



## RESEARCH ARTICLE

# The Impact of Motivation and Job Satisfaction on Employee Performance: The Role of Engagement as a Mediator

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### Abstract

In the study, motivation and job satisfaction were shown to have an effect on employee performance, with employee engagement as mediator. Employee performance is influenced by many factors, including motivation and job satisfaction. Motivation can prompt employees to work more optimally, while job satisfaction is closely linked with productivity and commitment to the organization. Employee engagement serves as mediator in the relationship between motivation, on the one hand, and performance, on the other. Data was collected via survey using a Likert scale (1-5) from 150 employees of manufacturing companies located in Jakarta and Surabaya. With the help of SmartPLS and AMOS as statistical tools, path analysis method was applied to analyze the relationship between various variables. The results show that work motivation has a significant positive impact on employee performance while job satisfaction does not have any significant effects. Employees' motivation is balanced against their engagement in the job, another testament to the fact that work motivation comes from both employer and employee. Employee engagement strengthens the connection between motivation and performance, therefore it should be taken into account in the performance-enhancing strategies. In this paper we will discuss how motivation, job satisfaction, and employee engagement can effect employee performance within enterprises.

### Keywords

Work Motivation; Job Satisfaction; Employee Engagement; Employee Performance.

## 1 | INTRODUCTION

The question of how employees perform is a key issue that hinges on the success or failure from an overall view of objectives engagement. One of many factors affecting employee performance, motivation and job satisfaction have received considerable attention. A highly motivated person will work harder than usual, which is another way of saying that the more one wants because the harder they're willing to try for it (and conversely). An individual with a job that follows their interests although it does not limit creativity in other areas will be happy and less reluctant to quit. Although dozens of studies have shown the connection between motivation, job satisfaction, performance and pay, very little effort has been made so far to understand how auxiliary or countervailing factors might influence this relationship. Employee engagement is definitely an element that needs careful consideration. It refers to the extent an employee feels connected to not only the work he or she is doing but also his organization itself. Research suggests that employee engagement can affect how motivation and job satisfaction impact performance. High levels of engagement can strengthen the link between motivation and results, while low levels may well undermine performance so much that it prevents you from ever attaining optimum results or from getting into trouble altogether by working only inconsequently.

This study attempts to explore the impact of motivation and job satisfaction on job performance, and also examines the role that engagement plays in this relationship. The findings of this research are expected to offer a greater level detail for human resources personnel throughout all variety organizations about the determinants of employee performance. Research into motivation and job satisfaction's impact on job performance has reached many conclusions. Both have a significant effect. Afrialdi, Marzolina and Rifqi (2024) found that high motivation is directly related to better performance. Employees who are satisfied with their jobs not only accomplish to a better output but are more loyal to the company or organization. Alif and Ahmadi (2024) This was confirmed once again by the research of. It says that an objective performance assessment could raise employee motivation to improve efficiency into work. Employee engagement, along with motivation and job satisfaction, have substantial effects on job performance. Employees who are emotionally involved in their work are often as a result more energetic and highly productive. Saks (2006) As shown by, employee engagement can reinforce the link between motivation and performance, and also influence loyalty to one's organisation. Therefore it is important to figure out how involvement with work affects total performance. This study is intended to explore the impact of motivation and job satisfaction on performance, through the mediator of employee engagement.

Research findings for the relationship between motivation, job satisfaction and employee performance differ greatly. Anggreni and Dewi (2023) believe that work motivation is an intermediary for career development's influence on job craft. They concluded that a good career future would raise coming into work, and then proceed with employee satisfaction. In today's world of work we face problem after problem each and every day on our journey to the reach of optimal performance in our roles. This shows the importance of inner factors such as motivation to achieving job satisfaction, directly affecting performance. Dewi, Siahaan, and Purba (2022) examined the impact of social security on employee performance with job satisfaction as an intervening variable; suffice it to say that they found some evidence. They found satisfactory social security to be an important aspect of job satisfaction, which then influences employee performance. Finally, while this research shows the outside factors, we might look at motivation and job satisfaction, as being truly not any different to performance, the problems caused by them should certainly trouble our thinking. N of motivation and how it affects employee performance results. The aim of this study is to further explore the relationship between motivation, job satisfaction, and employee performance; we intend to investigate engagement as a mediating factor that strengthens the impact of these factors on organizational performance.

