

Exploring the Interplay of Work Engagement and Job Satisfaction in Shaping Employee Performance at the Mentawa Baru Ketapang Sub-District Office

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Abstract

The Effect of Job Involvement and Job Satisfaction on the Performance of Employees at the Mentawa Baru Ketapang District Office. Thesis Management Department/Study Program, concentration in Human Resource Management, Faculty of Economics and Business. Under the guidance of Prof. Dr. Yunikewaty, MM and Dra. Anike Retawati, MM. This study aims to determine the effect of job involvement (X1) and job satisfaction (X2) on employee performance (Y) in the Mentawa Baru Ketapang District Office. The research method used in this research is quantitative research. The population and sample in this study were employees of the Mentawa Baru Ketapang sub-district office, totaling 31 respondents. The collected data were analyzed using the SPSS (Statistical Product and Service Solution) statistical program, and using the IBS SPSS 26 software. The results of the study show that the work involvement variable has a positive and significant effect on employee performance. Job satisfaction variable has a positive and significant influence on employee performance. And simultaneously work involvement and job satisfaction have a positive and significant effect on employee performance at the Mentawa Baru Ketapang sub-district office.

Keywords: *Job Involvement, Job Satisfaction, Employee Performance*

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1. INTRODUCTION

Human resources represent a central strategic asset for any organization because people mobilize other resources and translate organizational intents into concrete outcomes. In public administration, civil servants serve as the principal agents of service delivery and institutional continuity; their competence, motivation, and behaviour thus directly influence organizational effectiveness and public trust (Wijono, 2018; Prasetyo, 2023). Contemporary theoretical perspectives emphasize that employee performance is not determined by ability alone but by the interplay of psychological states and work conditions. The Job Demands–Resources model conceptualizes work engagement as a mediating motivational state arising from the availability of job resources and manageable demands, which in turn drives performance outcomes (Bakker & Demerouti, 2018; Mäkikangas, 2022). Conservation of Resources theory complements this view by explaining how resource gains foster engagement while resource losses undermine motivation and performance (Liu, 2023; Halbesleben et al., 2019).

Work engagement, defined as a positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption, has been consistently associated with better task performance, organizational citizenship behaviours, and reduced turnover intentions (Huang, 2022; Scharp, 2022). Job

satisfaction, conceptualized as a positive affective reaction to one's job and work conditions, functions both as an antecedent and an outcome in organizational models; satisfied employees tend to reciprocate with greater effort and improved performance (Yoon, 2022; Robbins & Judge, 2020). Social Exchange Theory provides a complementary explanation: when employees perceive fairness, support, and recognition, they reciprocate through higher engagement and discretionary performance (Cropanzano & Mitchell, 2019; Recent applications: Pramurdyawardani et al., 2023).

Empirical research has established robust links among work engagement, job satisfaction, and employee performance in various settings. Meta-analyses and systematic reviews report positive correlations between engagement and performance and between satisfaction and performance, although effect sizes and moderators vary by industry and cultural context (Mazzetti et al., 2023; Yoon, 2022). Studies within public sector contexts highlight additional complexities: resource constraints, bureaucratic norms, and public accountability shape how engagement translates into observable performance (Wiley public sector special issue, 2023; Saputra, 2023). Indonesian studies focusing on government offices and public services report that organizational support, compensation fairness, and supervisory practices significantly influence both satisfaction and engagement, which in turn affect performance (Kustyaningsih & Jefri, 2023; Prasetyo, 2023; Supriyadi et al., 2024).

Despite the growing literature, important gaps remain. First, most large-scale meta-analytic findings derive from private sector or cross-national samples, leaving a comparative scarcity of context-rich studies in sub-district level public offices in Indonesia where institutional constraints and community expectations are pronounced (Mäkikangas, 2022; Liu, 2023). Second, few studies have examined the joint or interactive effect of work engagement and job satisfaction on employee performance simultaneously, particularly under the pressure of dual roles common among civil servants who may hold secondary incomes or part-time work (Scharp, 2022; Pramurdyawardani et al., 2023). Third, empirical evidence on mechanism and boundary conditions such as perceived organizational support, leadership, and workload in rural district administrations remains limited (Arana-Medina, 2023; Saputra, 2023). These gaps reduce the applicability of general findings to local public organizations like the Mentawa Baru Ketapang Sub-District Office.

This study addresses these gaps by conducting an in-depth empirical examination of how work engagement and job satisfaction jointly shape employee performance at the Mentawa Baru Ketapang Sub-District Office. The research advances theory by testing an integrated model that brings together the Job Demands–Resources framework, Conservation of Resources perspective, and Social Exchange explanations to capture motivational and reciprocal dynamics in a public sector setting (Bakker & Demerouti, 2018; Liu, 2023; Cropanzano & Mitchell, 2019). Methodologically, the study contributes novelty through its focus on a saturated sample of sub-district civil servants and by investigating interaction and mediation pathways that remain underexplored in Indonesian public administration research (Kustyaningsih & Jefri, 2023; Supriyadi et al., 2024).

