



Article

The Intervening Role of Job Satisfaction in the Relationship Between Employee Engagement, Compensation, and Performance

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ABSTRACT

The study aimed to determine the relationship between employee engagement, compensation, and employee performance, with job satisfaction intervening. This research is a type of quantitative research. The population in this study consisted of all CV Alfath Corporation Malang employees, with a total of 58 employees. The sampling technique used was saturated sampling, which consisted of 58 employees. Primary data collection is a questionnaire with a five-point Likert scale—data analysis using PLS (Partial Least Square). The test tools used are validity tests, reliability tests, and hypothesis testing. The results showed an insignificant relationship between employee engagement and job satisfaction. Employee engagement in performance is not significant. Compensation for job satisfaction is not substantial. Compensation for performance is not significant, but job satisfaction is essential. Job Satisfaction cannot mediate the relationship between Employee Engagement and Employee Performance. Job Satisfaction cannot mediate the relationship between compensation and Employee Performance. The results of this study can provide valuable insights for HR managers and practitioners in designing more effective strategies to improve employee performance. By understanding the importance of job satisfaction as a mediator, companies can focus on increasing engagement and providing fair compensation to achieve better performance.

Keywords: Employee Engagement; Compensation; Job Satisfaction; Employee Performance

JEL Classification: J53, O15, M11, M54

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INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies must continuously improve employee performance to

achieve organizational goals and success. One of the key factors in improving employee performance is how companies manage and pay attention to

employee welfare and job satisfaction. In this context, employee engagement and compensation are two critical factors that significantly affect employee performance (Thesiasari et al., 2019). Employee engagement is employees' emotional involvement and commitment to the company and its goals (Joushan et al., 2015). Employees with a high level of engagement tend to be more motivated and passionate and contribute more to achieving company goals (Arifin, 2024; Cipta & Hwihanus, 2024). Conversely, employees with low levels of engagement can hurt productivity and overall company performance (Madyaratri & Izzati, 2021). On the other hand, fair and competitive compensation is one of the crucial elements in motivating employees (Idrus et al., 2023). Compensation includes basic salary, allowances, incentives, bonuses, and various other forms of rewards. Adequate compensation can increase employees' work motivation and loyalty to the company, ultimately improving their performance. However, more than employee engagement and reasonable compensation alone are needed to guarantee optimal performance (Rizkika & Havidz, 2024). Employee job satisfaction is an intervening variable in the relationship between employee engagement, compensation, and performance. Job satisfaction reflects the extent to which employees feel satisfied with their jobs, work environment, and other aspects of their work. Satisfied employees show better performance, less absenteeism, and less turnover.

CV Alfath Teknologi Kreatif is one of Malang's companies engaged in IT services and IT consultants. Based on the results of observations and interviews with Supervisors at CV Alfath Corporation, a phenomenon was obtained, namely that there were still several employees who had challenges focusing on their work and a lack of discipline, as seen from the fact that some employees were given responsibilities in their work

but were not carried out properly so that this had quite an impact on the company and could reduce the suitable image to clients, and in completing tasks it was not by the predetermined amount and time and had an impact on the company's vision and mission which would be achieved longer than desired. This can occur due to the low attachment of the company's human resources to the company, resulting in various problems. In addition, some employees look less excited and enthusiastic when doing their work, causing the production process to take longer or be more efficient and faster in the delivery of goods to buyers. The owner considers human resources to only work with a pattern of coming, completing the work given, and then going home. The owner considers the performance of human resources in his company less progressive.

This research is essential because we have entered the age of globalization marked by many things. So, every organization must prepare a strategy to maintain the organization and make it a leading organization or start-up. This research aims to streamline the organization to achieve its goals. Previous research conducted by Handoyo and Setiawan (2017) showed that Employee Engagement positively and significantly affects Employee Performance. The research results by Yulandri and Onsardi (2020) show that compensation variables positively and significantly affect employee performance.

