

Job Satisfaction's Impact on Employee Performance: The Mediating Role of Employee Engagement

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Abstract. *This study aims to examine the impact of job satisfaction (JS) on employee performance (EP) and examine the role of employee engagement (EE) in their relationship. This study was undertaken based on settled theories of job satisfaction (JS), employee performance (EP), and employee engagement (EE). It maintains that the employee's perceived JS can boost EP and that EE serves as a mediator in this relationship. Using a deductive approach and a quantitative research design, the study investigated the correlation between JS and EP in PKU Muhammadiyah Yogyakarta Hospital. Data from 131 respondents were analyzed utilizing AMOS with the help of SEM software. The data analysis uncovered that employee job satisfaction (JS) positively impacted performance (EP) in PKU Muhammadiyah Yogyakarta Hospital. In addition, employee engagement (EE) acted as a mediator between JS and EP. Job satisfaction felt by employees and creating employee engagement could boost EP in PKU Muhammadiyah Yogyakarta Hospital. The study highlights that providing job satisfaction to employees has broad benefits, including greater employee engagement, enhanced employee work, and a positive contribution to the development of PKU Muhammadiyah Yogyakarta Hospital. Practically, this research highlights the importance of creating employee job satisfaction. Employee satisfaction is something that organizations must pay attention to because it affects employee engagement and employee performance. Employees will be more active in carrying out their assigned tasks if they feel satisfied. Employees who feel connected (engaged) with the company will have an awareness of the organization so that employees will provide their best abilities and skills for the success of the organization. The theoretical implications of testing the correlation between job satisfaction and employee engagement on employee performance can enrich existing behavioral theories in organizations.*

Keywords: *Job Satisfaction, Employee Performance, Employee Engagement.*

Introduction

Globalization quickly creates both opportunities and challenges for global businesses (Luthan, 2011). For companies engaged in the business industry to cope with the changes, they need quality human resources (HR). HR is crucial in achieving organizational goals (Susilo & Abdul, 2015). The organization's goal is to increase efficiency and effectiveness. To achieve efficiency and effectiveness, it must be supported by good employee performance. Employee performance is affected by two factors, namely internal factors, such as organizational commitment and job satisfaction, and external factors, such as leadership, employee involvement in organizations, and others (Taurisa & Ratnawat, 2012).

In addition, many people believe that employee engagement must be a major concern for an organization to survive its crisis (Mujiasih & Ratnaningsih, 2011). Employee engagement is

associated with an individual's involvement, satisfaction, and enthusiasm for his work (Robbins & Judge, 2018). Employees engaged with the company will be aware of the organization and willing to provide their best abilities and skills for its success. Empirical studies (Al-dalahmeh et al., 2018), (Lewiuci, P. & Mustamu, R., 2017) and (Maryati & Astuti, 2022) have demonstrated that employee engagement significantly affected employee performance. Employee engagement, contrary to studies (Rahmadalena & Asmanita, 2020) and (Nguyen & Nguyen, 2022), did not affect productive employee behavior.

Employee satisfaction is also something the organization should consider because it affects employee performance; employees will be more active in carrying out the assigned tasks if they are satisfied. Empirical studies conducted (Juniantara & Riana, 2015), (Siengthai & Pila-Ngarm, 2017), (Khan & Aleem, 2014), (Usman et al., 2022), (Anshori et al., 2023), (Setyowati et al., 2021), (Siagian et al., 2022), and (Nugraha et al., 2022) revealed that job satisfaction had a significant effect on employee performance.

Nevertheless, the above empirical studies were primarily conducted on competitive and profit-pursuing service and manufacturing organizations. In addition, some studies have no consistency in the results achieved; some have a significant effect, and others do not have a substantial influence between variables. Based on the research gap and the studied object, the researchers are interested in exploring the effect of job satisfaction on employee performance mediated by employee engagement behavior in non-profit and competitive organizations, i.e., PKU Muhammadiyah Hospital.