In Dewi and Ardana's (2022) work, they researched how compensation can enhance work motivation to promote better performance among employees. What of course they find is that if an employee gets paid more money it will turn them on for their job and do better work too. But it also means the company should join hands with employees, just in terms of paying them for what they've achieved. From this research came out in the business world that giving proper rewards can fire up staff confidence and so redouble productivity (Claus and Wilford, 1990). Similarly, by giving employees a degree of flexibility (in how they work or what roles are assigned) it is possible for organizations to create both more holistic managers and faster performers. Fahmi, Wibisono, and Satriawan (2021) also studied the relationship between leadership style, organizational culture, and work motivation as it impacts performance. They found that effective leadership and a supportive organizational culture can foster higher employee effort. Moreover, job satisfaction acts as a mediator that reinforces the relationship between motivation and performance. This tells us that not only our own things, but external conditions all have an important impact on performance. This study is designed to look at how people's motivation and job satisfaction both come together in order to affect employee performance. Its main focus is upon the role of employee commitment as a mediator that strengthens the impact of these two elements upon achieving best (optimal) performance.

Similarly, motivation and job satisfaction might directly affect the performance of the employees. Employee engagement, a mediator between motivation, job satisfaction and performance, needs further research nonetheless. In this paper the authors try to indicate how employee engagement can boost the interaction between motivation and job satisfaction (or reward) on one hand, and performance on the other. This survey also is expected to bring out clearly how

those aspects involved between the two sides interact with each other; hence it may offer a powerful impetus for changes in practices for human resources management within enterprises.

## 2 | BACKGROUND THEORY

The performance of an employee is crucial to the organization's work (3). Some factors affecting performance have been studied extensively in recent years, such as work motivation and job satisfaction. Leadership. Organization culture. Numerous other aspects like employee involvement also come into play here and may be significant factors. Some management theories apply to explain how different factors influence employee performance. Each factor has its own impact, but together they found a series of effects on welfare. To actually maximize performance, it is necessary to understand all its factors collectively. The relationships among all these factors are vital to improving organizational outcomes through HR management in the new economy.

### Work Motivation and Employee Performance

A positive, can-do attitude is essential in order to achieve good results. Maslow's hierarchy of needs, Herzberg's two-factor theory and Vroom's expectancy theory have always been influential in research. That is to say: Herzberg continued (1959). No sooner or besides Maslow's hierarchy of needs had been proposed than he distinguished between two sets of factors involved in job satisfaction. Herzberg (1959) also found out that (1) those satisfiers which encourage performance and (2) hygiene factors, when unmet will lead to dissatisfaction. Vroom (1964) insisted that individuals will make efforts and are willing to work if they expect their work to yield the hoped-for results. Work motivation has a close relationship with employee performance, according to the research of Jesi and Sentoso (2023). Their study in a freight forwarding company on Batam Island (Indonesia) discovered that caring management practices and a good working life can both give employees more desire to work well. This in turn affects their performance positively. This reminds us once again of how important intrinsic factors such as motivation are for achieving better work performance within one's department or company.

### Job Satisfaction as a Mediating Factor

To mediate job satisfaction Job satisfaction is an important factor in job performance. As Locke puts it, in 1976. job satisfaction equals the sum of all an individual's satisfaction levels--including pay, promotion opportunities, and job condition. When the employees are satisfied in their work, they are more likely to feel engaged at higher levels and deliver better performance. On the contrary, dissatisfaction can decrease motivation and hurt performance quality. Research by Prayoga and Wahyuningsih (2023) showed that a positive work climate increases job satisfaction levels, and this then drives up performance. Job satisfaction is an intervening variable connecting working atmosphere to employee performance. This implies that job satisfaction can actually reinforce the staircase from outside factors such as the predisposing environment encountered by a worker climbing up to results.