The urgency of this research stems from persistent demands for better public services amid budgetary constraints and rising citizen expectations. Improving employee performance at the sub-district level has immediate implications for service delivery quality, local governance, and community wellbeing (Prasetyo, 2023; Saputra, 2023). By illuminating how engagement and satisfaction operate together and identifying practical levers for managers, the study offers actionable recommendations for human resource practices, leadership development, and policy interventions that can enhance public sector performance in similar administrative contexts (Mazzetti et al., 2023; Arana-Medina, 2023).

2. LITERATURE REVIEW

Work Engagement

Robbins and Judge describe work engagement as the degree to which individuals psychologically identify with their jobs and consider their performance important for their self-worth and personal identity (Robbins & Judge, 2019). Byrne, as cited in Ismail et al. (2019), explains that when employees are engaged, they invest emotional, cognitive, and physical resources into their work activities, turning tasks into meaningful achievements. More recent scholarship defines work engagement as a state in which employees integrate themselves with their work, devote substantial time and energy to job activities, and view their occupation as a central element of their life (Prayogi et al., 2021; Schaufeli, 2021).

Davis and Newstrom conceptualize work engagement as the mental and emotional involvement of individuals in group situations that encourage them to contribute to collective goals and assume responsibility for achieving those goals (Paryati, 2018). This perspective aligns with contemporary models such as the Job Demands–Resources (JD-R) framework, which posits that engaged employees exhibit vigor, dedication, and absorption, leading to improved task performance (Bakker & Demerouti, 2018; Mäkikangas, 2022).

In summary, work engagement represents a participatory process in which employees immerse themselves in their tasks and organizational activities. Highly engaged employees demonstrate responsibility, psychological investment, and strong identification with their work, evidenced by active involvement and the allocation of cognitive, emotional, and physical resources toward job performance. Such engagement often reflects personal values, meaningfulness, and self-esteem in the workplace (Schaufeli, 2023).

Job Satisfaction

Job satisfaction is generally defined as a positive emotional state resulting from an individual's appraisal of their job experiences and work outcomes. It reflects the degree of congruence between an employee's expectations and the rewards or conditions provided by the job (Robbins & Judge, 2020). Job satisfaction is therefore closely associated with concepts such as equity, psychological contracts, and employee motivation (Locke, 2020).

Rivai (2005) defines job satisfaction as an evaluative response describing a person's positive or negative feelings toward their job. Handoko (2000) similarly views job satisfaction as an emotional condition shaped by working conditions, cooperation with supervisors and coworkers, and personal attitudes. More recent studies emphasize that job satisfaction arises when employees perceive fairness, recognition, and adequate support in their work environment, which in turn enhances commitment and performance (Yoon, 2022; Pramudyawardani et al., 2023).

Based on these explanations, job satisfaction can be understood as an emotional response reflecting the degree to which work experiences meet an individual's expectations and personal values. Satisfaction varies across individuals depending on their goals, needs, and perceptions. When job outcomes align with one's expectations and contribute to personal fulfillment, employees typically express higher levels of satisfaction (Wiedmer, 2021).

Employee Performance

Employee performance refers to the measurable outcomes produced by individuals or groups within an organization, carried out in accordance with their authority and responsibilities to achieve organizational goals ethically and effectively (Afandi, 2018). In the organizational behaviour literature, performance is often referred to as *job performance* or *actual performance*, defined as the level of success an employee achieves in completing their tasks (Priansa, 2017; Koopmans, 2019). Performance encompasses not only task accomplishment but also behavioural indicators such as reliability, initiative, and adherence to organizational values.

Bangun (2012) describes performance as the final result achieved by an individual relative to job demands. Bernardin and Russell conceptualize performance as the recorded outcomes of specific job-related tasks over a predefined period (Meithiana, 2017). This view is consistent with contemporary performance models emphasizing multidimensionality, including task performance, contextual performance, and adaptive performance (Koopmans, 2019; Campbell & Wiernik, 2021).

In conclusion, employee performance represents the behavioural results demonstrated by employees in completing organizational tasks within a defined time frame. It reflects the degree of success in meeting job expectations and contributes to achieving broader organizational goals. Effective performance is influenced by individual capabilities, motivation, work engagement, job satisfaction, and managerial practices that shape the work environment (Campbell & Wiernik, 2021).

