

The Effect of Work Engagement and Organizational Culture on Employee Performance with Job Satisfaction as A Mediating Variable at the Aceh One-Stop Integrated Service Office

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Abstract

This study aims to analyze the influence of work engagement and organizational culture on employee performance, with job satisfaction serving as a mediating variable at the Aceh Investment and One-Stop Integrated Service Agency (DPMPTSP Aceh). The research population consisted of all 149 employees at DPMPTSP Aceh, and a census sampling method was employed, ensuring that all population members were included in the sample. Data were collected through a questionnaire measured using a Likert scale and analyzed using Structural Equation Modeling (SEM) with AMOS software. The results demonstrate that work engagement has a positive influence on job satisfaction, contributing 39.6%. In comparison, organizational culture exerts an even stronger positive impact on job satisfaction, contributing 71.7%. While neither work engagement nor organizational culture significantly affects employee performance, job satisfaction plays a critical role, positively influencing employee performance by an additional 77%. Moreover, this study reveals that job satisfaction fully mediates the effects of work engagement and organizational culture on employee performance. The findings suggest that enhancing employee performance depends on fostering work engagement, promoting a positive organizational culture, and increasing job satisfaction.

Keywords: Work Engagement, Organizational Culture, Employee Performance, Job Satisfaction

1. Introduction

The rapid pace of global development across various critical sectors demands continuous adaptation to avoid being left behind. This transformation has created a new ecosystem characterized by its own set of challenges, opportunities, and threats. As a result, every component within an organization especially human resources (HR) is obligated to respond proactively to ensure organizational sustainability amidst this ongoing dynamism (Aula et al., 2022). HR is widely regarded as an organization's most valuable asset, not only driving competitiveness but also determining long-term sustainability. To achieve sustainable performance, strategic focus must be placed on two interrelated pillars: strengthening organizational culture and enhancing work engagement. These elements are considered foundational in encouraging employees to contribute optimally and in ensuring the success of human resource management strategies. A strong organizational culture functions as a guiding framework that aligns employee values with the organization's vision and objectives (Maihendra et al., 2019). This alignment, in turn, fosters the development of work engagement, a psychological state in which employees exhibit physical, cognitive, and emotional involvement, marked by high levels of energy, enthusiasm, and dedication (Haikal & Pamungkas, 2024); (Sari, 2021). Understanding employee engagement levels which can be categorized as engaged, not engaged, or actively disengaged (Gallup, 2023), enables organizations to design appropriate strategies that

cultivate positive synergy, ultimately leading to improved organizational performance. At the Aceh Investment and One-Stop Integrated Service Agency (DPMPTSP Aceh), a government institution, achieving superior employee performance is a key objective, as reflected in core indicators such as integrity, cooperation, results orientation, and public service quality. Preliminary observations, supported by internal assessments, indicate that culture plays a vital role in shaping key components that drive work engagement and satisfaction among employees.

Improving employee performance remains a central issue, evidenced by progress in indicators such as integrity, collaboration, communication, and service delivery. This trend reflects the success of HR management strategies and fundamental improvements in organizational productivity. A culture that emphasizes results, innovation, and employee well-being has proven to be a key success factor. A supportive, collaborative work environment that aligns with the organization's vision and mission serves to foster higher levels of work engagement, boosting motivation and dedication. The synergy between a positive organizational culture and strong work engagement forms the foundation for achieving superior employee performance, which ultimately enhances public service outcomes and strengthens regional competitiveness. At DPMPTSP Aceh, both organizational culture and work engagement play critical roles in performance improvement. With 148 employees distributed across various work units, a structured task allocation system supports effective collaboration and operational efficiency, ensuring alignment across departments and contributing to the achievement of organizational goals.

Table 1. Number of Employees in Each DPMPTSP Aceh Work Unit in 2024

Yes	Work Unit	Number of Employees
1	Secretariat	53
2	Investment Climate Planning and Development	12
3	Investment Promotion	11
4	Investment Implementation Control	10
5	Investment Data and Information	12
6	Licensing and Non-Licensing Services A	10
7	Licensing and Non-Licensing Services B	10
8	Licensing and Non-Licensing Services C	12
9	Complaints, Policy and Service Reporting	15
10	UPTD Administrator of KEK Arun Lhokseumawe	4
Total		149

Source : DPMPTSP Aceh (2025)