### Employee Engagement as a Mediator

Employee involvement perforce goes hand in part with motivation and performance Long rodona (2006) argues that employees who feel emotionally involved in their work are likely to perform better At Shaks (2006) emphasizes that employee engagement acts as a mediator linking work motivation, job satisfaction and performance When employees are engaged, they are more ready to work well and will stay with the organization Zasser *et al* (2004) research proves that clan culture and supportive leadership enhance employee engagement Employees who feel respected and supported by their leaders are more involved in their work, which leads to better performance Employee Engagement Can Modification the connection between factors such as motivation and job satisfaction, therefore making better performance achievable (Dami, Foeh and Manafe 2002 ever even acts as a Humanities and social science). The performance implications are enormous They further indicate that high engagement leads to greater organizational commitment and this in turn is good for profitability: Without any doubt, employee reasons not only affect motivation job satisfaction but also reinforce the relationship between these two factors and employee performance

### Leadership and the Culture of Organizations

In shaping employee engagement and influencing performance, leadership plays a significant role. Executives who outstanding leaders can bring inspiration and innovation to subordinates, bringing about a leap in his organizational performance. In transformational leadership theory Bass (1985) thought leaders who can provide a clear goal, allowing their subordinate to support them, such leaders will be more likely be able to promulgate courage in their employees - from direction and also advance little by little towards organizational targets which they take what is needed out of themselves for Leadership. Research by Siahaan *et al.* (2021) shows that transformational leadership has an important impact in determining employee engagement, ultimately increasing motivation and even performance. A leader who is

accountable clear and implements a process that empowers his employees will motivate them to reactivate their sense of engagement in their work, which is conducive for the organization's performance. The culture of an organization also plays a key role in shaping employee engagement. According to Sularwan and Santoso (2020), a positive and supportive organizational culture can increase work motivation and employee performance. An organizational culture that is based on cooperation with an open-minded spirit of partnership between people as well as recognition for individual contributions creates a supportive environment for employee engagement. When employees are respected within a supportively-structured organizational culture, all the evidence goes to show that they tend to get good benefits out of spending their professional lives in that kind of place.

### Mediation Theory in the Relationship Between Factors Influencing Performance

How does mediation theory work in contemporary management? Mediation theory is a bridge broker between two variables. It illustrates how one factor can impact other factors that are also linked to it. In this case, employee engagement serves as an intervening variable that affects both job performance and the quality of work done. Employee engagement mediates the relationships between leadership, (job) motivation, satisfaction and performance. Purnamiati (2014) research shows that good leadership can have a positive impact on employee motivation and job satisfaction, two things which in turn enhance performance. Employee engagement catalyzes the chain from leadership to job motivation, satisfaction and then performance. Moreover, research by Setyawan *et al.* (2021) also finds that employee engagement serves as an intervening variable that links worker's satisfaction with his pay, teamwork behavior and performance itself. Employees who are perhaps enjoying at work are more motivated to contribute toward the work process, resulting in a superior end-product from them.

## 3 | METHOD

This research aims to investigate the effect of motivation as well as job satisfaction on employee engagement and subsequently its influence on employee performance. The first step in the research was to collect relevant data in this respect. Data is acquired by means of a questionnaire we have developed specifically to measure work motivation, job satisfaction, employee engagement, and performance. The subjects in this study were employees from various companies chosen on a random basis. After the data had been collected, analysis was made using appropriate statistical techniques (e.g., regression analysis) to show how the various variables influence one another. This caters toward ascertaining whether motivation and job satisfaction can affect employee engagement and in turn lift their performance. The research findings will offer fresh insights on factors that influence employee performance, which in turn will be a guide for devising strategies that bolster performance across different organizations.

Table 1. Research Indicators

Variable	Indicator (Manifest Variable)
Motivation	MOT.1 Sufficient salary for employees' needs
	MOT.2 Availability of transportation allowances
	MOT.3 Availability of sick leave
	MOT.4 Availability of health benefits
	MOT.5 The company provides work equipment
	MOT.6 Feeling safe at work
	MOT.7 Good relationship with coworkers
	MOT.8 A sense of family with coworkers
	MOT.9 Desire to participate in every office event
	MOT.10 Recognition for employees who perform well
	MOT.11 Praise from supervisors when employees perform well
	MOT.12 Bonus for high performance
	MOT.13 Opportunity to participate in setting company goals
	MOT.14 Tasks match employees' abilities
	MOT.15 Opportunity to develop skills and abilities
Job Satisfaction	JS.1 Job matches knowledge
	JS.2 Job matches desires
	JS.3 Interesting and enjoyable job
	JS.4 Salary matches job
	JS.5 Overtime pay meets expectations

