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The Impact of Training, Motivation, Job Satisfaction, and Employee Engagement on Employee Performance: A Literature Study and Comprehensive Model

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Abstract: The Influence of Training, Motivation, Job Satisfaction, and Employee Engagement on Employee Performance is a scientific article of literature study in the scope of the field of science. The purpose of this article is to build a hypothesis of the influence of variables that will be used in further research. The object of research is online libraries, Google Scholar, Mendeley, and other academic online media. The research method with library research is sourced from e-books and open-access e-journals. Qualitative descriptive analysis. The results of this article are: 1) Training has an effect on Employee Performance; 2) Motivation has an effect on Employee Performance; 3) Job Satisfaction has an effect on Employee Performance, and 4) Employee Engagement has an effect on Employee Performance.

Keyword: Employee Performance, Training, Motivation, Job Satisfaction, Employee Engagement.

INTRODUCTION

In an era of increasingly fierce business competition and rapid environmental change, improving organizational performance has become one of the main focuses for various companies. Among the various resources owned, human resources have a very vital and strategic role in determining the success of the organization. Four key elements, namely training, motivation, job satisfaction, and employee engagement have been widely identified as important factors that support increased productivity both at the individual level and the organization as a whole.

Training makes an important contribution in improving employee competence and knowledge so that they are able to adapt to the ever-changing demands of work. Meanwhile, motivation functions as an internal drive that drives employees to work optimally and achieve work goals. Job satisfaction describes the level of comfort and acceptance of employees towards their work situation, which has an impact on their loyalty and performance. On the other hand, employee engagement that reflects emotional attachment and dedication to their

work has been proven to improve performance while reducing the rate of workforce turnover. (Pahrudin & Jalaludin, 2022) and (Gultom et al., 2022).

Although many studies have discussed the four variables individually, studies that describe the relationship between variables in an integrated manner are still limited. Therefore, this study is designed to examine various previous literatures in depth and build a conceptual model that presents a comprehensive relationship between training, motivation, job satisfaction, and employee engagement on organizational performance.

With this approach, it is hoped that this study can provide useful contributions for academics, HR practitioners, and policymakers in formulating more effective strategies to improve employee performance and achieve organizational goals as a whole.

Amid the dynamics of business that continues to grow and increasingly tight global competition, achieving optimal organizational performance is the main goal for many companies. To achieve this, effective human resource management is a very important aspect. However, in reality, there are still many organizations that have not been able to integrate various performance determinants into a comprehensive HR management strategy (Harahap, 2021) and (Febrian, Lesmini, et al., 2023).

Several variables, such as training, motivation, job satisfaction, and employee engagement, have been proven to have a positive influence on individual performance. Unfortunately, studies that combine these four factors in a complete conceptual model are still limited. This gap causes a lack of foundation in formulating HR policies that can encourage consistent and sustainable performance improvements.

This research is important because it seeks to answer the need for a more comprehensive approach in understanding the contribution of these four variables to organizational performance. Through a literature review and the development of a conceptual model, this research is expected to provide academic and practical contributions to the development of more effective and targeted human resource management strategies.

Rapid changes in the business world triggered by globalization, technological advances, and increasing market demands encourage companies to continue to innovate and adapt to remain competitive. In this uncertain situation, the role of employees as the main drivers of company operations becomes very crucial. Employee performance not only reflects individual achievements, but also becomes the main indicator of organizational success in achieving efficiency, productivity, and innovation (Zen et al., 2023) and (Fadhilah & Saragih, 2023).

Employees who demonstrate high performance are able to make significant contributions to the organization, not only in the form of completing tasks but also in creating new ideas, improving service quality, and strengthening relationships with customers and business partners. Therefore, the long-term success of the company depends greatly on the ability to manage and improve the performance of each individual involved in it. (Jumawan & Widjaja, 2023).

The sustainability of the company cannot be separated from the quality of human resources it has. Organizations that can build a work system that supports improving employee performance will be better prepared to face changes in the business environment and be able to maintain a competitive advantage sustainably. On the other hand, if employee performance is not managed properly, the risk of various problems such as decreased productivity, low work commitment, and high turnover rates will increase (Saputra et al., 2023).