Further research by Jufrizen (2017) shows no positive and significant influence between compensation variables on employee performance through job satisfaction. Furthermore, research conducted by Setiawan and Widjaja (2018) found that the greater the indirect effect of employee engagement on employee performance is mediated by job satisfaction than the direct effect. Research conducted by Katidjan et al. (2017) with the title Effect of Compensation, Career Development and

Communication on Employee Performance found that compensation has no significant effect on employee performance. The research conducted by [Jufrizen \(2017\)](#) with the title *Mediating Effect of Job Satisfaction on the Effect of Compensation on Employee Performance*. The results showed that job satisfaction does not mediate the relationship between compensation and employee performance or, in other words, that job satisfaction is not an intervening variable.

Therefore, this study aims to examine the effect of employee engagement and compensation on employee performance, with job satisfaction as an intervening variable. By understanding the relationship between these variables, companies can design more effective strategies for improving employee performance through increasing engagement, providing appropriate compensation, and increasing job satisfaction. The results of this study are expected to contribute to the development of human resource management theory and practice, as well as provide practical recommendations for companies to improve employee performance.

LITERATURE REVIEW

[Mujiasih \(2015\)](#) define employee engagement as a state in which humans feel they find their whole meaning, have motivation at work, receive support from others positively, and work effectively and efficiently in the work environment. According to [Schaufeli et al. \(2003\)](#), employee engagement is a positive, meaningful, and motivational thing characterized by vigor, dedication, and absorption. According to [Ivancevich in Kadarisman \(2012\)](#), compensation is a Human Resource Management (HRM) function that deals with every type of reward that individuals receive for carrying out organizational tasks. According to [Simamora \(2004\)](#), these indicators include wages

and salaries, incentives, allowances, and compensation in the form of facilities.

[Sunyoto \(2012\)](#) defines job satisfaction as an individual trait of a person so that he has a different level of satisfaction according to the value system that applies to him. This is due to differences in each individual. The more aspects of the job are according to the individual's wishes, the higher the level of satisfaction felt and vice versa. According to [Luthans \(2012\)](#), job satisfaction indicators include the job itself, superiors, coworkers, and promotions. [Mathis and Jackson \(2006\)](#) state that performance is what employees do or do not do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company. According to [Mangkunegara \(2009\)](#), indicators to measure employee performance are work quality, quantity, work execution, and responsibility. [Lisabella and Hasmawaty \(2021\)](#) menjelaskan hubungan yang terjadi bahwa employee engagement bisa memiliki pengaruh positif signifikan terhadap kepuasan kerja. Hasil penelitian tersebut mendukung penelitian [Wardiansyah et al. \(2024\)](#), [Fauziridwan et al. \(2018\)](#) dan [Suardana et al. \(2024\)](#).

H1: Employee Engagement Effect on Job Satisfaction

Researchers from various countries have researched the relationship between employee engagement and job satisfaction. Research conducted by [Suardana et al. \(2024\)](#) and [Wardiansyah et al. \(2024\)](#) mentioned significant positive results between employee engagement and job satisfaction. In addition, [Wardiansyah et al. \(2024\)](#) research states a significant favorable influence between employee engagement and job satisfaction.

H2: Employee Engagement Effect on Job Satisfaction

Armstrong (2009) defines employee engagement as "the extent to which employees put effort into their work beyond the minimum to get the job done in the form of extra time, brainpower or energy." It is about what people do, how they behave in their roles, and what makes them act to achieve organizational goals and achievements for themselves. Employee engagement is very influential in resulting employee performance. Employee engagement has been considered an introduction to business success in today's competitive market and one of the determining factors in organizational success. Research conducted by Awoitau et al. (2024) states that organizational leaders and managers should focus on supportive leadership, continuous skill development, and fair compensation policies to create a motivated and productive workforce. Kusumo (2024) has conducted research showing that this compensation improves employee performance.