	JS.6 Salary payment on time
	JS.7 Presence of promotion policies
	JS.8 Promotions are made fairly and objectively
	JS.9 Opportunity for career development in line with expertise
	JS.10 Constant supervision of work
	JS.11 Feedback from supervisors on performed work
	JS.12 Suggestions/inputs when experiencing difficulties in work
	JS.13 Good communication among coworkers
	JS.14 Direct assistance to complete work on time
Employee Engagement	EE.1 High energy in performing work
	EE.2 Strong desire to do the best job possible
	EE.3 Not easily discouraged in completing tasks
	EE.4 Diligently completing work until finished
	EE.5 Proud of the job, making it hard to leave the company
	EE.6 Always enthusiastic at work
	EE.7 Time seems to pass quickly while working
	EE.8 High concentration while working
Employee Performance	EP.1 Fast at work
	EP.2 Accurate in work
	EP.3 Completes work according to company quality standards
	EP.4 Work quantity meets expected standards
	EP.5 Completes tasks faster than the specified time
	EP.6 Does not procrastinate on work
	EP.7 Possesses skills in the job field
	EP.8 Uses skills for the job
	EP.9 Understands tasks that need to be completed
	EP.10 Completes work according to the scheduled time
	EP.11 Takes responsibility for the outcome of work
	EP.12 Punctual in attendance at work

The sample for this study was composed of 150 employees who worked at manufacturing companies in Jakarta and Surabaya, Indonesia. Data were collected during February through May 2024, to allow for the highest quality and reliability. Following completion of data collection, statistical analysis was carried out to investigate relations among work motivation, job satisfaction, employee engagement, performance. Three things that were thus to be analyzed: first the extent to which these variables were connected to one another; secondly any cause and effect relationships between them; and thirdly how they all swirled around an average meaning for working man. On the one hand, for the total sample there was a high goodness-of-fit between the theoretical path analysis model and actual data. On the other hand, the mediating role of employee engagement in the relationship between motivation, job satisfaction and performance was then evaluated through path analysis. It also provided a more detailed account of the real interaction and loops which exist among these variables. We used this method to identify significant relationships and clarify the interactions of variables in this study.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

The evaluation of the measurement model indicates that all core constructs in the study meet the fundamental criteria for both validity and reliability. On the basis of convenience, the analysis was done using SmartPLS Tool, which gave each measure the loading factor and composite reliability values in turn. With a loading factor of 0.728 and a composite reliability AE1 value 0.910, the strongest indicator of motivation variable was MOT.1 (sufficient salary). For the job satisfaction construct, JS.5 (salary matches the job) had biggest loading value at 0.749 with a composite reliability of 0.902. Employee engagement was best represented by indicator EE.3 (not easily discouraged in completing tasks), which scored a loading AE3 factor of 0.785 and had composite reliability 0.915. When it comes to employee performance, EP.7 (possesses skills relevant to the job) has a high value of loading 0.811 and reliability 0.908. All constructs showed composite reliability values larger than the 0.7 yardstick, suggesting that they are highly consistent with themselves internally. On the basis of these findings, this measurement model is considered robust and suitable for further structural analysis.

Table 2. Factor Loadings and Reliability

Variable	Loading Factor	Reliability
Motivation	MOT.1 (0.728)	0.910
Job Satisfaction	JS.5 (0.749)	0.902
Employee Engagement	EE.3 (0.785)	0.915
Employee Performance	EP.7 (0.811)	0.908

Table 2 shows the largest loadings of each variable, all of which are greater than the minimum required to retain. In contrast, MOT.1 (0.728) signifies motivation; JS.5 (0.749) represents job satisfaction. EE.3 (0.785) though this scale represents employee engagement in general terms, and EP.7 (0.811) is performance. Specific performance at work Each scale achieves high reliability, with a range of coefficient fom 0.902 to 0.915. Thus these results serve as further confirmation that the selected indicators are statistically valid and therefore suitable for later structural analysis.

#### 4.1.1 Validity Test

An indicator is considered valid if its load factor on the color variable exceeds 0.5 for itself being measured. Based on the SmartPLS output, the motivation variable showed its highest loading at is indicator MOT.1 (sufficient salary), with an amount of 0.728. In contrast, indicator MOT.3 (availability of sick leave) showed a lower loading of 0.515. For the job satisfaction variable, the highest loading appears on JS. 5 (salary matches the job) at 0. CollegeCoz 併 749 instead, but lowest for JS. 8 Eastern China: MI314 Mainland China213 Round cover of Chapter 1 shows the employee engagement construct. EE.3 (high concentration at work) recorded the highest loading at 0.785, with EE.1 (high energy at work) have a value of 0.647. Regarding the effect on employee performance, motivation had a loading factor of 0. 43, job satisfaction 0.319, and employee engagement toEP. 13 (heavier work load than others) 0.13. FinishedWhile several indicators had loading factors below the threshold of 0.5, such as JS. 8 (0.359), EP. 12 (0.357), and EP. 7 (0.420). After adjustments to these indicators had been made, the loading factor for motivation increased to 0.459 in relation to employee performance, while the value of employee engagement decreased from 0.182 to 0.176.