More than just economic factors, organizational sustainability also includes social and cultural dimensions of work. Employees who feel valued and actively involved in the work process will create a collaborative and positive environment, which ultimately contributes to

the sustainability and reputation of the company. Therefore, management needs to understand the elements that affect employee performance, such as proper training, effective motivation systems, job satisfaction levels, and the level of emotional involvement of employees in their work (Martiningsih et al., 2021) and (Hakim & Sugiyanto, 2018).

Through a deep understanding of these factors, companies can design HR management strategies that are not only oriented towards short-term results but also support the creation of a strong foundation for long-term growth. Employee performance, in this case, is an essential foundation in building an adaptive, competitive, and sustainable organization (Sawitri & Hendayana, 2024).

This article discusses the influence of Training, Motivation, Job Satisfaction, and Employee Engagement on Employee Performance, a literature review study in the field of human resource management. Based on the background, the purpose of writing this article is to build a hypothesis for further research, namely to formulate: 1) The influence of Training on Employee Performance; 2) The influence of Motivation on Employee Performance; 3) The influence of Job Satisfaction on Employee Performance; and 3) The influence of Employee Engagement on Employee Performance.

METHOD

The method of writing a Literature Review article is by using the Literature Review method (library research) and Systematic Literature Review (SLR), analyzed qualitatively, sourced from the online applications Google Scholar, Mendeley, and other online academic applications.

Systematic Literature Review (SLR) is defined as the process of identifying, assessing, and interpreting all available research evidence to provide answers to specific research questions.

In qualitative analysis, literature reviews must be used consistently with methodological assumptions. One reason for conducting qualitative analysis is that the research is exploratory, (Susanto, Arini, et al., 2024; Susanto, Soehaditama, et al., 2025; Susanto, Yuntina, et al., 2024)

RESULTS AND DISCUSSION

Result

Based on the background, objectives, and methods, the results of this article are as follows:

Employee performance plays a crucial role in boosting a company's productivity. Each employee who performs well contributes positively, not only in terms of work results but also by creating a supportive and collaborative work environment. High-performing employees can complete tasks quickly, accurately, and with high quality, which significantly helps increase the company's overall output. Moreover, efficiency in operations largely depends on employees' ability to minimize errors and utilize resources effectively. Highly dedicated employees often show a strong drive for innovation, which plays an essential role in introducing new ideas and breakthroughs that keep the company competitive in a fast-paced business environment.

In addition to their direct contributions, employees with excellent performance can also influence their colleagues' morale. They serve as positive role models, helping foster a supportive and harmonious work culture that aligns with the company's goals. Good performance also impacts customer service quality. Services delivered with responsibility and professionalism enhance customer satisfaction and help build long-term relationships that benefit the company. Considering all these aspects, it is clear that employee performance is a foundational element in a company's success. Therefore, it is important for organizations to

continually support their employees through training, fair reward systems, and a work environment that encourages continuous improvement.

Employee performance has been extensively researched by previous scholars, including the following: (Elmi et al., 2016; Hutahuruk et al., 2022; Sari, 2023; Sofyan, 2013)

Training

Training is an essential component in enhancing employees' skills and competencies. Through systematically and consistently designed training programs, employees can broaden their knowledge, improve both technical and soft skills, and develop a more professional work attitude. Training not only deepens their understanding of tasks and responsibilities but also helps them adapt to technological advancements and changes in the work environment. Employees who participate in training are generally better prepared to face various challenges at work, can think more critically and creatively, and tend to show improved job performance. Additionally, their confidence increases as they feel equipped with the necessary tools to perform their duties effectively.

For companies, improving employee competencies through training has a positive impact on productivity, work quality, and operational efficiency. Therefore, investing in human resource training is a strategic move to build a capable, competitive workforce that supports the achievement of the organization's vision and mission. In conclusion, training plays a vital role in developing high-quality human resources that are ready to contribute to the overall progress of the company.