As outlined in the background section, this study aims to examine the work engagement and organizational culture effects on job satisfaction and employee performance, and work engagement and organizational culture effects on employee performance with job satisfaction acting as a mediating variable. This research is expected to serve as a valuable reference for future scholars and students interested in understanding the dynamics of engagement and culture, particularly their influence on employee performance and satisfaction. It contributes to the broader body of knowledge in organizational behavior and human resource management, especially within the context of public service institutions. For policymakers and practitioners particularly those at DPMPTSP Aceh, this study provides empirical insights into the current state of the work environment and employee behavior. The findings offer practical implications for designing effective strategies to enhance employee performance through improved engagement,

organizational culture, and job satisfaction. Moreover, readers are presented with a contextual overview of workplace conditions at DPMPTSP Aceh, offering a foundation for evidence-based decision-making.

2. Literature

Employee Performance

Employee performance refers to the accomplishments of individuals or groups in achieving organizational objectives, typically evaluated based on productivity, the quality of outcomes, and the ability to collaborate effectively. According to (Abidin, 2022), performance encompasses both the quantity and quality of work delivered in accordance with established expectations, reflecting employees' commitment to organizational success. Employees who meet both quality and quantity benchmarks while exhibiting effective work behaviors are regarded as high performers (Novita et al., 2022). Moreover, performance is also characterized by social interactions, attendance, punctuality, and the display of positive attitudes in the workplace (Fauria et al., 2023). Performance is influenced by several key factors, including motivation, qualifications, and attitudes. Motivation functions as the internal drive that encourages employees to reach their full potential, whereas qualifications ensure alignment between an employee's skills and the demands of the job (Kaswan, 2017). Additionally, the ability to complete tasks efficiently and deliver quality outcomes serves as a critical indicator of performance (Khasanah et al., 2021). In this context, optimal performance emerges from the interaction of various elements, necessitating a comprehensive understanding of motivation, competencies, and the work environment to sustain long-term productivity.

Job Satisfaction

Job satisfaction refers to the positive emotional response employees experience when they feel valued and successfully complete their tasks, reflecting their overall attitude toward work (Wangidjaja & Edalmen, 2024). This concept is shaped by the comparison between the compensation received and the compensation expected (Widodo, 2022), as well as the degree to which individual needs are fulfilled through positive workplace relationships. Job satisfaction is both psychological and subjective, influenced by various factors including perceptions of the job itself, the work environment, cooperation among colleagues, compensation, and both physical and psychological conditions (Putri et al., 2022). In practice, job satisfaction can be categorized into two dimensions: satisfaction related to the job itself which encompasses recognition, working conditions, and interpersonal treatment and satisfaction beyond work, which relates to the fulfillment of broader life needs. To measure job satisfaction, several key indicators are commonly used, including the nature of the job (Nadesan & Gowthaman, 2021), salary and benefits (Marihot et al., 2023), opportunities for promotion (Pilipiec et al., 2021), quality of supervision, and relationships with co-workers (Onuorah & Okeke, 2023). Additionally, factors such as fair compensation and benefits, a supportive work environment, and competent leadership that actively fosters employee morale significantly influence overall job satisfaction.

Work Engagement

Work engagement is a contemporary construct that refers to the holistic involvement of employees physically, cognitively, and emotionally in their professional roles. According to (Sari, 2021), engagement reflects the personal integration of employees with both their tasks and the organization, demonstrated through physical energy (vigor), cognitive alignment (belief in organizational goals), and emotional connection (sense of belonging). Fundamentally, work engagement is intrinsically driven: employees who are psychologically engaged perceive their performance as a personal accomplishment rather than merely fulfilling organizational demands (Darmawan, 2022). This intrinsic motivation fosters a profound commitment, reflected in feelings of pride, a strong sense of belonging, and a willingness to dedicate time and energy beyond formal requirements (Haikal & Pamungkas, 2024). High levels of engagement are

associated with increased effort, productivity, and organizational loyalty, while also reducing turnover intentions. Operationally, (Schaufeli & Bakker, 2004) in (Hakim & Bross, 2016), conceptualize work engagement through three interrelated dimensions. Vigor refers to high levels of energy and mental resilience, including persistence when facing challenges. Dedication encompasses enthusiasm, a sense of pride, and a proactive attitude toward one's work. Absorption is characterized by full concentration and deep immersion in tasks, where employees become mentally engrossed in their roles (Ramadhan et al., 2021). Together, these dimensions offer a comprehensive framework for assessing how deeply employees are engaged with their work ultimately serving as a catalyst for organizational growth and sustainable performance.