H3: Influence of Compensation on Employee Performance

Several researchers from various countries have conducted research on the relationship between compensation and job satisfaction. Research conducted by Salim et al. (2024) and Kim (2024) mentions significant positive compensation and job satisfaction results. In addition, Agus et al. (2024) research states a significant positive effect between compensation and job satisfaction.

Robbins & Judge (2013) state that job satisfaction is a person's feelings and assessment of his job, especially regarding his working conditions and whether his job can meet his expectations, needs, and desires. In terms of satisfaction at work, it will affect employee performance in a company. Research by Siengthai (2016) and Dalimuthe et al (2024) shows that job satisfaction is positively and significantly related to employee performance.

H4: Compensation effect on Job Satisfaction.

H5: Job satisfaction affects employee performance.

The results of Nuraliza and Hermiati's research (2023) show that job satisfaction can mediate the relationship between employee engagement and performance. Both financial and non-financial compensation affect employee job satisfaction. Salaries, bonuses, and benefits that are given reasonably will provide employees with a sense of pleasure and satisfaction. Likewise, with non-financial compensation such as gifts, awards, and promotions, this type of compensation will provide a level of satisfaction to employees because the company has appreciated their performance and achievements. Research conducted by Hilmi and Setiawati (2023) found that job satisfaction mediates compensation on employee performance. Compensation significantly affects employee performance through job satisfaction (Hamdani & Priambodo, 2024).

H6: Job satisfaction mediates employee engagement on employee performance

H7: Job satisfaction mediates compensation on employee performance.

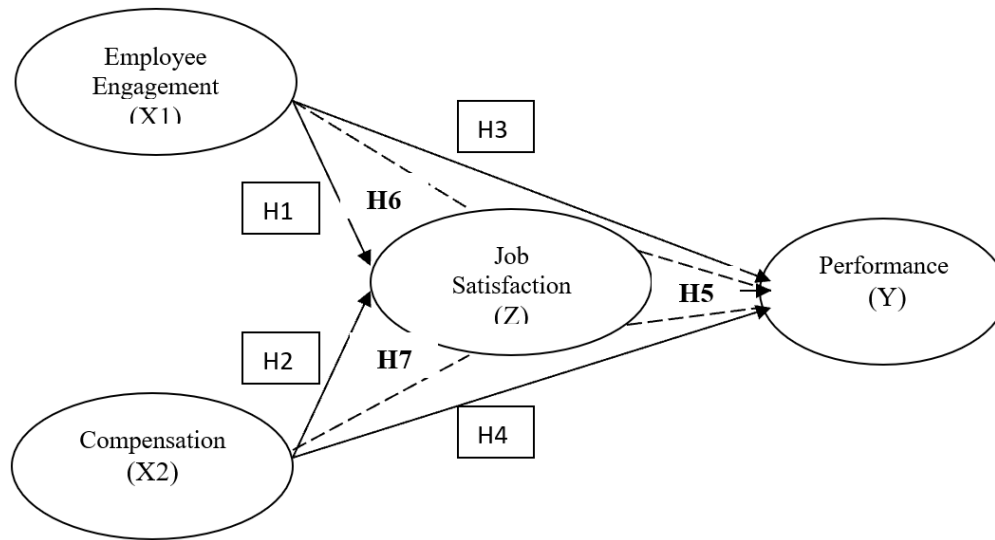


Figure 1
Research Framework (Source, 2022)

METHODOLOGY

This research is a type of quantitative research. This research was conducted at CV Alfath Coffe Corporation Malang, in Malang City. The population taken in this study were all CV employees. Alfath Corporation Malang has a total of 58 employees. The sampling technique used was saturated sampling, which consisted of 58 employees. Primary data collection is done by conducting direct observations or surveys and distributing questionnaires using a five-point Likert scale. The data analysis used by researchers is PLS (Partial Least Square). The test tools used are validity tests, reliability tests, and hypothesis testing.