This training has been studied extensively by previous researchers, including: (Ghafar et al., 2024; Khusna et al., 2022; Supatmi et al., 2016)

Motivation

Work motivation is the key factor that ignites employee engagement in their work. When employees are motivated, they tend to be more enthusiastic and dedicated in completing tasks. They see their work as part of a larger goal, which makes them more emotionally and intellectually connected to the tasks at hand. Employees with strong internal drive become more involved in various aspects of their work, show higher initiative, and develop a strong commitment to the company. They not only focus on individual achievements but are also willing to contribute more to the success of the team and the organization as a whole. This high level of involvement is known as engagement, where employees feel empowered, valued, and like an essential part of the work process.

When employee motivation is consistently maintained, the impact is significant on the work dynamics within the company. A team filled with motivated and engaged individuals creates a more productive, collaborative, and innovative environment. This, in turn, contributes to improved performance and the achievement of shared goals. Therefore, companies need to cultivate a culture that continuously motivates employees through proper recognition, opportunities for development, and leadership that encourages growth. By doing so, employee engagement levels will keep increasing, which will ultimately support the growth and success of the company.

This Motivation has been studied extensively by previous researchers, including: (Herzberg, 2005; Setiawan, 2015; Suryawan & Salsabilla, 2022; Wahdiniawati et al., 2023)

Job Satisfaction

Job satisfaction is a highly influential factor in boosting employee motivation and work performance. When employees are satisfied with aspects of their work, such as the tasks assigned, relationships with colleagues, and the work environment, they are more driven to work with greater enthusiasm and dedication. This satisfaction strengthens their emotional connection to the company, making them feel more valued and appreciated. Employees who are satisfied with their jobs tend to be more proactive and committed to the company's goals. They not only meet expectations but strive to exceed them because they view their work as an opportunity to grow and achieve success. This deep sense of satisfaction often drives them to create innovative solutions, improve work quality, and contribute more to the organization's objectives.

Furthermore, job satisfaction plays a role in creating a positive work atmosphere. When employees feel satisfied, they feel more appreciated, which reduces stress levels and enhances their mental well-being. In such an environment, they can focus more on their tasks without being burdened by unrelated concerns. Thus, job satisfaction not only impacts individual performance but also affects the overall success of the company. Satisfied employees have better resilience, fewer absences, and are more loyal to the company. Therefore, creating conditions that ensure employee satisfaction is a strategic step toward achieving outstanding work performance and supporting the long-term success of the company.

Job Satisfaction has been studied extensively by previous researchers, including: (Citra & Fahmi, 2019; Gentari et al., 2023; Sunarta, 2019; Wau & Purwanto, 2021)

Employee Engagement

Employee engagement in human resource management refers to the depth of the relationship formed between employees and the company. It involves more than just job satisfaction; it encompasses commitment, motivation, and emotions that shape employees' behaviors at work. When employees feel engaged, they are not only working to fulfill obligations but also feel connected to the company's mission and values. Emotional factors play a significant role in creating this engagement. Employees who feel valued and recognized for their contributions are more motivated to give their best, often exceeding expectations. When they see the company offering opportunities for growth and supporting their career development, they feel more connected and committed to achieving company goals together.

Additionally, a positive and inclusive work culture also plays an important role. An environment filled with support, open communication, and mutual respect encourages employees to become more involved and collaborate with their peers. Employees who feel safe and appreciated are more enthusiastic about achieving better results and contributing more to the company. Equally important, recognition of achievements helps strengthen this bond. Whether it's praise, material rewards, or greater opportunities within the company, recognition makes employees feel valued and further motivates them to continue growing.

Ultimately, employee engagement is key to both productivity and the company's success. Employees who are engaged are more loyal, committed, and less likely to leave the organization. Therefore, companies must create environments that allow employees to feel connected, valued, and empowered, so that this engagement can grow and provide long-term benefits for both employees and the company.

Employee Engagement has been studied extensively by previous researchers, including: (Ardi et al., 2017; Barreiro & Treglown, 2020; Ladyshevsky & Taplin, 2017; Susanto et al., 2023)

Review Relevant Articles

Review relevant articles as a basis for establishing research hypotheses by explaining the results of previous studies, explaining similarities and differences with the research plan, from relevant previous studies, such as Table 1 below.