Organizational Culture

Organizational culture is a unique way of life developed together by members of the organization. It reflects the collective values, philosophies, experiences, and expectations that shape employees' attitudes and behaviors in the workplace (Wahyudin, 2022). The strength of an organization's culture plays a pivotal role in empowering its workforce; a strong culture fosters higher motivation and encourages employees to contribute meaningfully. These shared values are embedded in every facet of the organization, influencing both internal operations and external interactions, and ultimately forming a unified organizational identity. (Robbins & Judge, 2017) identifies four key indicators for assessing organizational culture. A results-oriented culture emphasizes process efficiency, high-quality output, and meticulous attention to detail. Employee-oriented cultures prioritize collaboration, mutual respect, and cohesive teamwork. An aggressive culture fosters competitiveness, promotes innovation, and encourages swift, agile execution aimed at long-term effectiveness. Lastly, stability is characterized by adherence to structured procedures, where organizational activities are guided by consistent systems even change is managed as part of a deliberate strategic framework. A comprehensive understanding of these dimensions enables organizations to cultivate a supportive work environment that not only enhances employee performance but also reinforces core cultural values essential for long-term success.

Study Framework

From the discussion above, the authors formulated the framework of this study and its hypotheses as follows.

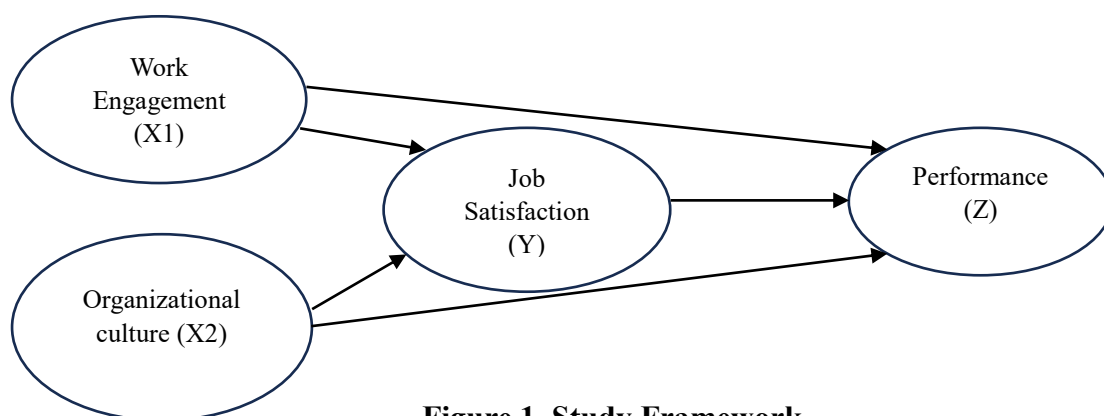


Figure 1. Study Framework

H1: significantly work engagement affects job satisfaction.

H2: significantly organizational culture affects job satisfaction.

H3: significantly work engagement affects employee performance.

H4: significantly organizational culture affects employee performance.

H5: significantly job satisfaction affects employee performance.

H6: significantly job satisfaction mediates the work engagement effect on employee performance.

H7: significantly job satisfaction mediates the organizational culture effect on employee performance.

3. Method

This study was conducted at the DPMPTSP Aceh. The population comprises all personnel employed at the DPMPTSP Aceh as of 2024, and the sample taken was the entire population (Sugiyono, 2019). This study employed a 5-point Likert scale (ranging from 1 = Strongly Disagree to 5 = Strongly Agree) to quantitatively assess respondents' perceptions of the variables under investigation. Structural Equation Modelling (SEM) was utilized via the AMOS software to simultaneously assess complex, multidimensional causal relationships (Ferdinand, 2014). The analysis began with the development of a theoretical framework grounded in an extensive literature review, which was then visualized through a path diagram mapping the interrelations among variables: work engagement and organizational culture (exogenous constructs), employee performance (endogenous construct), and job satisfaction (mediating variable). The structural equation of this study is $(\eta = \gamma\xi + \beta\eta + \zeta)$ to quantify both direct and indirect effects. Parameter estimation was conducted using a covariance matrix, with the recommended sample size ranging between 100 and 200 respondents (Hair Jr. et al., 2014). Model fit was evaluated using key goodness-of-fit indices such as RMSEA (≤ 0.08) and CFI (≥ 0.95). Hypothesis testing combined both descriptive and inferential approaches. A mean score ≥ 3.41 was interpreted as a positive respondent assessment of the variables. A t-test was employed at a 5% significance level ($\alpha = 0.05$), using a critical t-value of 1.96, to determine the statistical significance of variable relationships ($p < 0.05$). The mediation effect was analyzed following (Baron & Kenny, 1986) three-step approach: (1) the independent variable must significantly affect the mediator ($X \rightarrow M$), (2) the mediator must significantly influence the dependent variable ($M \rightarrow Y$), and (3) the direct effect of the independent variable on the dependent variable ($X \rightarrow Y$) should decrease when the mediator is included. To validate the mediation pathway, the Sobel Test was applied to assess the strength of the indirect effect ($a \times b$ path). This combined approach allows for robust interpretation and formulation of policy recommendations grounded in empirically validated and accountable evidence.