PKU Muhammadiyah Hospital was initially established as a simple clinic named PKO (*Penolong Kesengsaraan Oemoem*) to provide health services for people experiencing poverty. Along with the development of various business charities in the health sector, including the PKU Muhammadiyah Hospital Yogyakarta, the Central Executive needs to regulate the work movement of Muhammadiyah charities in the health sector through Muhammadiyah Central Leadership Decree No. 86/SK-PP/IV-B/1.c/1998 concerning the Muhammadiyah Charity Business Qaidah in the Health Sector. It stipulates that its primary mission is to strengthen the community's ability to achieve better health status as part of efforts towards realizing a prosperous *Sakinah* life as aspired by Muhammadiyah.

Therefore, the research objective is to analyze the effect of job satisfaction on employee engagement, job satisfaction on employee performance, and employee engagement on employee performance. The benefit of analyzing the factors that influence employee job satisfaction is that organizations will be able to take action to increase employee job satisfaction. Another benefit is that by knowing employee performance, the organization will be able to assess what factors need to be improved so that employee performance increases. This study is beneficial as it offers

recommendation for PKU Muhammadiyah Yogyakarta Hospital management in providing satisfying services while also empowering and improving employee performance. The implication is for the organization to be able to compete with other hospitals since it has qualified and loyal employees to the organization. Organizations that have quality employees will be able to provide the best service to customers so that customers feel satisfied. If the customer is satisfied, they will recommend to the public that if they want treatment, they can go to that hospital. Besides that, if employees have high loyalty, they will try to stay in the organization and have no desire to leave.

Research Methods

This quantitative study employed a cross-sectional research design. One time of data collection was conducted to describe the correlation of events at one time. This research's objects were all permanent staff of PKU Muhammadiyah Hospital Yogyakarta. The non-probability sampling approach was employed to sample the permanent staff of PKU Muhammadiyah Yogyakarta Hospital.

The type of data employed in this study was primary data, and the essential data collection was carried out offline (through surveys). The technique to analyze the data was using AMOS-based structural model equation. AMOS was employed to analyze the correlation between variables and to test the hypotheses partially using t-test. Meanwhile, to interpret the respondents' data, descriptive analysis was carried out. The survey included demographic questions and structured questions. 135 questionnaires were distributed with a 100% return percentage (135/135 X 100%). Of the 135 questionnaires collected, 131 were processed since four were incomplete, so they were not included in the data processing.

The variables in this research are Job Satisfaction, Employee Engagement, and Employee Performance. Job satisfaction is a positive feeling towards work resulting from an evaluation of its characteristics (Robbins & Judge, 2018). Employee satisfaction is a term that describes whether employees are happy and have their wants and needs met at work. According to Luthan (2011), job satisfaction is an employee's feeling about the job's excellent or critical. From these three definitions, it can be said that employee job satisfaction explains positive behavior by feeling happy because the work produced can fulfill their wants and needs. Job satisfaction was gauged using the dimensions developed by Weiss et al. (1967) (Martins, H., & Proença, 2012), including ability utilization, achievement, activity, advancement, authority, company policies, compensation, coworkers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision – human relations, supervision – technical, variety, and working conditions.

Employee engagement is a positive, meaningful, and motivational attitude marked by vigor, dedication, and absorption (Schaufeli & Bakker, 2010): 1) Vigor is characterized by high energy and mental resilience at work, a desire to try, not quickly tired, and not giving up in the face of challenges. 2) Dedication is an employee's self-dedication to achieving company success, defined by feeling valuable, enthusiastic, inspiring, valuable, and challenging. 3) Absorption refers to concentration and seriousness in work, enjoying work so much that time seems to pass so quickly when working, and finding it difficult to get away from work; thus, one can forget everything around it, marked by total concentration on a task.