Table 1. Relevant Research Results

No	Author & Title	Result Research
1	(Mahardika & Luturlean, 2020) The Effect Of Training On Employee Performance	Based on the results of simple linear regression analysis, training improves employee performance by 0.441. Training affects the performance of technician employees by 65.1%, and 34.9% is influenced by other factors. The advice given by the writer for the company is to hold a workshop or motivational seminar, and further increase the type of training material provided
2	(Kuswati, 2020) The Effect of Motivation on Employee Performance	While the parameters used are employee motivation and performance based on respondents' perceptions with sampling techniques carried out in random sampling. From the research results obtained that the effect of motivation on employee performance is quite good.
3	(Haryadi et al., 2020) The Impact of Compensation, Motivation, and Job Satisfaction on Employee Performance	The results of this research indicate if compensation, motivation, and job satisfaction can improve employee performance. Therefore, this research has several important conclusions for company management. if with compensation, motivation, and job satisfaction, the employee's performance will increase.
4	(Fidyah & Setiawati, 2020) Influence of Organizational Culture and Employee Engagement on Employee Performance: Job Satisfaction as Intervening Variable	Results revealed that OC positively and significantly affects JS and EP; EE positively and significantly affects JS and EP; JS positively and significantly affects EP; OC and EE positively and significantly affect JS and EE. Furthermore, JS mediates the relationship between OC and EP, and that between EE and EP

Discussion

Based on the theoretical study, the discussion of this literature review article is to conduct a review of relevant articles, analyze the influence between variables, and create a conceptual thinking research plan:

Based on the research results, the discussion of this article is to conduct a review of relevant articles, analyze the influence between variables, and create a conceptual thinking research plan:

The Influence of Training on Employee Performance

In an increasingly developing business world, intense competition and ever-changing market demands force organizations to continuously adapt and improve their operational

efficiency. One effective way to achieve this is by optimizing the potential of existing human resources. Training is one of the main investments that companies make to ensure that employees have the relevant skills and knowledge to carry out their duties better and more efficiently.

Training can be understood as an activity that aims to improve employee' abilities and skills so that they can carry out their duties more optimally. Training programs provide opportunities for employees to learn new knowledge, hone technical skills, and develop interpersonal skills that support their success in their work. Quality training covers various aspects, from product introduction, technical skills, to the development of soft skills such as communication and time management.

The direct impact of effective training is increased individual performance. Employees who undergo the right training for their positions will feel more confident and competent in carrying out their duties. The skills gained from training allow them to complete work faster, reduce errors, and improve the quality of work results. Good training can also increase employee motivation to work harder, because they feel appreciated and allowed to develop.

Training also has a positive impact on team and organizational performance as a whole. When all team members have uniform skills and the ability to collaborate better, team productivity increases. Training programs that focus on communication skills, teamwork, and leadership can create a more harmonious and productive work environment, which ultimately improves overall organizational performance.

In addition, training can increase job satisfaction and employee loyalty. When employees feel that the company cares about their development and provides opportunities to improve their skills, they tend to feel more committed to the company. This can reduce employee turnover, which is a major challenge for many organizations. Thus, quality training not only improves individual performance but also contributes to the stability and sustainability of the company.

However, to ensure that training has a significant impact on performance, companies need to design training programs that are in line with employee needs and organizational goals. Training that is not relevant to the job or is not well implemented can waste time and resources, and can demotivate employees. Therefore, companies need to evaluate the effectiveness of training programs periodically, ensuring that the training provided provides real benefits that can be applied in everyday work.

Overall, the influence of training on employee performance cannot be underestimated. The right training program not only improves employee skills but can also increase their motivation, job satisfaction, and loyalty to the company. Training is an important investment in creating a more efficient, innovative, and sustainable organization. Therefore, companies need to see training as part of a long-term strategy in human resource management, which focuses on improving performance and achieving organizational goals. Training has an effect on Employee Performance, which is in line with research conducted by: (Ataunur & Ariyanto, 2016; Kosdianti & Sunardi, 2021; Safitri, 2019)

The Influence of Motivation on Employee Performance.