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Variable	Employee Engagement	Employee Performance	Job Satisfaction	Motivation
Employee Engagement	0.709	-	-	-
Employee Performance	0.537	0.688	-	-
Job Satisfaction	0.425	0.669	0.638	-
Motivation	0.507	0.741	0.640	0.683

In Table 3, discriminant validity is evaluated using the Fornell-Larcker criterion. The square root of the AVE of each construct appears in the diagonal column and exceeds its correlations with all other variables, Thus proving clear separation among different constructs. The largest AVE value is for employee engagement (0.709), followed by employee performance (0.688), motivation (0.683), and job satisfaction (0.638). The relationship Unto his roots and towards its own square root are the highest of all, finding that the motivate performance Have An explains 0.741 correlation between them Yet standards are raised because it still falls below his Alpha level. these numbers confirm that each Variable represents different dimensions of reality on which no two occur together in the same structural model.

#### 4.1.2 Reliability Test

Reliability testing evaluated the accuracy of indicator blocks that measured individual variables. The composite reliability (CR) was calculated the value between all associated indicators of a construct as one aspect to check whether this set is made up of consistent items. A CR value of 0.7 or higher is taken as being acceptable. As a result, all variables exceeded this threshold--indicating stable measurements for all observed items. For motivation, the CR value was 0.900, whereas satisfaction with one's job reached 0.925. Employee engagement was 0.900 and employee performance came in at 0.875. These figures only serve to confirm that the items used for each variable conform well to their respective constructs, proving that they are internally consistent in both structure and content. Table 4 summarizes these results, showing strong reliability has been achieved with each variable. This level of consistency strengthens the Measurement Model's credibility, ready to support such use in next phase as examination on structural relationships among variables.

Table 4. Composite Reliability

Variable	Composite Reliability
Motivation	0.900
Job Satisfaction	0.925
Employee Engagement	0.900

Employee Performance	0.875
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All variables exceeded 0.7 for compound reliability, which indicates strong internal consistency. Every theory of motivation (or Herzberg's theory), job satisfaction, worker engagement and efficiency was represented by a set indicators which had good reliability and thus met the required standards. Measured across all of the dimensions were consistently good performance from these instruments. Over the needed threshold all variables for capturing data have been checked, and thus dependability of a scale can be assumed (Steiger 2014). This uniformity gives greater confidence in our model; with each variable has decent reliability for undertaking further tests of linkages among constructs in the study model.

Table 5. Cronbach's Alpha

Variable	Cronbach's Alpha
Motivation	0.875
Job Satisfaction	0.900
Employee Engagement	0.875
Employee Performance	0.850

All the variables' Cronbach's Alpha value is above 0.6, and each efficiency meets minimum reliability requirements. Motivation and employee engagement both performed at 0.875; job satisfaction scored an 0.900 mark, then employee performance was rated with 0.850. These figures show that there is overall consistency among all of the variables loaded onto any one factor -- as indicated by the values for motivation and employee engagement items. The coefficients further suggest that within each group items are closely linked, creating grounds clear enough to carry future analysis ahead with these data. Based on the reliability scores as a whole, the instrument used is reliable to ensure that the measurement results are stable and can be trusted for further interpretation.

#### 4.1.3 Structural Model Testing (Inner Model)

Once the outer model obtained satisfactory results, the next step lay in evaluating structural relationships among variables. This refers to how much motivation and job satisfaction have an impact on employee performance and level of engagement. This was a process designed to show how much Motivation and satisfaction at work affect Employee Engagement and Performance. As far as the data showed, the R-Square for employee performance reached 0.636, our model explains 63.6 percent out of all possible variance. Meanwhile, employee engagement registered an R-Square value of 0.275, meaning that among variable predictors there is less influence saying how strong recovery will be if you lose customers one by one. It calls for checking up on whether these results hold true their strength relative to each other indicates the need for further analysis in order to find out whether or not relationships analyzed during this next phase of testing are indeed significant.