Lastly, employee performance is the employee's actual achievement compared to the expected performance (Dessler, 2017). Conversely, (Mathis et al., 2016) contend that employee performance is defined by what employees do or do not do. According to (Dessler, 2017), employee performance can be judged in terms of quality, productivity, knowledge about work (job knowledge), reliability, availability, and independence. Meanwhile, Mathis et al. (2016) listed timeliness, quality of results, quantity of results, attendance, work efficiency, and work effectiveness as indicators for assessing employee performance : 1) Timeliness of results: Employees may perform activities per the organization's goals and address problems promptly and effectively. 2) Quality of results: as evidenced by the task completed and failure to disappoint the organization. 3) Quantity of results: seen from the amount of time workers work in a single day and how they respond to obligations. 4) Attendance: It can be seen from the presence of employees in the organization. 5) Work efficiency is demonstrated by employees completing tasks quickly and on time without spending much money. 6) Work effectiveness: measured by how employees complete tasks correctly from several alternatives and are active and responsible for tasks.

Results and Discussion

Results

The research questionnaire was distributed with the results that the demographic conditions of the respondents included gender, tenure, and education level of the permanent administrative staff at PKU Muhammadiyah Hospital Yogyakarta, indicating that sex was dominated by women as many as 68 people (52%), while men only amounted to 63 people (48%). Based on education, it was governed by undergraduate education with a percentage of 43%. Meanwhile, most tenures were 35 until < 45 years by 30% of the 131 people.

The results of the descriptive analysis are displayed in the table 1, 2, and 3.

Table 1. Descriptive Statistics of Job Satisfaction

Variable indicators	Mean	Result
Employees are satisfied because they are given the opportunity to use their abilities to complete the job	3.9924	High
Employees are satisfied with the achievements obtained from work	3.8855	High
Employees are satisfied with the opportunities provided by the organization to carry out work at any time	3.8321	High
Employees are satisfied with opportunities for advancement in job skills and expertise	3.9389	High
Employees are satisfied with the opportunity to use their authority over other people (colleagues)	3.3740	High
I am satisfied with the company policies (rules) implemented	3.8855	High
Employees are satisfied with the compensation I get according to the results of my work	3.8855	High
Employees are satisfied with relationships/interactions with fellow co-workers	3.9237	High
Employees are satisfied with the opportunity to be creative in the work they do	3.8702	High
Satisfied employees are given the opportunity to work independently in finish the job	3.8321	High
Employees are satisfied because the hospital provides security guarantees in old age and health security guarantees to employees.	4.1679	High
Employees are satisfied with the services provided by the hospital to employees both physically and mentally which are able to encourage an employee's enthusiasm for work	4.0687	High
Employees are satisfied with the salary, position and facilities provided by the hospital because it will improve their social status.	3.8702	High
Employees are satisfied with my work because my work is not related to anything that could disturb their conscience	3.7252	High
Employees are satisfied with the attention, appreciation and praise given by the hospital	3.6260	High
Employees are satisfied because they are given the opportunity to use my own work patterns for hospital progress	3.6489	High
Employees are satisfied with the way their superiors handle employee complaints	3.8015	High
Employees are satisfied with the supervisory techniques carried out by superiors	3.8015	High
Employees are satisfied because they are given the opportunity to do other different activities (distraction), such as arts & sports	3.7405	High
Employees are satisfied with the conditions of the work environment, such as the availability of space and work equipment from the hospital.	3.7557	High
Mean	3,3813	High

Source: data processing, 2023

Based on table 1, it shows the descriptive statistical results of job satisfaction answers from 131 respondents, the highest mean value is the item that hospitals provide security guarantees in old age and health security guarantees to employees with a value of 4.1679, while the lowest is the item the opportunity to use the authority they have over people. others (colleagues) with a value of 3.37. The overall average result of 3.3813 is in the high category, meaning that employee job satisfaction with the organization is high.

