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The Influence of Employee Engagement and Job Satisfaction on Employee Performance in the Digital Transformation Era: A Study of Service Companies in Indonesia

Prastiyo Diatmono^{1*}, Fariz Pradhitya Illabi², Prana Yama Soedjatmiko³, Muhamad Ramdhansyah⁴, Muhamad Ryadhi Fariziansyah⁵

¹Universitas Trisakti, Jakarta, Indonesia, prastiyo@trisakti.ac.id.

²Institut Prima Bangsa, Cirebon, Indonesia, farizpradhityaillabi@gmail.com.

³Institut Prima Bangsa, Cirebon, Indonesia faturahmansoedjatmiko@gmail.com.

⁴Universitas Swadaya Gunung Jati, Cirebon, Indonesia, ramdhansyahmuhamad@gmail.com.

⁵MA Unggulan Ar-Rahmat, Majalengka, Indonesia, mrzian723@gmail.com.

*Corresponding Author: prastiyo@trisakti.ac.id¹

Abstract: Digitalization is reshaping service organizations by altering routines, technology requirements, and expectations for employee output. This study investigates whether employee engagement and job satisfaction are associated with employee performance in Indonesian service companies. A quantitative explanatory cross-sectional survey was conducted with 200 purposively selected employees using a five-point Likert questionnaire. Employee engagement was assessed through vigor, dedication, and absorption; job satisfaction through work characteristics, compensation and recognition, supervision, coworkers, and communication; and employee performance through task and contextual performance. The data were examined using descriptive statistics, correlation analysis, reliability assessment, and multiple linear regression. Employee engagement showed a positive but non-significant coefficient ($B = 0.113$; $p = 0.157$), whereas job satisfaction had a very small negative and non-significant coefficient ($B = -0.034$; $p = 0.698$). The joint regression model was also non-significant ($F = 1.092$; $p = 0.338$; $R^2 = 0.011$). The results indicate that these two employee-related factors explain only a small part of performance differences, suggesting that organizational and digital-work conditions should also be considered.

Keywords: Employee Engagement, Job Satisfaction, Employee Performance, Digital Transformation, Service Companies.

INTRODUCTION

Digitalization is altering the way organizations structure work, provide services, communicate, and manage employees. In service businesses, these changes are especially consequential because service quality depends on employees who can interact effectively with customers, solve problems, adjust to new technologies, and maintain dependable output. Digital tools may improve access to information, coordination, and flexibility, but they can

also introduce more complex tasks, continuous learning requirements, and higher performance expectations. Under these conditions, employee engagement and job satisfaction remain relevant because employee attitudes may shape how organizational and technological resources are converted into day-to-day performance.

Employee engagement refers to a favorable work state expressed through energy, commitment, and strong involvement in work (Schaufeli et al., 2006). These qualities matter in digitally changing workplaces because employees are often expected to learn new systems, adapt routines, and preserve service quality. The Job Demands–Resources (JD-R) model provides a useful explanation: available job resources can activate motivational processes that encourage engagement and desirable work outcomes (Bakker & Demerouti, 2007). Prior evidence has also linked engagement with performance, sometimes through job satisfaction as an intervening pathway (Abadi, 2024). In a technology-intensive setting, support for learning, autonomy, feedback, and organizational resources may help employees respond to changing demands. Job satisfaction reflects employees' evaluations of important work experiences, including compensation, supervision, coworkers, and communication (Spector, 1985), while employee performance covers both task execution and contextual contributions (Koopmans et al., 2013).

Evidence from Indonesian studies has generally pointed to favorable links among engagement, satisfaction, and performance, although the designs and settings have differed. Nur et al. (2021) and Rahmadani & Kurniawati (2022) identified significant associations among these constructs. Astuti & Suwandi (2022), Wijayanti & Sijabat (2022), Ismawati et al. (2022), and Gunawan et al. (2022) also reported positive relationships, including models with mediation. Yulita et al. (2023) estimated that engagement and satisfaction jointly accounted for 45.7% of performance variance, while Maryati et al. (2024), Khairunnisa et al. (2021), Putra & Darmastuti (2021), and Aristotelin (2022) examined the same constructs within broader or mediated frameworks.