In a competitive and ever-changing business world, employee performance plays a vital role in determining the success of an organization. To achieve strategic goals and survive the competition, companies must be able to motivate employees effectively. Motivation not only affects the level of individual enthusiasm and productivity but also has a major impact on the performance of the team and the organization as a whole. Therefore, understanding how motivation affects employee performance is essential to designing the right human resource

strategy.

Motivation is an internal drive that influences employee behavior, commitment, and desire to achieve goals or complete their work. When employee motivation is high, they tend to work harder, strive to achieve the best results, and make greater contributions to achieving organizational goals. Conversely, low motivation can cause employees to lose enthusiasm, decrease productivity, and decrease work quality.

There are two main types of motivation that affect employee performance, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation comes from within the employee themselves, such as a sense of personal satisfaction, a desire to develop, or a love for the work being done. Employees with intrinsic motivation are usually more involved in their work, feel more satisfied, and are more oriented towards achieving long-term goals. They are also more creative and committed to the work they do because of a strong sense of responsibility and dedication.

Extrinsic motivation, on the other hand, relates to external factors that motivate employees, such as salary, bonuses, awards, and recognition from superiors. This motivation encourages employees to achieve higher results and meet company expectations, for example, by increasing productivity or completing tasks on time. Giving appropriate awards can increase employee morale. However, extrinsic motivation is not always enough to maintain long-term performance, because employees also need intrinsic motivation to stay engaged and satisfied with their work.

The influence of motivation on employee performance can be seen through several aspects. Well-motivated employees tend to be more productive, innovative, and efficient in their work. They can complete tasks quickly and accurately and strive to improve the quality of their work. High motivation also creates a positive attitude towards work, which is reflected in low absenteeism, high commitment to the organization, and harmonious relationships with coworkers and superiors.

In addition, good motivation also improves the quality of work results. Motivated employees will be more careful in carrying out their duties, strive to achieve high standards, and pay attention to detail. They are also more likely to take the initiative in solving problems or creating more efficient solutions. Thus, high motivation affects not only the quantity of work but also the quality of the work produced.

However, it is important to remember that effective motivation does not come by itself. Each individual has different motivational factors, so companies need to understand the needs and desires of employees in order to provide the right encouragement. For this reason, motivation management must be carried out with a comprehensive approach, including fair rewards, career development opportunities, and creating a supportive work environment. In addition, effective communication between managers and employees is also very important to ensure that employees feel appreciated and motivated.

Overall, motivation has a major impact on employee performance. Well-motivated employees will show higher productivity, better quality work, and a stronger commitment to company goals. Therefore, companies need to design the right motivation strategy, which not only pays attention to material aspects such as salary and benefits but also creates a work environment that supports employee self-development. With optimal motivation, individual and organizational performance will increase, which ultimately supports the long-term success of the organization.

Motivation plays a role in Employee Performance, which is in line with research conducted by: (Herawati & Ermawati, 2020; Mulyeni et al., 2023; Rivaldo & Ratnasari, 2008)

The Influence of Job Satisfaction on Employee Performance.

Job satisfaction plays a significant role in influencing employee performance in an organization. When employees are satisfied with their jobs, they tend to be more enthusiastic,

more committed, and more productive. Conversely, low job satisfaction can negatively impact individual performance and even reduce overall organizational performance. Therefore, companies need to understand how job satisfaction factors affect employee performance and how to create a work environment that can increase this satisfaction.

Job satisfaction can be defined as the positive feelings that employees have about their jobs. Factors such as workplace conditions, relationships with colleagues, company policies, and recognition of employee contributions are elements that influence the level of job satisfaction. Employees who are satisfied with their jobs are usually more motivated to perform better, are more loyal to the company, and are less absent. They also tend to have lower turnover rates.

One factor that influences job satisfaction is the quality of relationships with superiors and coworkers. Employees who have good relationships with superiors and colleagues tend to feel more comfortable and appreciated in the workplace. A healthy, supportive, and open work environment for communication can increase job satisfaction and encourage employees to perform better. Conversely, tension in work relationships can decrease satisfaction and harm performance.