Table 2. Descriptive Statistics of Employee Engagement

Variable indicators	Mean	Result
I feel full of energy at work	3.8702	High
The work I do excites me	3.8779	High
I always want to work when I wake up in the morning	3.7328	High
I am able to work long hours	3.5191	High
I have a tough and strong mentality when working	3.8321	High
When things are not going well, I stay at work	3.8397	High
I feel like I have purpose and meaning when I work	3.9618	High
I have enthusiasm for the work I do	3.9924	High
The work I do is very inspiring	3.9695	High
I feel proud of the work I do	4.0305	High
The work I do is sufficient challenge	3.8168	High
When I work time will be soon passed	3.8244	High
I was too focused on my work that I didn't pay attention to my surroundings	3.1832	High
I am happy when I work intensely	3.7557	High
I find it difficult to leave my job	3.6412	High
Mean	3.790	High

Source: data processing, 2023

Based on table 2 , it shows the descriptive statistical results of employee engagement answers from 131 respondents, the highest mean value is the employee item feels proud of the work I do with a value of 4.0305, while the lowest is the employee item is too focused on their work so they don't pay attention to the surroundings with a value of 3, 1832. The overall average result of 3,790 is in the high category, meaning that employee engagement with the organization is high.

Table 3. Descriptive Statistics of Employee Performance

Variable indicators	Mean	Result
Employees can complete assigned tasks quickly and on time.	3.9847	High
Employees can always complete unexpected tasks.	3.7710	High
Employees understand my duties and how I do them	3.9695	High
Employees understand the criteria of the performance description	3.9466	High
In general, leaders are happy with employee performance	3.7786	High
Employees rarely receive complaints from fellow organizations due to poor assignments.	3.7481	High
In general, employees can complete the tasks given by the leadership	3.9313	High
Employees can usually meet the standards of the performance description	3.8779	High
Employees often expect to be assigned to more challenging tasks.	3.5344	High
Employees maintain a good record of good attendance	3.9847	High
Employees maintain the hospital's reputation and focus on hospital discipline.	4.1145	High
Employees usually work together with colleagues to complete tasks.	4.0153	High
Employees take a proactive approach to solving problems on assigned tasks.	3.9084	High
Employees often gain new knowledge and new skills related to assigned tasks	3.9084	High
Employees can maintain good service standards.	3.9389	High
Employees are very familiar with SOP (standard operating procedures)	3.8779	High
Mean	3.875	High

Source: data processing, 2023

Based on table 3 showing the descriptive statistical results of employee performance answers from 131 respondents, the lowest mean value is the item often hopes to be assigned to more challenging tasks with a value of 3.53, while the highest is the item maintaining the hospital's reputation and focusing on hospital discipline. with a value of 4.11. The overall average result of 3,875 is in the high category, meaning the level of employee performance is high

Research Model Analysis with AMOS - based structural model equation.

Furthermore, measuring construct validity is seen from the loading factor value. A high loading value on a factor (latent construct) in highly valid cases suggests that they converge at a point. Requirements that must be met: First, it is a must to have a significant loading factor. Therefore, an essential element may still have a low value, so the standardized estimate must be ≥ 0.50 , ideally, 0.70. Also, the significance of the two parameters was analyzed with a p-value of ≤ 0.05 (Ghozali, 2011).

The validity test in this research was carried out jointly between each independent variable and the dependent variable. The results of confirmatory factor analysis are presented in Figure 1.