4. Result

Instrument Test Results (Validity and Reliability)

The results of the validity test, conducted using the Pearson correlation coefficient in SPSS, confirmed that all questionnaire items were valid. Each item yielded a correlation value exceeding the critical threshold of 1.976 at a 5% significance level ($N = 149$). These findings indicate that all measured variables, Employee Performance (Y), Work Engagement (X1), Organizational Culture (X2), and Job Satisfaction (Z) demonstrate significant construct validity, thus qualifying the data for further statistical analysis. In addition, the reliability analysis using Cronbach's Alpha revealed that the research instrument is highly reliable, with all variables showing alpha values ranging from 0.796 to 0.914, well above the acceptable threshold of 0.60. This level of internal consistency meets the reliability standards proposed by (Ghozali, 2018), thereby affirming the measurement accuracy and consistency of the instrument used in this study.

Respondent Perception for Variables

From the descriptive analysis, all research variables were perceived positively by the respondents. Employee Performance recorded an average score of 4.11, Work Engagement scored 4.27, Organizational Culture reached 4.16, and Job Satisfaction obtained 4.03. These values significantly exceed the established minimum threshold of 3.41, which indicates a good level of perception. These findings highlight the favorable work environment within DPMPTSP Aceh. The dimensions of Work Engagement including vigor, dedication, and absorption are evidently well internalized by employees. Likewise, the elements of Organizational Culture,

such as result orientation, employee support, procedural aggressiveness, and stability, are strongly reflected in the workplace. Furthermore, Job Satisfaction, measured through task-related aspects, compensation, promotion opportunities, supervisory support, and interpersonal relationships, also received high ratings. The consistently strong scores across all indicators reinforce the hypothesis that respondents' perceptions of each variable are categorized as very good. This indicates a well-aligned organizational environment in which psychological and cultural factors contribute positively to employee attitudes and performance outcomes.

Direct Hypothesis

The structural model testing is shown in Figure 2 below:

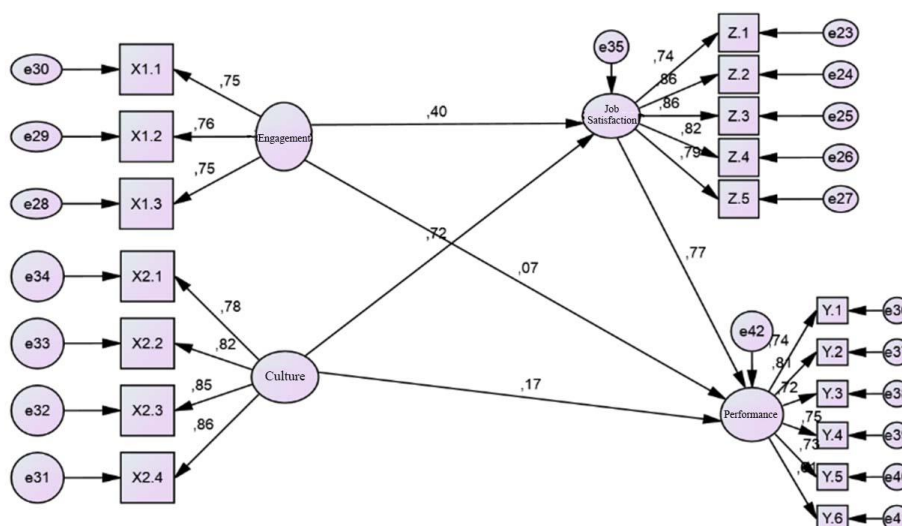


Figure 2. Structural Model

Table 2. Regression

			Estimate		S.E.	C.R.	P
			Std	Unstd			
Job Satisfaction	<---	Engagement	.396	.373	.074	5.038	***
Job Satisfaction	<---	Organizational Culture	.717	.562	.069	8.181	***
Employee Performance	<---	Job Satisfaction	.770	.802	.139	5.778	***
Employee Performance	<---	Work Engagement	.067	.066	.072	.922	.356
Employee Performance	<---	Organizational Culture	.169	.138	.080	1.730	.084