RESULT AND DISCUSSION

Convergent validity is used to measure the loading value of each indicator in each research variable. Each variable's indicator can be considered valid if the loading value is more significant than 0.7. However, the loading value of 0.5-0.6 is still acceptable when the model is still in its early stages and starts from the measurement scale development stage (Wijaya, 2019). Table 1 shows that the item is declared valid with a value above 0.6. The reliability test is done by measuring Cronbach's alpha. The reliability test is accepted or reliable if Cronbach's alpha value exceeds 0.6. The reliability test results are shown in Table 2, where all variables are declared reliable because the value is above 0.6.

Table 1
Validity Test Result

Item	Outer Loading	Item	Outer Loading	Item	Outer Loading	Item	Outer Loading
X1.1	0.769	X2.1	0.683	Z.2	0.631	Y.1	0.735
X1.2	0.844	X2.2	0.812	Z.3	0.780	Y.2	0.758
X1.3	0.684	X2.3	0.729	Z.4	0.822	Y.3	0.795
X1.4	0.766	X2.4	0.754	Z.5	0.722	Y.4	0.836
X1.6	0.776	X2.5	0.786	Z.6	0.805	Y.5	0.754
X1.7	0.832	X2.6	0.797	Z.7	0.791	Y.6	0.631

X1.8	0.890	X2.7	0.721	Z.8	0.718	Y.7	0.783
X1.9	0.867	X2.8	0.768	Z.9	0.750	Y.8	0.775
		X2.9	0.813	Z.10	0.778	Y.11	0.735
		X2.10	0.606				

Source: Data Processed (2024)

Table 2
Reliability Test Result

Variable	Test	Description
Employee Engagement (EE)	0,907	Reliable
Kompensasi (Com)	0,912	Reliable
Kinerja Karyawan (EP)	0,857	Reliable
Kepuasan Kerja (JS)	0,906	Reliable

Source: Data Processed (2024)

Table 3
Hypothesis Test Result

Variable	p-value	Path Coefficient	T statistic	Description
EE - JS	0.047	0.208	1.706	Not significant
EE - EP	0.493	0.002	0.018	Not significant
Com - JS	0.139	0.137	1.095	Not significant
Com - EP	0.233	-0.093	-0.735	Not significant
JS - EP	0.001	0.834	8.551	Significant
JS – EE – EP	0.300	-0.068	-0.528	Not significant
JS – Com – EP	0.276	0.076	0.593	Not significant

Source: Data Processed (2024)

DISCUSSION

The effect of Employee Engagement on job satisfaction

Based on the results of hypothesis testing, the path coefficient value is 0.208, and the T-statistic of 1.706 is smaller than 1.96, with a P-value of 0.047 smaller than 0.05, meaning that employee engagement is positive but has no effect on job satisfaction. This shows that the higher the employee engagement or the lower the employee engagement with a company has no effect on high and low job satisfaction. The results of previous research conducted by Atthohiri and Wijayanti (2021) show that employee engagement has a positive value but no significant effect on job satisfaction. Employee engagement is employees'

emotional commitment to an organization or company and its goals. This commitment means employees care about their jobs and the company. They do not work just for a salary or promotion but on behalf of organizational goals (Kruse, 2012). The questionnaire results show that the respondents' answers are in a good category; this shows that CV Alfath Corporation employees have attachment and commitment to the company. However, not all employees of CV Alfath Corporation have the same emotional condition. Different economic backgrounds can also influence employees' emotions, so employee engagement cannot directly affect employee satisfaction.