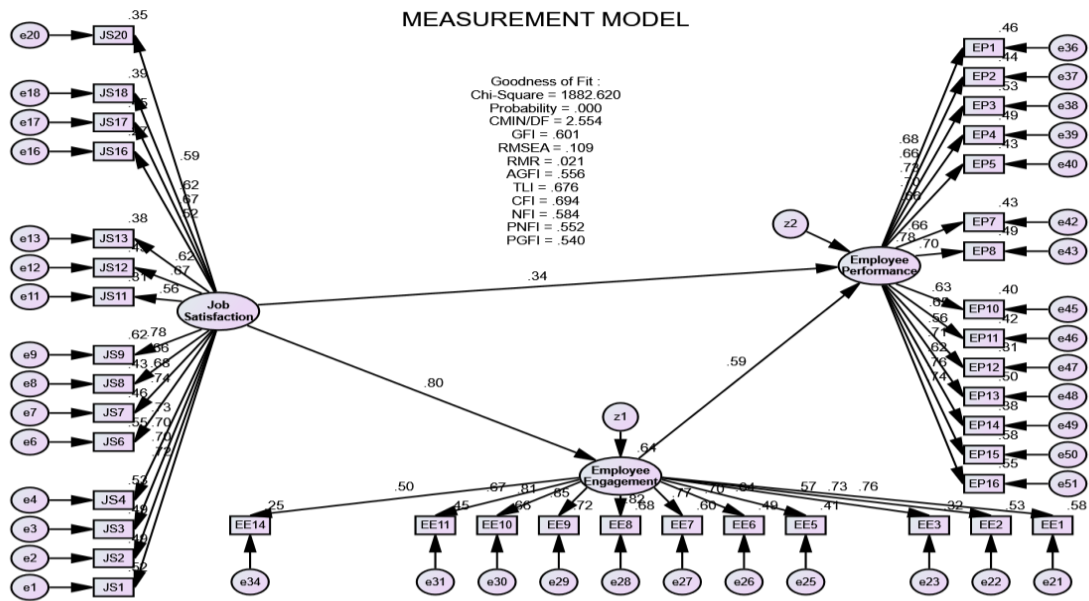


Figure 1. Measurement Model

To measure the variable, job satisfaction had 20 indicators, employee engagement used 15, and employee performance employed 16. By seeing the standardized estimated value (loading factor) of each indicator, from the analysis results, the researchers obtained standardized estimated values (loading factor) for the indicators JS5, JS10, JS14, JS19, EE12, EE13, EE15, EP6, and EP9 under the estimation requirements standard (loading factor) ≥ 0.50 . It denotes that these indicators were invalid in explaining the existing variables/constructs. Therefore, these indicators should be discarded or not used in further analysis (Ghozali, 2011). The next step was to retest the research model by removing the omitted indicators, and the results are presented in Table 4.

Table 4. Standardized Regression Weights

		Estimate
Employee_Engagement	<--- Job_Satisfaction	.803
Employee_Performance	<--- Job_Satisfaction	.325
Employee_Performance	<--- Employee_Engagement	.599
JS1	<--- Job_Satisfaction	.717
JS2	<--- Job_Satisfaction	.700
JS3	<--- Job_Satisfaction	.696
JS4	<--- Job_Satisfaction	.733
JS6	<--- Job_Satisfaction	.737
JS7	<--- Job_Satisfaction	.681
JS8	<--- Job_Satisfaction	.652

		Estimate
JS9	<--- Job_Satisfaction	.781
JS11	<--- Job_Satisfaction	.554
JS12	<--- Job_Satisfaction	.670
JS13	<--- Job_Satisfaction	.621
JS16	<--- Job_Satisfaction	.533
JS17	<--- Job_Satisfaction	.667
JS18	<--- Job_Satisfaction	.627
JS20	<--- Job_Satisfaction	.597
EE1	<--- Employee_Engagement	.766
EE2	<--- Employee_Engagement	.730
EE3	<--- Employee_Engagement	.575
EE5	<--- Employee_Engagement	.652
EE6	<--- Employee_Engagement	.705
EE7	<--- Employee_Engagement	.771
EE8	<--- Employee_Engagement	.817
EE9	<--- Employee_Engagement	.844
EE10	<--- Employee_Engagement	.809
EE11	<--- Employee_Engagement	.666
EE14	<--- Employee_Engagement	.518
EP1	<--- Employee_Performance	.679
EP2	<--- Employee_Performance	.665
EP3	<--- Employee_Performance	.729
EP4	<--- Employee_Performance	.699
EP5	<--- Employee_Performance	.659
EP7	<--- Employee_Performance	.658
EP8	<--- Employee_Performance	.701
EP10	<--- Employee_Performance	.632
EP11	<--- Employee_Performance	.646
EP12	<--- Employee_Performance	.553
EP13	<--- Employee_Performance	.706
EP14	<--- Employee_Performance	.618
EP15	<--- Employee_Performance	.763
EP16	<--- Employee_Performance	.741

Source: data processed

Further, the construct reliability test was carried out by taking into account the composite reliability value produced by the AMOS computation from the available variables: job satisfaction (JS), employee engagement (EE), and employee performance (EP). The reliability level is determined as follows: when the composite reliability value > 0.8 , the construct reliability is high; conversely, if the composite reliability value > 0.6 , it is said to be reasonably reliable (Ghozali, 2011).