Table 6. R-Square Values

Variable	R Square	R Square Adjusted
Employee Engagement	0.275	0.260
Employee Performance	0.636	0.625

Of the variance in the employee's performance 63.60% is discovered to be jointly accounted for by staff motivation and job satisfaction. This is a strong influence - employees generally perform better when motivated and in good working conditions. Factors such as recognition, fair compensation, and alignment between roles and personal goals are likely alike contributory variables toward this outcome Employee engagement, on the other hand, accounts for a small proportion of the variation in performance. Although engagement still has some effect, its influence is clearly lower than that of motivation and satisfaction. This indicates the stronger predictive value offered by the two variables in this model.

Table 7. Model Fit Summary

Fit Index	Saturated Model	Estimated Model
SRMR	0.103	0.103
d_ULS	11.035	11.035
d_G	6.047	6.047
Chi-Square	2345.830	2345.830
NFI	0.417	0.417

Several indicators used to evaluate the model. Fit statistics are given in Table 7. Structural Model's Fit Index. The SRMR value was 0.103, which are both above the ideal cutoff but still acceptable for models with moderate complexity. The d\_

ULS and d\_G values were 11.035 and 6.047 respectively, well within their normal range of variation. This means that there is no particular problem with how this model was estimated in terms of its fit. The Chi-Square statistic is 2345.830, reflecting the size and structure of the data. The NFI score of 0.417 indicates a fair level fit. All in all, the outcomes lend themselves nicely to further analysis with no major changes required for model structure hinted at.

#### 4.1.4 Hypothesis Testing

Hypotheses were adopted or rejected based on the significance value between constructs (t-statistic and p-value). The t-value is assumed as the onset of supported null-hypothesis; if  $t > 1.96$  and  $p < 0.05$  for another null-hypothesis, however, a hypothesis does not sustain yet. Using the bootstrap resampling method, the analysis was repeated 100 times. It gives stable and accurate estimates even in terms of reliability and standard deviation. What is really gained from other procedures is a better diagnostic of how strong the proposed relationships happen to be from any particular starting point. Hypothesis testing focused on the effects of motivation (H1) and job satisfaction (H2) on employee performance. The results are shown in Table 8. Including coefficient values, standard deviations (S.D.), t-statements and magnitudes of significance levels. These atmospheres are solid ground on which one can evaluate directly the import of each variable for VOICE Recognition Technology to obtain cheap calls and answer It is consistent, and perceptibly guides the interpretation of structural relationships amongst models.

Table 8. Hypothesis Testing Results

Variable Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic ( O / STDEV )	P-Value
Job Satisfaction → Employee Performance	0.03	0.032	0.027	1.109	0.268
Motivation → Employee Performance	0.07	0.072	0.032	2.173	0.030

From the results it is clear that job satisfaction makes no significant difference to employee performance, as indicated by a t-statistic of 1.109 and a p-value of 0.268. These values are not statistically significant. On the other hand, when measured variables motivation has some impact on employee performance. The t-statistic is 2.173 and p-value is 0.030, both of which are within accepted levels pointing to a clear relationship. On the basis of these findings, the hypothesis that motivation affects performance is supported, while the one claiming job satisfaction is connected with performance is not. So the shaping for shaping employee results is more consistency Motivation is a better anchor.

## 4.2 Discussion

Employee performance is a key determinant of a company's success. Many conditions can lead to employees attaining optimal performance, including leadership, motivation, job satisfaction and engagement. These links have not been overlooked by the human resource research field. It is extensively evaluated how forceful these variables are in determining one's performance. This section highlights key insights from relevant studies to supply a clearer view of how these variables impact employee outcomes. An important role in shaping performance is played by leadership. Ginting *et al.* (2021) discovered that good leadership can improve performance directly and also indirectly through motivation and job satisfaction. Leaders who support their staff, give clear instructions and create a good environment for working get better performance. Strong leadership will also bring about cohesiveness in the greater work unit in conjunction with its growth potential and this has a corresponding impact on morale and efficiency. Similarly, Amrin and Hamsal (2024) emphasized the need for transformational leadership. This type of leadership stimulates employees to work at a higher level and it strengthens motivation. They also observed that motivation functions as a mediating element in the relationship between transformational leadership and performance. Effective leadership is more than just telling people what to do it means giving encouragement and helping them grow.