Effect of Compensation on Job Satisfaction

Based on the results of hypothesis testing, the path coefficient value is 0.137, and the T-statistic of 1.095 is smaller than 1.96, with a P-value of 0.139 greater than 0.05, which means that compensation is positive but has no effect on job satisfaction. This shows that the higher the compensation or, the lower the compensation provided by the company to the company has no effect on the high and low job satisfaction felt by employees. Hasibuan (2014) explains that several factors affect job satisfaction, namely fair and appropriate compensation, placement according to expertise, the lightness of the work, the atmosphere and environment of the work, supporting equipment, the attitude of the leadership in its leadership, and the nature of the work is monotonous or not. This theory is different from the results shown by researchers using measurements of financial compensation indicators. Non-financial compensation does not affect the job satisfaction felt by employees of CV. Alfath Corporation. Employees of CV Alfath Corporation have received financial and non-financial compensation from the company; this can be seen from the results of the questionnaire, which shows the respondents' answers in the excellent category. However, the compensation obtained is not in accordance with each employee's needs, so compensation cannot directly affect job satisfaction. The results of this study are supported by Wulandari and Frianto (2022), who show that compensation does not affect employee job satisfaction. Research by Seidy et al. (2018) and Saputra (2022) also supports the results of research that state that compensation does not affect employee job satisfaction.

The Effect of Employee Engagement on Employee Performance

Based on the results of hypothesis testing, the path coefficient value is 0.002, and the T-statistic of 0.018 is smaller than 1.96, with a P-value of 0.493 greater than 0.05, meaning that employee engagement is positive but has no effect on employee performance. This shows that the higher the employee engagement or the lower the employee engagement with a company has no effect on high and low employee performance. Employee engagement is employees' emotional commitment to an organization or company and its goals. This commitment means employees care about their jobs and the company. They do not work just for a paycheck or promotion but rather on behalf of the organization's goals (Kruse, 2012). The emotional engagement carried out by CV Alfath Corporation employees varies, so employee engagement cannot affect employee performance. The resources owned by CV Alfath Corporation still need to be improved so that the involvement that employees can provide is still limited; this means that Employee engagement is not able to influence the performance of CV Alfath Corporation employees. The results of this study are supported by Insan (2017), which states that employee engagement does not affect employee performance. Research by Rahmadalena and Asmanita (2020) and Joushan et al. (2015) supports the research results, which state that employee engagement does not affect employee performance.

Effect of Compensation on Employee Performance

Based on the results of hypothesis testing, the path coefficient value of -0.093 and the T-statistic of -0.735 are smaller than 1.96, with a P-value of 0.233 smaller than 0.05, which means that compensation is negative but has no effect on employee performance. This shows that the higher

the compensation or, the lower the compensation given by the company to employees does not affect increasing and decreasing employee performance. Compensation is generally based on achievement and ability, but employees who lack achievement and ability will feel pressured. Therefore, compensation can be based on the needs of these employees. Organizational productivity and human resource management have a direct relationship with each other. If employees are managed appropriately, namely job analysis, recruitment, training, and motivational tools such as compensation. Compensation is one way to increase employee motivation and improve their performance. The compensation provided must be given relatively and close to employee expectations. Employee satisfaction can be a trigger to improve performance if this can be fulfilled. They are not giving compensation on time, which results in decreased employee discipline, attitude, and morale (Sucahyowati & Hendrawan, 2020). CV Alfath Corporation employees have received financial and non-financial compensation. The compensation given to employees of CV Alfath Corporation cannot affect employee performance; this is because the compensation provided is considered unfair between employees; there are several employees who are in positions that are not in their interests, so it makes compensation unable to influence the performance of CV Alfath Corporation employees. The results of this study are supported by Sari et al. (2020), which shows that compensation is unable to influence employee performance. Employees with positions that do not match their interests do not consider compensation for their performance. Research by Hamdani and Priambodo (2024) and Rianda and Winarno (2022) revealed that compensation does not affect employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on the results of hypothesis testing, it shows that the path coefficient value is 0.834 and the T-statistic of 8.551 is more significant than 1.96, with a P-value of 0.001 smaller than 0.05, which means that job satisfaction has a positive and significant effect on employee performance. This shows that higher job satisfaction is directly proportional to employee performance; if the job satisfaction felt by employees is high, employee performance will also increase. Job satisfaction differs from how hard or well someone works in an organization or company and how much someone likes their job. Job satisfaction relates to a person's feelings or attitudes about the job, salary, promotion or education opportunities, supervision, coworkers, workload, etc. Hamdani and Priambodo (2024) state that Job satisfaction is a person's feelings and assessment of his job, especially regarding his working conditions and whether his job can meet his expectations, needs, and desires. If employees feel job satisfaction, they will improve their work performance towards the company. Job satisfaction can influence employee performance because the relationship between CV Alfath Corporation employees and superiors and with other employees is well established. In addition, the facilities provided by CV Alfath Corporation provide satisfaction to employees, which can be seen in the answers of respondents who are on perfect criteria. Research conducted by Siengthai (2016) shows that job satisfaction is found to positively and significantly affect employee performance. The results of this study are also supported by Nurrohmat and Lestari (2021), Saputra et al (2016), and Indrawati (2013), which reveal that job satisfaction affects employee performance.