More recent evidence remains favorable overall but is not fully consistent. Sutanto et al. (2024) reported significant effects of engagement and satisfaction on performance, whereas Faradiva & Suratman (2024) found no direct satisfaction effect and identified full mediation by engagement. Nabila & Budiono (2025), Abadi (2024), Maryati et al. (2024), and Dwiputri & Wanasida (2024) likewise incorporated mediating or additional variables. Much of the literature therefore emphasizes indirect pathways, narrowly defined organizational settings, or sector-specific conditions, and direct evidence for job satisfaction is still mixed. Studies in digital-oriented firms, including Shopee and start-ups, are useful but do not fully represent the wider digital-transformation setting. A more parsimonious model that tests the direct contribution of engagement and satisfaction across Indonesian service companies therefore remains relevant.

The present study responds to that gap by testing employee engagement and job satisfaction as two direct predictors of employee performance in Indonesian service companies operating in an increasingly digital environment. The analysis is anchored in the JD-R framework to consider whether employee attitudes remain meaningful motivational resources as work becomes more technology-dependent (Bakker & Demerouti, 2007). The contribution is not the simple combination of three familiar constructs; rather, it lies in evaluating a direct-effect model across a broader service-company setting instead of a single organization or narrowly defined industry.

The study therefore evaluates three questions: whether employee engagement is related to employee performance, whether job satisfaction is related to employee performance, and whether the two variables jointly explain employee performance among service-company employees in Indonesia. The research extends the application of the JD-R perspective to a digitally changing service context and adds evidence that is not restricted to one organization.

From a practical standpoint, the results can help managers judge whether attention to engagement and satisfaction is sufficient or whether performance initiatives should also address digital competence, organizational support, technology readiness, work-life balance, and the wider digital work environment.

METHOD

Research Design

A quantitative explanatory survey with a cross-sectional design was used to test the proposed relationships. Employee engagement (X1) and job satisfaction (X2) were specified as explanatory variables, while employee performance (Y) was treated as the outcome. The conceptual model draws on the Job Demands–Resources framework, which links job resources and employee conditions to motivational processes and work outcomes (Bakker & Demerouti, 2007).

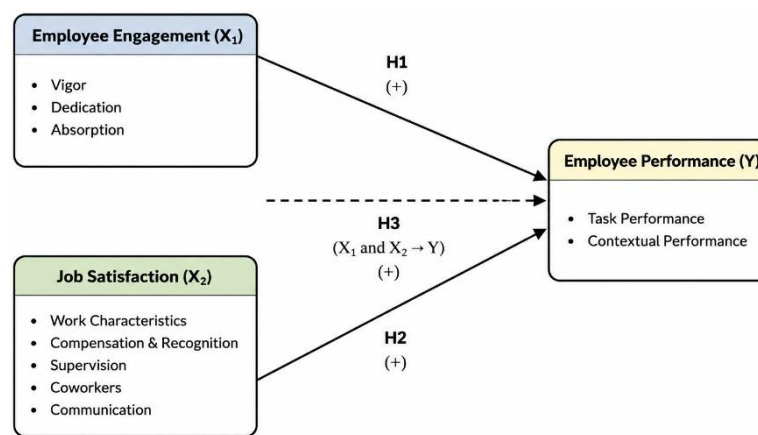


Figure 1. Research Model

The study population consisted of employees working in Indonesian service companies. Participants were recruited purposively. Eligibility required that respondents be active employees of a service company in Indonesia, have at least six months of tenure, use digital technology or an organizational information system as part of their work, and agree to participate voluntarily. The planned sample was approximately 200–250 respondents. Records that failed the eligibility criteria, contained substantial missing information, or appeared to be duplicates were removed before analysis.

Data Collection and Measurement

Data were obtained through a structured online questionnaire. Before responding, participants received information about the purpose of the study, voluntary participation, confidentiality, and the academic use of the responses. Published sources were consulted to guide the theoretical model, construct definitions, and measurement choices. The principal instruments were based on the JD-R model (Bakker & Demerouti, 2007), the Utrecht Work Engagement Scale (Schaufeli et al., 2006), the Job Satisfaction Survey (Spector, 1985), and the Individual Work Performance Questionnaire (Koopmans et al., 2013).