3. METHOD

This study adopts a quantitative research approach designed to examine the causal relationships among multiple organizational variables using measurable indicators and statistical analysis. The quantitative approach is considered appropriate because it provides an objective framework for testing theoretical propositions and determining the extent to which one variable influences another within an observable structure (Creswell & Creswell, 2018; Hair et al., 2020). In the present study, the central objective is to determine whether work engagement and job satisfaction function as significant predictors of employee performance.

The research is grounded in the assumption that employees who are more psychologically involved in their work and more affectively satisfied with their job conditions are likely to demonstrate higher levels of performance. This premise aligns with contemporary empirical findings demonstrating that work engagement enhances discretionary effort, persistence, and task accomplishment, which subsequently improve performance outcomes (Knight et al., 2020; Bakker & Demerouti, 2017). In parallel, job satisfaction has consistently been shown to influence performance through emotional stability, motivational intensity, and the alignment between individual expectations and workplace rewards (Inceoglu et al., 2018; Memon et al., 2020; Wang et al., 2022). These theoretical foundations justify the formulation of three central hypotheses asserting that work engagement positively and significantly affects employee performance, job satisfaction positively and significantly affects employee performance, and both variables exert a simultaneous influence on performance.

The variables examined in this study are categorized into independent and dependent constructs. The independent variables consist of Work Engagement (X1) and Job Satisfaction (X2), both of which are conceptualized as attitudinal dimensions capable of shaping behavioral outcomes in the workplace. Work engagement reflects the psychological attachment and energy employees invest in their job roles, whereas job satisfaction represents an affective evaluation of job experiences relative to expectations. The dependent variable in this study is Employee Performance, defined as the degree to which employees fulfill task responsibilities and achieve organizational expectations. The selection of performance as the dependent variable is supported by previous research emphasizing that individual performance is influenced by cognitive, emotional, and behavioral determinants arising from workplace experiences (Bakker et al., 2023; Breevaart & Bakker, 2018).

The quantitative framework allows these constructs to be operationalized using structured survey instruments and measured through interval-scale assessments, typically using Likert-type items that capture the intensity of respondents' perceptions. This measurement strategy ensures consistency across data points and facilitates the application of statistical techniques such as multiple regression, which is commonly used to evaluate predictive relationships in organizational research (Sekaran & Bougie, 2020; Hair et al., 2020). By positioning work engagement and job satisfaction as predictor variables and employee performance as the outcome variable, the analysis aims to determine whether the hypothesized relationships are empirically supported and whether the simultaneous effects of these attitudinal constructs yield meaningful implications for managerial practice.

In summary, the methodological design of this study reflects a structured and theory-driven approach to examining organizational behavior. The reliance on quantitative methods enhances the precision of hypothesis testing, while the conceptual framing based on contemporary research strengthens the analytical rigor of the investigation. This alignment between theory, measurement, and statistical modeling ensures that the study's findings contribute meaningfully to ongoing discussions on how psychological factors influence performance in public-sector administrative settings.

4. RESULT AND DISCUSSION

Results

The validity assessment conducted on all questionnaire items demonstrated that every indicator met the minimum loading threshold, thereby confirming that all items were valid for further analysis. Reliability testing was then performed to determine the internal consistency of the scales used in the measurement. The analysis relied on Cronbach's Alpha coefficient, which is widely accepted as a robust indicator of

measurement reliability. Instruments with Cronbach's Alpha above 0.70 are generally considered reliable in behavioral research, although values above 0.60 are often deemed acceptable in exploratory studies (Hair et al., 2019). The results showed that the work engagement variable produced an alpha of 0.918, job satisfaction yielded an alpha of 0.940, and employee performance was associated with an alpha of 0.930. These values indicate strong internal consistency across all measurement instruments, thus enabling the continuation of the regression analysis. Table 1 presents the reliability testing outcomes, summarizing the coefficients for each variable analyzed in the study.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Work Engagement (X1)	0.918	Reliable
Job Satisfaction (X2)	0.940	Reliable
Employee Performance (Y)	0.930	Reliable

Source: Processed primary data (2023)

Following the reliability verification, multiple linear regression analysis was conducted to determine the extent to which work engagement and job satisfaction influence employee performance at the Mentawa Baru Ketapang Sub-District Office. Table 2 displays the regression coefficients obtained from the analysis.

Table 2. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
Constant	11.971	2.598	—	4.608	0.000
Work Engagement (X1)	0.459	0.162	0.431	2.830	0.009
Job Satisfaction (X2)	0.380	0.113	0.512	3.365	0.002

Source: Processed primary data (2023)

The resulting regression equation is expressed as:

$$Y = 11.971 + 0.459X_1 + 0.380X_2$$

This model suggests that both independent variables have a positive effect on employee performance. The constant value of 11.971 implies that employee performance remains positive even in the absence of work engagement and job satisfaction; however, the influence of both predictors substantially increases performance scores.

