Model Test

The hypotheses described, the structural equation model, were developed and evaluated in Smart PLS. The model testing results which include the results of each variable show whether there is a causal relationship between employee engagement, job satisfaction, non-physical work environment, and competence. The results of the structural model are described below.

**Table 3.**  
The goodness of fit test.

Model Fit Components	Critical Value	Analysis Result Value	Description
Chi-square	122.123	122.608	Fit
SRMR	0.089	0.090	Fit
NFI	0.711	0.710	Fit
d ULS	0.527	0.247	Fit
d G	0.246	0.247	Fit



**Figure 1.**  
Model fit estimate.

The structural model test results show that model indicators such as Chi-square, SRMR, NFI, d\_ULS, and d\_G have met the model fit criteria. The results showed that the proposed model is quite compatible with empirical data. Because it meets several goodness-of-fit models.

**Tabel 4.**  
Hypothesis tests.

Hypothesis	Path	t-statistic	Sig	Description
H1	EE → JS	3.384	0.001	Significant
H2	EE → NPWE	1.652	0.099	Not Significant
H3	EE → C	6.300	0.000	Significant
H4	NPWE → JS	4.913	0.000	Significant
H5	C → JS	0.087	0.226	Not Significant

### 3.3. Testing the Hypotheses: Structural Equation Models

Based on the analysis results in Table 4, the hypothesis results are presented as follows:

- Employee engagement has a significant effect on job satisfaction, with sig < 0.05.
- Employee engagement has no significant effect on the non-physical work environment, with sig > 0.05.
- Employee engagement has a significant effect on competence, with sig < 0.05.
- Non-physical work environment affects job satisfaction, with sig < 0.05.
- Competence has no significant effect on job satisfaction, with sig > 0.05

### 3.4. Indirect Effect

This analysis is useful for testing the direct effect of an inter variable on the influenced variable which is mediated by an intervening variable. The results are presented in the table as follows:

**Table 5.**  
Mediation effect.

Hypothesis	Path	t-statistic	sig	Result
H6	EE → NPWE → JS	3.234	0.001	Partial Mediated
H7	EE → C → JS	0.928	0.354	Not Partial Mediated

- Non-physical work environment mediates job satisfaction on employee engagement with sig, <0.05.
- Competence does not mediate job satisfaction on employee engagement with sig, > 0.05.

### 3.5. Hypothesis

#### 3.5.1. H1 Effect of Employee Engagement on Job Satisfaction

The results of the first hypothesis explain that Employee Engagement has a significant effect on job satisfaction with a value of <0.05. The results of the hypothesis can be seen from the t-statistic test value of 3.384 and a P Value of 0.001. This means that employee engagement greatly affects job satisfaction, this proves that employee engagement has an important role in job satisfaction. This research is in line with research conducted by [17], [18], [19] which states that employee engagement has a significant effect on job satisfaction. The higher the employee engagement, the more job satisfaction will increase.

#### 3.5.2. H2 Effect of Employee Engagement on Non-Physical Work Environment

For the second hypothesis regarding employee engagement with the non-physical work environment does not have a significant effect with a value > 0.05. The hypothesis results can be seen from the t-statistics value of 1,652 and a P Value of 0.099. This means that employee engagement does not play a role in the non-physical work environment. These results prove that PT Semen Baturaja Palembang in the non-physical work environment is not in accordance with what is expected and the need to increase employee engagement in order to provide things that can increase the potential of the Company.

#### 3.5.3. H3 The Effect of Employee Engagement on Competence

The third hypothesis explains that employee engagement has a positive and significant effect on competence. The hypothesis results can be seen from the t-statistics value of 6,300 and a P Value of 0.000, this shows that employee engagement has an important role in competence. If the competence of employees has knowledge and skills, employee engagement will increase. This research is in line with research conducted by [20], [21] stated that employee engagement has a positive and significant effect on competence.