Table 1. Operationalization of Research Variables

Variable	Operational Definition	Main Dimensions/Indicators	Measurement
Employee Engagement (X1)	A positive work-related psychological state reflected in employees' energy, enthusiasm,	Vigor, dedication, absorption	Likert 1–5

	dedication, and deep involvement in their work		
Job Satisfaction (X2)	Employees' positive evaluation of and satisfaction with important aspects of their work and workplace	Work itself, compensation and recognition, supervision, coworkers, communication	Likert 1–5
Employee Performance (Y)	The extent to which employees effectively perform their assigned tasks and contribute to organizational functioning	Task performance and contextual performance	Likert 1–5

The questionnaire contained demographic and employment items together with construct measures scored from 1 (strongly disagree) to 5 (strongly agree). Employee engagement followed the UWES dimensions of vigor, dedication, and absorption (Schaufeli et al., 2006). Job satisfaction was adapted from Spector (1985) framework and covered the work itself, compensation and recognition, supervision, coworkers, and communication. Employee performance was adapted from the IWPQ (Koopmans et al., 2013), emphasizing task and contextual performance through indicators such as work quality, quantity, timeliness, target attainment, initiative, cooperation, responsibility, and adaptability. A preliminary test with about 30 respondents was conducted to examine item clarity and initial validity and reliability before the main survey.

Instrument Testing and Data Analysis

Before estimating the hypotheses, the questionnaire measures were checked for item validity and internal consistency. Item validity was examined by relating each item to its associated construct score, whereas reliability was assessed with Cronbach's alpha; values around 0.70 or above were treated as a commonly used benchmark. Items that did not satisfy the criteria were reviewed before the construct-level scores were calculated.

The dataset was processed in IBM SPSS Statistics. Respondent profiles and construct distributions were summarized with frequencies, percentages, means, and standard deviations. Normality, multicollinearity (tolerance and VIF), and heteroscedasticity were considered before regression. Multiple linear regression was used to estimate the contribution of employee engagement and job satisfaction to employee performance.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \quad (1)$$

In the regression equation, Y denotes employee performance, X_1 denotes employee engagement, and X_2 denotes job satisfaction; α is the intercept, β_1 and β_2 are the slope coefficients, and ε is the error term. Individual coefficients were evaluated with t-tests, while the F-test assessed the model as a whole. The coefficient of determination (R^2) indicated how much variation in employee performance was accounted for by the two predictors. Statistical decisions used a 5% significance level, with support for a hypothesis requiring $p < 0.05$ together with the expected coefficient direction.

Research Model and Ethical Considerations

Three hypotheses were assessed. H1 proposed a positive significant relationship between employee engagement and employee performance; H2 proposed a positive significant relationship between job satisfaction and employee performance; and H3 proposed that the two predictors would jointly have a significant relationship with performance. The model was deliberately kept parsimonious: digital transformation defines the organizational setting rather than entering the regression as an additional statistical predictor.

Participation was voluntary, and respondents were informed about the study objectives and their option to stop participating. The questionnaire did not request unnecessary identifying details. Responses were treated as confidential and were used only for academic purposes. Results were presented in aggregate so that individual respondents and participating organizations were not identifiable.

RESULTS AND DISCUSSION

Respondent Characteristics and Descriptive Statistics

The analysis involved 200 service-company employees between 25 and 45 years of age, with an average age of about 35.31 years and varied work-tenure profiles. Engagement was represented by nine items covering vigor, dedication, and absorption; job satisfaction was represented by ten items addressing the work itself, compensation and recognition, supervision, coworkers, and communication; and performance was represented by eight items covering task and contextual performance.

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Employee Engagement	200	3.00	4.56	3.775	0.326
Job Satisfaction	200	2.90	4.30	3.764	0.301
Employee Performance	200	2.75	4.50	3.803	0.367

The mean scores were comparatively high on the five-point response scale: 3.775 for employee engagement, 3.764 for job satisfaction, and 3.803 for employee performance. These averages indicate that respondents generally expressed favorable perceptions of all three constructs. Nevertheless, mean levels describe the sample rather than establish association; the inferential tests are needed to determine whether the observed constructs are statistically related.

Measurement and Regression Results

Reliability testing produced weak internal consistency across all three measures. Cronbach's alpha was -0.124 for employee engagement, -0.111 for job satisfaction, and 0.077 for employee performance, each far below the usual benchmark. The pattern indicates that the items within the constructs did not behave consistently in this dataset. Consequently, the regression estimates should be viewed with caution because poor measurement reliability can attenuate observed relationships and makes non-significant findings less suitable for definitive substantive conclusions.

Table 3. Reliability Results

Construct	Items	Cronbach's Alpha	Interpretation
Employee Engagement	9	-0.124	Very poor
Job Satisfaction	10	-0.111	Very poor
Employee Performance	8	0.077	Very poor

The correlation matrix showed little association among the constructs. Employee engagement had a small positive correlation with performance ($r = 0.101$), whereas job satisfaction was almost unrelated and slightly negative ($r = -0.029$). The association between engagement and job satisfaction was also negligible ($r = -0.015$). Overall, the data did not reveal strong bivariate relationships among the three measures.