Table 5. Construct Reliability Test Results

Construct	Indicator	Loading	Loading ²	Se	CR
Job satisfaction	JS1	0.718	0.516	0.484	0.923
	JS2	0.7	0.490	0.510	
	JS3	0.7	0.490	0.510	
	JS4	0.731	0.534	0.466	
	JS6	0.739	0.546	0.454	
	JS7	0.681	0.464	0.536	
	JS8	0.657	0.432	0.568	
	JS8	0.657	0.432	0.568	
	JS9	0.785	0.616	0.384	
	JS11	0.556	0.309	0.691	
	JS12	0.671	0.450	0.550	
	JS13	0.619	0.383	0.617	
	JS16	0.516	0.266	0.734	
	JS17	0.669	0.448	0.552	
JS18	0.625	0.391	0.609		
JS20	0.591	0.349	0.651		
Employee engagement	EE1	0.761	0.579	0.421	0.920
	EE2	0.728	0.530	0.470	
	EE3	0.568	0.323	0.677	
	EE5	0.642	0.412	0.588	
	EE6	0.7	0.490	0.510	
	EE7	0.774	0.599	0.401	
	EE8	0.822	0.676	0.324	
	EE9	0.851	0.724	0.276	
	EE10	0.812	0.659	0.341	
	EE11	0.672	0.452	0.548	
	EE14	0.501	0.251	0.749	

Construct	Indicator	Loading	Loading ²	Se	CR
Employee performance	EP1	0.68	0.462	0.538	0.922
	EP2	0.664	0.441	0.559	
	EP3	0.729	0.531	0.469	
	EP4	0.699	0.489	0.511	
	EP5	0.658	0.433	0.567	
	EP7	0.658	0.433	0.567	
	EP8	0.701	0.491	0.509	
	EP10	0.631	0.398	0.602	
	EP11	0.648	0.420	0.580	
	EP12	0.555	0.308	0.692	
	EP13	0.706	0.498	0.502	
	EP14	0.618	0.382	0.618	
	EP15	0.762	0.581	0.419	
	EP16	0.741	0.549	0.451	

Source: data processed

Table 5 of the test results reveal that the construct reliability values were all 0.7. From these data, it can be concluded that the construct reliability requirements were met, and all indicators in this study consistently measured the constructs they measured.

Moreover, the structural model was tested by finding the relationship between variables. The hypothesis is accepted if the t-statistic exceeds the critical value (≥ 1.65). Besides, the model fit test was used to determine whether the model made was based on observational data per the theoretical model. After testing the normality assumption and selecting the estimation method for the research model, the model was tested for suitability by looking at several Goodness of Fit model criteria, such as chi-square, probability, RMSEA, CMIN/DF, TLI, CFI, IFI, NFI, and PNFI. Based on the estimation results of the structural model, the model fit test results in this study are displayed in the table below:

Table 6. Results of Model Fit Test (Goodness of Fit)

Goodness of Fit Index	Cut-off Value	Result	Model Evaluation
<i>X² Chi-Square</i>	< 306.883	2155.718	<i>Unfit</i>
<i>Significant probability</i>	≥ 0.05	0.000	<i>Unfit</i>
<i>CMIN/DF</i>	≤ 2.00	2.925	<i>Unfit</i>
<i>GFI</i>	≥ 0.90	0.506	<i>Marginal Fit</i>
<i>RMSEA</i>	≤ 0.08	0.126	<i>Marginal Fit</i>

Goodness of Fit Index	Cut-off Value	Result	Model Evaluation
<i>RMR</i>	≤ 0.05	0.021	<i>Good Fit</i>
<i>AGFI</i>	≥ 0.90	0.506	<i>Marginal Fit</i>
<i>TLI</i>	≥ 0.90	0.644	<i>Marginal Fit</i>
<i>CFI</i>	≥ 0.90	0.663	<i>Marginal Fit</i>
<i>NFI</i>	≥ 0.90	0.568	<i>Marginal Fit</i>
<i>PNFI</i>	≤ 0.90	0.537	<i>Good Fit</i>
<i>PGFI</i>	≤ 1.00	0.500	<i>Good Fit</i>