Job Satisfaction Mediates the Effect of Employee Engagement on Employee Performance

Based on the results of the analysis of the job satisfaction hypothesis test mediating the effect of employee engagement on employee performance, the path coefficient value of -0.068 and the T-statistic of -0.528 is smaller than the T-table of 1.96, with a P-value of 0.300 greater than 0.05, which means that job satisfaction is harmful and cannot mediate or provide an indirect influence between employee engagement on employee performance. So, the hypothesis that job satisfaction mediates the effect of employee engagement on employee performance is rejected or cannot be accepted. Employee satisfaction is unable to mediate the effect of employee engagement on the performance of CV Alfath Corporation employees; this is because employees have emotional differences, and the resources owned by the company are still limited, so employee satisfaction cannot increase, and employee performance also does not increase. Researchers still need to find the exact results of previous studies that explain that job satisfaction can mediate the relationship between employee engagement and employee performance. The study results indicate that job satisfaction cannot mediate the relationship between employee engagement and performance. This result is an exciting update for further research in the future.

Job Satisfaction Mediates the Effect of Compensation on Employee Performance

Based on the results of the analysis of the hypothesis test, job satisfaction mediates the effect of compensation on employee performance, showing the path coefficient value of 0.076 and the T-statistic of 0.598 is smaller than the T-table of 1.96, with a P-value of 0.276 greater than 0.05, which means that job satisfaction is positive and cannot mediate or provide an indirect influence

between compensation on employee performance. So, the hypothesis that reads job satisfaction mediates the effect of compensation on employee performance is rejected or cannot be accepted. Job satisfaction cannot mediate the effect of compensation on employee performance; this is due to compensation that is felt to be unfair between employees and compensation that is not by employee needs so that employee satisfaction does not increase and employee performance does not increase. Researchers still need to find the exact results of previous studies that explain that job satisfaction can mediate the relationship between compensation and employee performance. The results of the study indicate that job satisfaction cannot mediate the relationship between compensation and employee performance.

CONCLUSION AND RECOMMENDATION

The research results at CV Alfath Corporation show that Job Satisfaction cannot mediate the relationship between Compensation and Employee Performance. Job satisfaction can also not mediate the relationship between employee engagement and performance. Only job satisfaction affects employee performance. This research has the potential to make a theoretical contribution by developing a model that explains the complex relationship between employee engagement, compensation, job satisfaction, and employee performance. The findings of this study can enrich the existing literature and theories in the field of human resource management. From a practical perspective, the results of this study can provide valuable insights for HR managers and practitioners in designing more effective strategies to improve employee performance. By understanding the importance of job satisfaction as a mediator, companies can focus on increasing engagement and providing fair compensation to achieve better

performance. Suggestions for future researchers include expanding the sample or other industry contexts, using different methods, and exploring other variables.

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