Multiple linear regression was conducted using:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \quad (2)$$

The regression model yielded $R^2 = 0.011$ and adjusted R^2 of approximately 0.001, meaning that only about 1.1% of the variance in employee performance was accounted for by engagement and job satisfaction. The overall equation was not statistically significant, $F(2,197) = 1.092$, $p = 0.338$. The estimated equation was $EP = 3.501 + 0.113EE - 0.034JS$. Engagement carried a positive but non-significant coefficient ($B = 0.113$, $p = 0.157$), whereas job satisfaction had a negative and non-significant coefficient ($B = -0.034$, $p = 0.698$).

Table 4. Multiple Regression Results

Predictor	B	Std. Error	Beta	t	Sig.
Constant	3.501	0.447	—	7.829	<0.001
Employee Engagement	0.113	0.080	0.101	1.420	0.157
Job Satisfaction	-0.034	0.086	-0.028	-0.389	0.698

Hypothesis Testing and Discussion

For H1, the coefficient for employee engagement was positive but did not reach statistical significance ($B = 0.113$, $p = 0.157$), so the hypothesis was not supported. This differs from the significant positive relationships reported by Rahmadani & Kurniawati (2022), Yulita et al. (2023), and Sutanto et al. (2024). Khairunnisa et al. (2021) also examined engagement alongside job design and organizational culture, while Abadi (2024) and Dwiputri & Wanasida (2024) reported relationships within mediation-oriented models. Differences in organizational setting, sampling, and instrument performance may account for part of the divergence. The negative alpha value in the current dataset, in particular, suggests that measurement weakness may have obscured the underlying relationship rather than demonstrating that engagement is irrelevant to performance.

H2 was likewise unsupported. Job satisfaction had a very small negative coefficient and the probability value was far above the 5% threshold ($B = -0.034$, $p = 0.698$). The result is inconsistent with the positive effects described by Yulita et al. (2023) and Sutanto et al. (2024), as well as the relationships reported by Aristotelin (2022) and Maryati et al. (2024) through mediating mechanisms. It is more similar to the finding of Faradiva & Suratman (2024), who observed no direct effect and identified employee engagement as a mediator. Because mediation was not tested in the present study, the result should be interpreted narrowly: satisfaction by itself was not a significant predictor in this sample, and other conditions such as organizational support, leadership, motivation, and technology-related capability may also shape performance.

For H3, the combined effect of employee engagement and job satisfaction was not significant ($F = 1.092$, $p = 0.338$; $R^2 = 0.011$). Together, the predictors accounted for only 1.1% of the observed variation in performance, leaving most variation associated with other influences or measurement error. This differs from Rahmadani & Kurniawati (2022) and Yulita et al. (2023), the latter reporting that engagement and satisfaction explained 45.7% of performance variance. The modest explanatory power in the present study suggests that performance in digitally changing service settings may also depend on digital competence, technology readiness, organizational support, leadership, workload, training, technological infrastructure, and adaptability.

Taken together, respondents reported relatively favorable levels of engagement, satisfaction, and performance, yet the statistical tests did not show significant relationships. From a JD-R perspective, the influence of employee attitudes may depend on the balance between job demands and the resources available to employees, including technological support, training, autonomy, and feedback. The variation between these findings and those reported by Sutanto et al. (2024) and Faradiva & Suratman (2024) supports a context-sensitive

interpretation rather than a universal linear relationship between employee attitudes and performance.

Implications and Comparison with Previous Studies

The present findings depart from much of the earlier literature. Engagement retained a positive direction but was not significant, satisfaction showed a very small negative coefficient, and the two predictors together explained only 1.1% of performance variance. The study also differs methodologically from several prior investigations because it covers a wider service-company setting and tests direct paths rather than a mediation-focused structure. This distinction matters because studies such as Abadi (2024), Maryati et al. (2024), Putra & Darmastuti (2021), and Aristotelin (2022) explicitly model mediating variables when explaining how employee attitudes may translate into performance.