#### 3.5.4. H4 The Effect of Non-Physical Work Environment on Job Satisfaction

Furthermore, the fourth hypothesis on the non-physical work environment on job satisfaction has a positive and significant effect with a value of <0.05. The results of the hypothesis can be seen from the t-statistics value of 4,319 and a P Value of 0.000. this shows that the non-physical work environment has a role in job satisfaction. So, it can be concluded that the non-physical work environment at PT Semen Batu raja Palembang is very good, therefore superiors need to provide things that can improve employee performance such as giving awards so that employees feel their work is appreciated by the company. This research is in line with research conducted by [22] which states that the non-physical work environment affects job satisfaction, which means that the non-physical work environment has a big influence on job satisfaction. If the higher the non-physical work environment, the higher the employee job satisfaction will be and vice versa if the non-physical work environment is low, job

satisfaction will decrease [22] Research conducted [23], [24] states that the non-physical work environment has a significant positive effect on job satisfaction.

### 3.5.5. H5 Effect of Competence on Job Satisfaction

The fifth hypothesis shows that competence has no significant effect on job satisfaction with a value > 0.05. The hypothesis results can be seen from the t-statistics value of 0.087 and a P Value of 0.226. This means that competence plays an important role in job satisfaction. Therefore, PT Semen Baturaja Palembang needs to pay attention to the competence of each of its employees so that they can work as expected and it should be necessary to provide training for each employee to be able to master the work in each of their respective fields. So that they can work better and feel satisfied with their work. This research is in line with research conducted by [25], which explains that competence has no significant effect on job satisfaction. Meanwhile, research conducted by [26], [27], states that competence has a significant effect on job satisfaction.

### 3.5.6. H6 The Effect of Non-Physical Work Environment Mediates Job Satisfaction on Employee Engagement

The sixth hypothesis which shows the Non-Physical Work Environment Mediates Job Satisfaction on Employee Engagement with a P Value < 0.05. The hypothesis results can be seen from the t-statistics value of 3.234 and a P Value of 0.001. this shows that the work environment plays an important role and mediates job satisfaction on employee engagement. This means that the better the non-physical work environment, the employee job satisfaction will also increase and the employee engagement if employee engagement is good, the work environment will also be good.

### 3.5.7. H7 The Effect of Competence Mediating Job Satisfaction on Employee Engagement

The seventh hypothesis which shows that Competence does not Mediate Job Satisfaction to Employee Engagement with a P Value > 0.05. The results of the hypothesis can be seen from the t-statistic value of 0.928 and a P Value of 0.354. this shows that competence does not play a role and mediates job satisfaction on employee engagement, which means that the competence of the employees of PT Semen Batu Raja Palembang is not good enough, this needs to be improved again such as superiors giving work according to and talents and providing training for employees so that employees can work well as well as employee engagement if employee engagement is increased, job satisfaction will also increase.

## 4. Conclusion

This study reveals that Muslim workers at *PT Semen Baturaja Palembang* have different levels of competence and have different employee engagement. This shows that each Muslim worker has high creativity in completing efficient tasks and designing appropriate work methods to achieve effectiveness and efficiency. High value to work can increase employee satisfaction can determine employee commitment to the organization where they work. The results of the analysis explain that employee engagement has a significant effect on job satisfaction with a P value of 0.001, employee engagement has no significant effect on the non-physical work environment with a P value of 0.099, employee engagement has a significant effect on competence with a P value of 0.000, the work environment has a significant effect on competence with a P value of 0.000, competence has no significant effect on job satisfaction with a P value of 0.226, the non-physical work environment mediates job satisfaction towards employee engagement with a P value of 0.001 and competence does not mediate job satisfaction towards employee engagement with a P value of 0.354.

### Institutional Review Board Statement:

The Ethical Committee of the Universitas Bina Darma, Indonesia has granted approval for this study on 10 Agustus 2024 (003/SK/DRPM-UBD/VIII/2024).

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