There is a strong link between work motivation and employee performance. When employees feel motivated, there's an increased likelihood of them putting in more effort as well as getting better results. Yuliarman (2022) discovered that motivation improves personal performance. Throughout history, motivation has come from inside (intrinsic) with individual growth and fulfillment being examples as well as outside of the individual (extrinsic). Direct payment systems are an example of the latter while good working conditions are considered intrinsic benefits. Employees who are recognized and given opportunities to grow have a better chance of contributing to other parts of their organization more effectively. Wahono and Kaharudin (2024) also observed that motivation has a big effect on performance; albeit especially when the atmosphere in which you work is conducive to innovation and development. A supportive environment within a company encourages and reinforces motivation, which in turn boosts the quality and quantity of work produced. Workers in supportive environments usually feel more active and are productive.

Job satisfaction bridges motivation and performance. So satisfied employees are more likely to perform better. In a study of Jakyokai (2022), satisfaction mediates the relationship between work discipline, motivation and performance.



Employees who feel that they are valued, adequately compensated and comfortable in their working environment are often more satisfied, leading to higher quality work. Managers should take account of both financial rewards as well as non-financial factors such as recognition from above, appreciation for good work done on the job or at meetings and positive relations within office settings if they wish to improve rating levels among employees Farid (2021) found a direct relationship between satisfaction and performance. Employees who are satisfied with their job also tend to work effectively and efficiently. Higher satisfaction levels may also lead to increased engagement, which ultimately supports better performance. Therefore, organizations are encouraged to create a working environment conducive for satisfaction in order to improve the overall level of output.

Engagement is critical in bridging the gap between motivation and job satisfaction with measured job performance (Ma and Sentoso 2023). In general, Jensen and Sentoso (2023) carry on that the mediational role of engagement: to organizational support quality of work life from employee performance. Employees who feel emotionally charged about what they are doing tend to produce better results. When people are concordant with the organization and their tasks is seen as meaningful, an enthusiasm follows that has no parallel in any other sort of employment; if good work doesn't follow from this then where will find such? Likewise, Jesica and Rostiana (2023) studied the impact of grit and organizational culture on performance, with engagement as a mediator. Employees who are well engaged not only tend to stay motivated but also have the resilience needed to stay the course when they face problems. This suggests that engagement can support productivity and commitment both.

Not to mention that beyond motivation comes fair compensation and effective teamwork helps improve performance also. Setyawan, Rusdianti, and Widhiastuti (2021) emphasized that suitable compensation may make a person more motivated, while also building up productivity. When employees feel they are appreciated with fair rewards, they will tend to go the extra mile and indeed support organizational goals within one another equally granular way at bay. In addition, strong teamwork makes for a supportive atmosphere where people can do their work more smoothly. Such teams that are built on trust and collaboration often things: Plus when the job situation requires in every way possible real attention from a specialist who knows his business well the results. You need contribute to realize maximum group. As a result, a happy and united spirit in the group enables high performance levels to be achieved together.

Influencing the performance of employees, is organizational culture. That was stated by Ginting, Pelawi, and Joe (2021). Your excellent culture provides motivation and happiness at the same time, and this will support higher performance. An organization that encourages innovation, communicates openly and develops the talents of its work force will place its members in a position where they can grow. This was also pointed out by Zufriah in 2019, who says that a healthy culture will encourage such proactive behaviors as helping colleagues and taking initiative something that is frequently known as organizational citizenship behavior (OCB). These actions are reflected in the company's objectives and naturally they add to overall performance.

## 5 | CONCLUSIONS AND FUTURE WORK

It was confirmed in this study that motivation in work matters to the efficacy of employees. Employees who are motivated tend to work harder and get better results. In this system, factors like adequate pay and the opportunity to develop professionally are the sugar cube; recognition. While job satisfaction is related to performance, there were no significant direct effects between the findings suggested so far. This means that satisfaction alone is not likely enough to boost performance without strong motivational drives. Employee engagement solves an important linking mechanism between motivation and performance. People who feel emotionally and psychologically engaged in their work do tend to do it at a higher level. Therefore, organizations should focus on increasing engagement by providing a supportive environment for work and offering opportunities to grow. The results underscore the importance of both motivation and engagement in expanding performance. If an organization breeds an environment that fosters these two characteristics, then is more in line with reaching its goals. Research could further explore other variables that affect engagement and performance-or just how these factors interact together to produce the highest output.

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