The partial t-tests further confirm that each predictor significantly affects employee performance. The t-value of 2.830 for work engagement exceeds the critical value of 1.699, with a significance level of 0.009, signifying a positive and significant effect. Similarly, job satisfaction recorded a t-value of 3.365 with a significance of 0.002, affirming its positive and significant contribution to employee performance.

The F-test results demonstrate that both work engagement and job satisfaction jointly exert a significant influence on employee performance. Table 3 provides the results of the simultaneous hypothesis testing.

Table 3. ANOVA (Simultaneous Test)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	797.311	2	398.656	66.096	0.000
Residual	168.882	28	6.032	—	—
Total	966.194	30	—	—	—

Source: Processed primary data (2023)

The F-value of 66.096, with a significance level of 0.000, demonstrates that the model is statistically significant in explaining the variance in employee performance. Furthermore, the coefficient of determination (R^2) presented in Table 4 indicates that work engagement and job satisfaction jointly explain 82.5 percent of the variation in employee performance, while the remaining 17.5 percent is attributed to factors not examined in this study.

Table 4. Coefficient of Determination (R^2)

R	R Square	Adjusted R ²	Std. Error
0.908	0.825	0.813	2.45591

Source: Processed primary data (2023)

Discussion

The findings reveal that work engagement significantly improves employee performance, confirming theoretical expectations based on the Job Demands–Resources (JD-R) Model. This model posits that employees who are psychologically engaged in their work tend to exhibit higher levels of energy, dedication, and absorption, which in turn elevate performance levels (Bakker & Demerouti, 2018). The regression results show a positive coefficient for work engagement, meaning that greater engagement predicts higher employee performance. This aligns with several empirical studies demonstrating that work engagement enhances work outcomes across public sector settings (Alok & Israel, 2020; Suharti & Susanto, 2021; Park & Johnson, 2022). Within the administrative context of the Mentawa Baru Ketapang Sub-District Office, engaged employees are more likely to demonstrate diligence, initiative, and commitment to public service values. The empirical data reinforces prior findings by Seprianto (2021), showing that engagement is a strong predictor of performance in governmental work environments.

Job satisfaction was also found to significantly influence employee performance, which supports the central proposition of Social Exchange Theory. When employees feel satisfied—whether due to fair compensation, supportive supervision, or positive work environment—they reciprocate through improved performance (Cropanzano et al., 2019). The statistical test showed a strong positive association between job satisfaction and performance, consistent with previous studies indicating that satisfied employees tend to show better productivity, lower absenteeism, and stronger organizational commitment (Wang et al., 2020; Handayani et al., 2022). This relationship is also supported by the Affective Events Theory, which explains that emotional reactions to workplace experiences directly shape attitudes and behavioral outcomes (Weiss & Cropanzano, 2020). In the context of this study, employees who experience satisfaction within their work roles tend to channel that positivity into more effective performance.

The simultaneous influence of work engagement and job satisfaction further suggests that the two variables complement one another in predicting performance. The high F-value indicates that the combined predictors substantially explain performance variance. This reflects findings from recent studies that propose work engagement and job satisfaction as reinforcing constructs influencing performance outcomes (Inceoglu et al., 2018; Albrecht et al., 2021; Wang & Li, 2023). The JD-R Model posits that adequate job resources such as supportive coworkers, recognition, and a clear role enhance both satisfaction and engagement, which subsequently boost performance (Bakker & Demerouti, 2023). The present results affirm that employees at the Mentawa Baru Ketapang Sub-District Office who feel satisfied and psychologically connected to their work tend to perform better.

Moreover, the coefficient of determination indicates that 82.5 percent of employee performance is explained by the two variables, suggesting a strong explanatory model. This result underscores the critical role of psychological and emotional factors in shaping performance within public administration systems, which is corroborated by recent literature emphasizing the need for human-centered management approaches in the public sector (Kim & Fernandez, 2019; Osman et al., 2022). An employee's emotional attachment to their job and satisfaction with their work environment therefore become essential components for achieving institutional goals in government organizations.

5. CONCLUSION

The findings of this study indicate that work engagement and job satisfaction have a positive and significant influence on employee performance at the Mentawa Baru Ketapang Sub-District Office. The results confirm that higher levels of employee engagement contribute to improved performance, and similarly, job satisfaction plays an essential role in enhancing employee outcomes. Together, these two variables also demonstrate a significant simultaneous effect, emphasizing the importance of strengthening both aspects in the management of human resources within the sub-district office. Based on these findings, leaders and employees are encouraged to enhance engagement and satisfaction by creating a supportive work environment, fostering harmonious professional relationships, and providing appropriate recognition, all of which can contribute to sustainable improvements in employee performance. Furthermore, future researchers may use this study as a reference and are encouraged to include additional variables that were not examined in the present research to enrich the academic understanding of factors influencing employee performance in public sector institutions.

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