Table 5. Comparison of Previous and Current Findings

Aspect	Previous Findings	Current Finding
Employee Engagement → Performance	Generally positive and significant	Positive but not significant
Job Satisfaction → Performance	Frequently positive and significant	Negative but not significant
EE + JS → Performance	Often significant	Not significant
R ²	Can be substantial	1.1%
Context	Mostly specific organizations/sectors	Service-company context
Model	Several studies use mediation	Direct-effect model

The results imply that improving engagement and satisfaction in isolation may not be enough to raise performance in digitally changing service organizations. A managerial response could combine employee-focused initiatives with digital-skills training, reliable technological support, usable performance feedback, realistic workload allocation, and opportunities for employees to build digital capabilities. The roles of training and organizational support highlighted by Dwiputri & Wanasida (2024), together with the importance of job design and organizational culture noted by Khairunnisa et al. (2021), indicate that performance interventions should address the broader work system. Future studies should therefore consider digital competence, perceived organizational support, digital readiness, leadership, training, technology support, and work environment characteristics.

Table 6. Hypothesis Testing Summary

Hypothesis	Relationship	Coefficient	Sig.	Decision
H1	Employee Engagement → Employee Performance	0.113	0.157	Not supported
H2	Job Satisfaction → Employee Performance	-0.034	0.698	Not supported
H3	Employee Engagement + Job Satisfaction → Employee Performance	F = 1.092	0.338	Not supported

None of the three hypotheses received statistical support. Employee engagement had a positive but non-significant association with performance, while job satisfaction showed a very weak negative association that was also non-significant. The joint model was not significant and produced an R² of only 0.011. These results differ from the generally positive or mediation-based evidence reported by Rahmadani & Kurniawati (2022), Yulita et al. (2023), Abadi (2024), Maryati et al. (2024), and Putra & Darmastuti (2021). The contrast reinforces the importance of organizational context and measurement quality when interpreting employee-related predictors of performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study found no statistically significant effect of employee engagement or job satisfaction on employee performance among employees of Indonesian service companies operating in a digital-transformation context. Engagement had a positive but non-significant effect ($B = 0.113$; $p = 0.157$), while satisfaction had a very small negative and non-significant effect ($B = -0.034$; $p = 0.698$). Their joint contribution was also non-significant ($F = 1.092$; $p = 0.338$), with $R^2 = 0.011$, so none of the proposed hypotheses was supported. The findings indicate that engagement and satisfaction alone explain only a limited share of performance differences. Other conditions, including digital competence, technology support, training, leadership, feedback, and workload management, may be important. At the same time, the negative and very low Cronbach's alpha coefficients point to weak measurement consistency; the findings should therefore be regarded as preliminary. Further research should improve the instrument and broaden the explanatory model to include organizational and digital-work factors.

Limitations

Several limitations should be considered when interpreting the findings. The cross-sectional design does not permit causal inference because the variables were observed at one time. Purposive recruitment of 200 employees may also restrict generalization to service companies with different work structures and employee profiles. Because the questionnaire relied on self-report, common-method and response biases remain possible. Measurement reliability was particularly weak, with Cronbach's alpha values of -0.124 for engagement, -0.111 for satisfaction, and 0.077 for performance; this weakness may have reduced the observed associations and contributed to the non-significant regression results. The model also included only engagement and satisfaction, while the very small R^2 of 0.011 indicates that substantial explanatory factors were not captured.

Recommendations

Future studies should consider larger and more heterogeneous samples, probability-based recruitment, and longitudinal designs to improve generalizability and support stronger causal interpretation. Measurement instruments should be carefully adapted to the study context, piloted, and subjected to reliability checks; performance can also be assessed through supervisor evaluations or objective indicators when feasible. Research on digitally changing service organizations would benefit from adding variables such as digital competence, leadership, organizational support, training, workload, work-life balance, and technology support, including possible mediation or moderation pathways. For managers, efforts to strengthen engagement and job satisfaction should be paired with digital-skills development, adequate technology, effective leadership, manageable workloads, and organizational support.

Author Contributions

Prastiyo Diatmono contributed to the conceptualization, research design, methodology, data analysis, interpretation of findings, and manuscript preparation. Fariz Pradhitya Illabi contributed to the literature review, theoretical framework, instrument development, and manuscript revision. Prana Yama Soedjatmiko contributed to data collection, data validation, statistical analysis, and interpretation of the results. Muhamad Ramdhansyah contributed to the research methodology, data validation, discussion development, and critical revision of the manuscript. Muhamad Ryadhi Fariziansyah contributed to data collection, literature review, manuscript editing, and final preparation of the manuscript. All authors reviewed and approved the final version of the manuscript and agreed to be accountable for all aspects of the work.

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