Source: data processed

The entire model test shows the obtained results as presented in Table 6, and it can be explained that the reference value and test results for each criterion were mainly close to the required criteria. However, one criterion met the requirements: PNFI (Ghozali, 2011). When one criterion meets the criteria, it could be declared a good model. After testing the model as a whole and fulfilling the requirements, the hypothesis was tested. The direct influence test among the variables shows results as illustrated in the following table:

Table 7. Standardized Direct Effects

	Job Satisfaction	Employee Engagement	Employee Performance
Employee_Engagement	.806	.000	.000
Employee_Performance	.344	.597	.000

Source: data processed

From Table 7, the analysis result of job satisfaction 's direct effect on employee engagement was 0.806. Job satisfaction's direct effect on employee performance was 0.344, and employee engagement on employee performance was 0.597.

The indirect effect test between variables shows results as presented in the table below:

Table 8. Standardized Indirect Effects

	Job_Satisfaction	Employee_Engagement	Employee_Performance
Employee_Engagement	.000	.000	.000
Employee_Performance	.481	.000	.000

Source: data processed

The results of the output analysis of Tables 7 and 8 show that the indirect effect between variables was smaller compared to the value of the direct effect, meaning that the intervening variable of employee engagement mediated the effect of the independent variable job satisfaction on employee performance.

Table 9. Hypotheses Testing

Hypothesis	Estimate	SE	CR	P	Result
Employee_Engagement <--- Job_Satisfaction	.960	.130	7.365	***	H1 accepted
Employee_Performance <--- Job_Satisfaction	.324	.099	3.275	.001	H2 accepted
Employee_Performance <--- Employee_Engagement	.472	.093	5.073	***	H3 accepted

Source: data processed

From Table 9, the p-value of the influence of job satisfaction on employee engagement was $0.000 < 0.05$, indicating that job satisfaction had a significant effect on employee engagement; thus, hypothesis 1 (H1) was accepted. On the other hand, the p-value of the impact of job satisfaction on employee performance was $0.001 < 0.05$, indicating that job satisfaction had a significant effect on employee performance, so hypothesis 2 (H2) was rejected. Meanwhile, the p-value of the influence of employee engagement on employee performance was $0.000 < 0.05$. It denotes that servant leadership significantly affected employee performance, so hypothesis 3 (H3) was accepted.

Mediation Test

Table 10. Direct Effect and Indirect Effect

Relationship between Research Variables			Direct effect	Indirect effect	Result
Job satisfaction	→	Employee engagement → Employee Performance	0.344	0.481	Mediation

Source: data processed

Based on Table 10, the indirect effect of job satisfaction on employee performance was mediated by employee engagement. The value of the direct effect was $0.344 <$ indirect effect of 0.481 , meaning that the relationship between job satisfaction and employee performance was mediated by employee engagement. Moreover, the indirect effect of job satisfaction on employee performance was mediated by employee engagement.

Discussion

Influence of Job Satisfaction on Employee Engagement

The results of empirical studies revealed that job satisfaction significantly positively affected employee engagement. It suggests that the higher the job satisfaction employees feel, the higher employee engagement in the organization. Employees who feel satisfied with their work because the organization appreciates the work done, provide fair wages, and pays attention to employee careers will feel they belong. Another factor causing employees to be satisfied at work is that the organization provides a fair assessment and good relations with fellow employees and leaders.

Higher employee job satisfaction will positively impact behavior at work as indicated by a positive attitude and high motivation to increase energy and mental resilience at work, resilience, desire to try, not quickly feeling tired, and not giving up in facing challenges (vigor). Achieving corporate success is characterized by value, enthusiasm, inspiration, challenge (dedication), and concentration and seriousness in work (absorption). Several empirical studies have been carried out, including those conducted by (Vorina et al., 2017), (Katili & Hutami, 2017), (Maleka et al., 2021), and (Riyanto et al., 2021). The results of their research stated that job satisfaction has a significant effect on employee engagement.