Source: Primary Data processed, 2025

The analysis reveals that for the first hypothesis (H1), work engagement is proven to have a significant positive influence on job satisfaction among employees of the DPMPTSP Aceh. This is demonstrated by a Critical Ratio (CR) of 5.038 (> 1.96) and a p-value of 0.000 (< 0.05), and this result supports the acceptance of the H1. The standardized regression weight of 0.396 indicates that a rise in work engagement leads to a 39.6% increase in job satisfaction. In other words, the more engaged the employees feel with their work, the greater their level of satisfaction. Furthermore, the second hypothesis (H2) also finds support, as organizational culture is proven to have a significant positive influence on job satisfaction. This is evidenced by a CR of 8.181 (> 1.96) and a p of 0.000 (< 0.05). The standardized estimate of 0.717 suggests that organizational culture accounts for 71.7% of the variance in job satisfaction. Therefore, cultivating a strong

and positive organizational culture within the DPMPTSP Aceh can substantially enhance employee satisfaction.

However, the third hypothesis (H3), which posits a significant positive influence of work engagement on employee performance, is not supported. The analysis yields a CR of 0.922 (< 1.96) and a p of 0.356 (> 0.05), indicating that work engagement does not directly affect employee performance within this context. Similarly, the fourth hypothesis (H4), which proposes a significant impact of organizational culture on employee performance, is rejected. The CR of 1.730 (< 1.96) and a p of 0.084 (> 0.05) suggest that although a positive organizational culture may foster a conducive work environment, it does not directly contribute to performance enhancement among employees of the DPMPTSP Aceh.

In contrast, a finding from the fifth hypothesis (H5) test is that job satisfaction is proven to have a significant positive influence on employee performance. This is supported by a CR of 5.778 (> 1.96) and a p of 0.000 (< 0.05). The standardized estimate of 0.770 reveals that job satisfaction accounts for 77% of the improvement in employee performance. Accordingly, job satisfaction serves as a critical mediating factor, playing a key role in driving performance outcomes within the organization.

Indirect Effect

The Sobel result for testing hypothesis 6 is as shown in Figure 3 below.

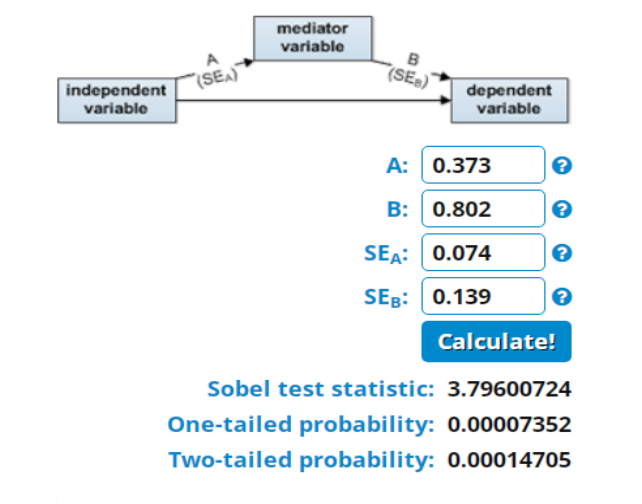


Figure 3. Sobel Analysis of H6

Based on the Sobel test results presented above, the test statistic was 3.796 with a two-tailed p-value of 0.00014705, which is significantly below the conventional threshold of $\alpha = 0.05$. These findings confirm the presence of a statistically significant mediating effect, indicating that job satisfaction serves as a full mediator in the relationship between work engagement and employee performance. In other words, work engagement does not directly enhance employee performance; instead, its influence operates indirectly through increased job satisfaction. This implies that the positive impact of work engagement on performance is conditional upon the extent to which employees feel satisfied with their jobs. The result highlights the crucial role of job satisfaction as a psychological bridge that connects employees' emotional and cognitive involvement with their actual performance outcomes. From a theoretical perspective, this finding aligns with the affective mediation model, which posits that psychological constructs such as work engagement exert their effects on performance behaviors through affective states, including job satisfaction. Within the context of public organizations like DPMPTSP Aceh, this suggests that merely fostering engagement is insufficient to drive performance unless it is supported by tangible efforts to enhance job satisfaction. These efforts may

include clarifying job roles, recognizing achievements, balancing workloads, and cultivating a supportive and motivating work environment.