In addition, elements such as adequate salary, benefits, and development opportunities also have a big influence on job satisfaction. When employees feel that they are valued through fair compensation and opportunities for career development, they tend to feel more satisfied with their jobs. Opportunities to learn and develop in the job also play an important role in increasing job satisfaction.

High job satisfaction can directly contribute to improving employee performance. Employees who are satisfied with their jobs will be more productive, more focused, and more active in completing tasks. They will be more motivated to give the best results. Conversely, dissatisfied employees tend to show negative attitudes towards their jobs, become less enthusiastic, and are more likely to experience burnout, which leads to decreased performance.

In addition, high job satisfaction also increases the level of employee engagement. When employees feel satisfied with their jobs, they are more committed and emotionally involved in their work. This high engagement can improve the quality and quantity of their work output, as well as improve relationships with coworkers and superiors.

Job satisfaction also affects the quality of service provided by employees, especially in interactions with customers. Satisfied employees tend to be friendlier, more enthusiastic, and more proactive in providing satisfactory service to customers. This will ultimately have a positive impact on customer satisfaction and overall company performance.

However, to create high job satisfaction, companies must pay attention to various aspects of the work environment. Job satisfaction does not only depend on compensation, but also on a positive work atmosphere, development opportunities, and recognition of employee contributions. Effective and open communication between managers and employees is also very important to ensure that employee needs are met.

Overall, job satisfaction plays a very important role in determining employee performance. Employees who are satisfied with their jobs will be more productive, more committed, and more involved in their work. Therefore, companies need to create conditions that support employee job satisfaction by managing a healthy work environment, providing development opportunities, and giving appropriate rewards. Thus, organizations can improve employee performance and achieve their goals more effectively.

Job Satisfaction plays a role in Employee Performance, this is in line with research conducted by: (Jodie Firjatullah et al., 2023; Mauli & Mukaram, 2016; Mulyeni et al., 2023)

The Influence of Employee Engagement on Employee Performance.

Job satisfaction plays a very significant role in influencing employee performance within an organization. When employees are satisfied with their jobs, they tend to be more enthusiastic, more committed, and show higher levels of productivity. Conversely, job dissatisfaction can lead to decreased individual performance that impacts the overall performance of the organization. Therefore, it is important for companies to understand how job satisfaction can affect performance and how to improve it.

Job satisfaction is a positive feeling that employees have about their jobs, which arises because they assess various aspects of their jobs. Factors that influence job satisfaction include the work environment, salary, benefits, relationships with superiors and colleagues, and opportunities for self-development. Employees who are satisfied with their jobs are generally more motivated and strive to give their best performance, have lower absenteeism rates, and are more loyal to the company.

One of the main factors that influences job satisfaction is interpersonal relationships in the workplace, especially relationships with superiors and coworkers. Employees who have good relationships with superiors and fellow colleagues tend to feel more comfortable and satisfied with their work environment. On the other hand, poor relationships can reduce satisfaction and create tensions that hinder performance. With open communication and mutual respect, employees feel more appreciated and more motivated to give their best contribution.

In addition to interpersonal relationships, the salary and benefits provided by the company also greatly affect job satisfaction. Employees who feel that their salary and benefits are in accordance with the responsibilities they carry will feel more appreciated and satisfied with their work. Fair financial rewards can increase employee motivation to work harder and deliver better performance. If salary or benefits are considered inadequate, this can lead to dissatisfaction which has an impact on decreased performance.

Opportunities for career development are also an important factor that affects job satisfaction. Employees who are given the opportunity to improve their skills and develop in their careers will feel more satisfied and more emotionally attached to the company. Good training and development programs not only provide employees with new skills, but also show that the company cares about their progress. Without these opportunities, employees tend to feel stagnant and dissatisfied, which has the potential to reduce their performance.

High job satisfaction directly affects increased employee performance. Employees who are satisfied with their jobs tend to be more productive, more focused, and more proactive in completing their tasks. They are also more enthusiastic in facing challenges and delivering quality results. On the other hand, job dissatisfaction often causes employees to feel unmotivated, show poor performance, and even be absent more often.