The descriptive analysis results uncovered that the job satisfaction level of PKU Muhammadiyah Yogyakarta Hospital employees was classified as high, with an average value of 3.3813. The highest level of employee job satisfaction in the organization is that the hospital provided security guarantees in old age and health security guarantees to employees, followed by excellent service provided by the hospital to employees both physically and mentally, given the opportunity to use their abilities to complete work and opportunities for advancement in skills and work skills. The following sequence of employee job satisfaction was triggered by good relationships/interactions with coworkers, achievements obtained from work, compensation received because it was consistent with the results of their work, the way superiors handled employee complaints, and supervisory techniques carried out by superiors, and triggering the lowest job satisfaction due to the opportunity to use the authority they had over others.

Another finding is that employee engagement was high, with an average value of 3.1832. The factor that caused the highest level of employee engagement is that employees were proud of their work, followed by employees having a sense of enthusiasm. The work inspired employees, excited them, and energized them. Meanwhile, the lowest factor affecting employee engagement is that employees were too focused on their work and did not pay attention to their surroundings.

Influence of Job Satisfaction on Employee Performance

The empirical studies indicated that job satisfaction significantly positively affected employee performance. It indicates that the higher the job division in the organization, the higher the employees' performance in the organization. Thus, hypothesis 2 proved that job satisfaction

positively and significantly affected employee performance. Several studies have concluded that happy workers who have their needs and desires met are more likely to be productive workers. An individual who shows high job satisfaction demonstrates a positive attitude towards work. In contrast, a person dissatisfied due to stress with work has a negative attitude towards the job he is facing. The results of this study align with research undertaken by (Juniantara & Riana, 2015), (Siengthai & Pila-Ngarm, 2017), and (Khan & Aleem, 2014), stating that job satisfaction had a positive effect on employee performance.

The descriptive analysis results disclosed high job satisfaction with an average value of 3.3813 and high employee performance with an average value of 3.875. The level of employee performance in the organization with the highest average value of 4.1145 is that employees tried to maintain the reputation of the hospital and focused on hospital discipline, followed by solid cooperation between employees, high work discipline, maintaining good service standards, given complete assignments quickly and on time, employees understood the tasks and how to do them, and employees understood the criteria of the performance description.

Influence of Employee Engagement on Employee Performance

The results of empirical studies showed that employee engagement significantly gave positive effect on employee performance. It indicates that the higher the engagement of employees in the organization, the higher their performance. Suppose employees display a positive, meaningful, and motivational attitude shown by the enthusiasm of employees through the level of energy and stamina that employees have when working, the willingness to try to do the job, as well as persistence and perseverance even though facing difficulties at work. In that case, it will positively impact the results of his work. In addition, the excellent performance achieved by employees is also supported by high dedication, concentration, and seriousness in work.

The research results support those conducted by (Kustiawan et al., 2022), (Godbless, 2021), (Atapattu & Huybers, 2022), (Rohman et al., 2021), (Kompaso & Sridevi, 2010), and (Edwar et al., 2021), showing that employee engagement had a significant positive effect on employee performance. An employee with a high degree of employee engagement will feel responsible for the work assigned to him and try to work well to improve organizational performance.

Conclusions

Empirical studies demonstrated that organizations have created good services. Job satisfaction, employee engagement, and employee performance have been proven high. Other findings from empirical studies showed that job satisfaction could increase employee engagement and employee performance in high organizations. In addition, employee engagement could

increase employee performance and mediate the correlation between job satisfaction and employee performance. Practically, this research highlights the importance of creating employee job satisfaction. Employee satisfaction is something that organizations must pay attention to because it affects employee engagement and employee performance. Employees will be more active in carrying out their assigned tasks if they feel satisfied. Employees who feel connected (engaged) with the company will have an awareness of the organization so that employees will provide their best abilities and skills for the success of the organization. The theoretical implications of testing the correlation between job satisfaction and employee engagement on employee performance can enrich existing behavioral theories in organizations.

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