Next, the test of hypothesis 7 using the Sobel calculator is shown below.

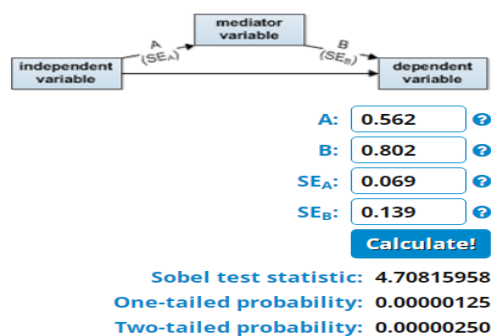


Figure 4. Sobel Analysis of H7

Based on the Sobel test results presented in Figure 4 above, the test statistic was 4.708 and the two-tailed p-value was 0.000, which is significantly below the 0.05 significance threshold. These findings indicate that job satisfaction functions as a full mediator in the relationship between organizational culture and employee performance. In other words, organizational culture does not directly affect employee performance but instead influences it indirectly through enhanced job satisfaction. This implies that while fostering a positive organizational culture is essential for cultivating a supportive and conducive work environment, it does not necessarily lead to improved performance unless accompanied by a corresponding increase in job satisfaction. The findings emphasize the pivotal role of employee psychological states particularly job satisfaction in translating organizational cultural values into productive work behaviors.

Theoretically, these results are consistent with the affective mediation mechanism model, which posits that organizational elements such as culture affect employee outcomes through intermediate psychological variables like job satisfaction or motivation. In the context of DPMPTSP Aceh, this underscores the need for cultural enhancement efforts to be integrated with strategies that elevate job satisfaction such as recognizing employee contributions, clarifying roles and responsibilities, promoting open communication, and fostering a work environment that supports career advancement and emotional well-being. Therefore, organizational leaders must recognize job satisfaction as a critical element in the linkage between organizational culture and employee performance, ensuring that cultural values translate into meaningful and sustainable improvements in workforce effectiveness.

5. Conclusion

Several key findings emerged that highlight the relationships among the variables in this study. First, work engagement was found to have a positive and significant effect on job satisfaction among employees of the DPMPTSP Aceh. This suggests that higher levels of emotional, cognitive, and physical involvement in one's work lead to greater perceived job satisfaction. Second, organizational culture also exerted a positive and significant influence on job satisfaction. This finding reinforces the idea that the presence of strong organizational values, consistent work norms, and a supportive work environment contributes to employees' sense of comfort, belonging, and pride, thereby enhancing their satisfaction at work. However, the third finding revealed that work engagement did not significantly affect employee performance. This indicates that while employees may feel engaged in their roles, such engagement alone is insufficient to directly enhance performance without the presence of other motivating factors. Similarly, the fourth finding showed that organizational culture also lacked a significant direct impact on performance, suggesting that internal organizational factors such as cultural values or emotional attachment do not necessarily translate into improved performance outcomes unless specific psychological needs are met.

The fifth finding demonstrated that job satisfaction has a significant positive effect on employee performance. This implies that when employees feel satisfied with various aspects of their work, including the work environment, compensation, recognition, and interpersonal relationships, they are more motivated to deliver higher levels of performance. The sixth and seventh findings underscore the critical role of job satisfaction as a mediating variable. Sobel test analyses confirmed that job satisfaction fully mediates the relationship between work engagement and employee performance. In other words, work engagement cannot enhance performance unless it first increases job satisfaction. The same applies to organizational culture, which indirectly influences performance through its impact on job satisfaction. These results highlight job satisfaction as a central variable linking affective and environmental factors to work outcomes within the DPMPTSP Aceh. The findings indicate that improving employee performance depends on enhancing work engagement, fostering a positive organizational culture, and increasing job satisfaction. However, the study does have limitations regarding its variables and subjects. From an academic standpoint, these findings contribute to reinforcing existing causal theories and present a new model derived from a combination of these theories. This also offers leaders practical strategies for effective management. In conclusion, to enhance employee performance at the DPMPTSP Aceh, organizational efforts should focus on increasing job satisfaction by promoting meaningful work engagement and nurturing a positive, participative organizational culture. This integrative approach will create a virtuous cycle of increased productivity, employee commitment, and improved service quality.

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