In addition, job satisfaction is closely related to the level of employee engagement. When employees are satisfied, they tend to be more involved in their work and the organization, strive to make greater contributions, and achieve company goals. On the other hand, dissatisfaction often leads to low engagement, which ultimately harms the overall performance of the organization.

Job satisfaction also affects the quality of service provided by employees to customers. Employees who are satisfied with their jobs tend to be friendlier, more proactive, and provide better service. Quality service will certainly increase customer satisfaction, which in turn will have a positive impact on the company, such as increasing customer loyalty and company reputation.

For this reason, companies need to create a work environment that supports job satisfaction. Job satisfaction does not only depend on salary or benefits, but also on a healthy company culture, opportunities for development, and recognition of employee contributions. Open communication between managers and employees is also very important to ensure employees feel appreciated and support their performance.

Overall, job satisfaction has a major impact on employee performance. Employees who are satisfied with their work tend to be more productive, more committed, and more involved in achieving organizational goals. Therefore, companies must focus on creating an environment that supports job satisfaction, through attention to employee self-development, fair recognition, and appropriate rewards. Thus, companies can improve employee performance and achieve their goals more effectively.

Employee Engagement plays a role in Employee Performance, this is in line with research conducted by: (Susanto, Murdiono, et al., 2025; Susanto, Sawitri, et al., 2024a, 2024b)

Conceptual Framework of Research

Based on the formulation of the problem, discussion and relevant research, the conceptual framework of this article is obtained as in Figure 1 below.

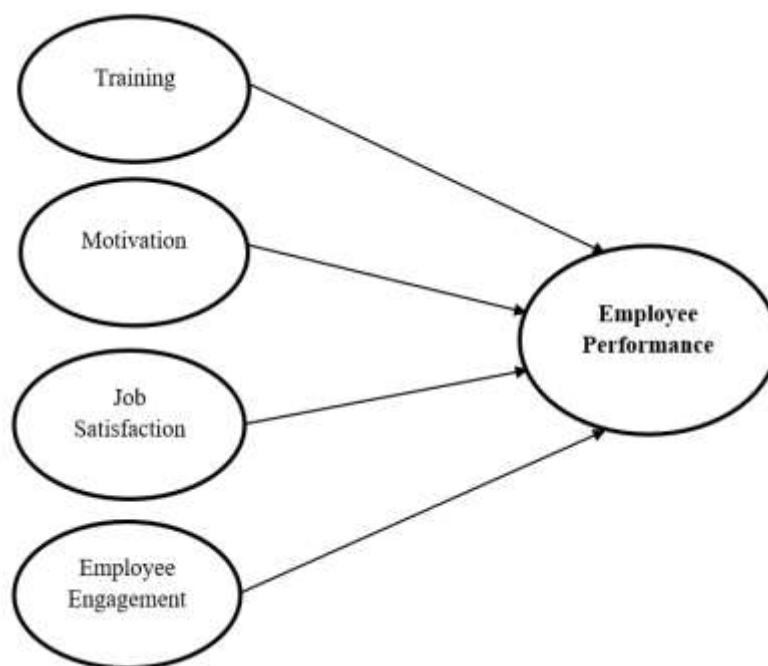


Figure 1: Conceptual Framework

Based on the conceptual framework image above, then: Training, Motivation, Job Satisfaction, and Employee Engagement affect Employee Performance. Apart from the three exogenous variables that affect Employee Performance, there are still many other variables, including:

- 1) X5: (Widayati et al., 2017), (Putri & Muhdiyanto, 2018), (Buil et al., 2019)
- 2) X6: (Budiharjo & Nur, 2024), (Susanto et al., 2022), (Didin Sjarifudin & Zahara Tussoleha Rony, 2023)
- 3) X7: (Nasution, 2019), (Febrian, Apriani, et al., 2023), (Hutagalung & Panjaitan, 2018)

CONCLUSION

Based on the objectives, results, and discussions, the conclusion of this article is to formulate a hypothesis for further research, namely:

- 1) Training affects Employee Performance.
- 2) Motivation affects Employee Performance.
- 3) Job Satisfaction affects Employee Performance, and
- 4) Employee Engagement affects Employee Performance.

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