

Examining the Link Between Job Satisfaction and Employee Engagement

Naser Ali Abdulghani¹, Supriyanto²

¹University of Benghazi, Libya

²Institut Sayyid Muhammad Alawi Al Maliki, Indonesia

ABSTRACT

Background. Employee engagement is a critical factor in achieving organizational success, particularly in competitive and fast-paced industries such as logistics. High levels of employee engagement contribute to improved performance, productivity, and retention. However, maintaining strong engagement remains a challenge for many companies, as it is influenced by various organizational and managerial factors.

Purpose. This study aims to optimize the employee engagement program within a logistics company by identifying key determinants that influence engagement and developing targeted strategies to enhance it.

Method. The research employed a descriptive quantitative approach combined with a mixed-method design. Data were collected through questionnaires, interviews, and company performance metrics. Survey data were analyzed using SmartPLS to examine the relationships between independent variables—Leadership Style, Organizational Culture, Employee Benefits, and Job Satisfaction—and the dependent variable, Employee Engagement.

Results. The findings indicate that all independent variables have a positive and significant relationship with employee engagement. Clear communication, recognition, professional development opportunities, supportive leadership styles, strong organizational culture, adequate employee benefits, and job satisfaction were identified as primary drivers of engagement. The implementation of a tailored engagement program resulted in improvements in employee satisfaction, productivity, and retention rates.

Conclusion. The study concludes that employee engagement can be effectively enhanced through integrated organizational strategies that align leadership practices, culture, benefits, and job satisfaction with employee needs. Companies, particularly in the logistics sector, should prioritize structured engagement programs to foster a sustainable, motivated, and high-performing workforce.

KEYWORDS

Employee Benefits, Employee Engagement, Job Satisfaction, Leadership Style, Organizational Culture

INTRODUCTION

Companies operating in a wide range of sectors are becoming increasingly aware of the significance of employee engagement in driving organizational success in light of the competitive nature of today's business environment. One of these is the logistics industry, which is rapidly becoming a field in which the efficiency and devotion of employees directly affect the effectiveness of operations and the level of satisfaction experienced by customers. We

Correspondence:

Naser Ali Abdulghani
naser.ali@uob.edu.ly

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are going to investigate the journey of a major logistics company that is working to maximize the level of employee engagement in order to achieve greater performance and more sustainable growth (Mdletshe, 2023). In the beginning, the company recognized that employee engagement was a strategic imperative that was necessary in order to accomplish its core goals of providing customer-oriented service and achieving operational excellence (Fahrizal et al., 2023). In light of the fact that employees who are interested in their work are more likely to be devoted, productive, and in line with the objectives of the organization, the company decided to launch a comprehensive campaign to cultivate a culture of engagement at every level of the organization.

The first thing that needs to be done in order to accomplish this goal is to conduct an exhaustive analysis of the elements that influence employee engagement within the specific context of the firm. Companies are able to get significant insights into the factors that promote and hinder employee engagement through the use of methods such as surveys, interviews, and focus groups (Mdletshe, 2023). Despite the fact that workers valued the company's dedication to offering cutting-edge logistics solutions, it became abundantly evident that there was an opportunity for them to boost their sense of ownership, recognition, and empowerment inside the organization (Jeon et al., 2022). Optimizing employee engagement has emerged as a critical imperative for businesses that are striving to remain competitive and sustainable in an ever-evolving market landscape. This is especially true in the bustling industrial hub of Bekasi, Indonesia, where the logistics sector is booming amid rapid urbanization and economic growth.

Leadership style is a significant factor that plays a part in determining the level of employee engagement in a number of different logistics companies in Bekasi. According to Sukmawati and Hubeis (2023), certain businesses are characterized by an authoritarian leadership strategy, which is characterized by decision-making from the top down and restricted employee involvement in the processes of strategic planning and decision-making. According to Haryanto et al. (2023), this type of leadership frequently results in employees experiencing feelings of being undervalued and a lack of opportunities to make contributions that are significant to the direction the firm is headed. Companies that embrace participatory and transformational leadership styles, on the other hand, have a tendency to promote higher levels of employee engagement (Lui et al., 2023). These styles of leadership involve leaders inspiring and empowering their teams via shared vision, cooperation, and mentorship. Employees in these kinds of companies have the sense that they are respected, that they are motivated, and that they are aligned with the aims of the company. This leads to greater levels of productivity, innovation, and job satisfaction.

There is a considerable relationship between the prevailing organizational culture in logistics enterprises in Bekasi and the achievement of high levels of employee engagement. Employees are more likely to feel connected to their work, their coworkers, and the business as a whole in establishments that cultivate a culture that is characterized by trust, openness, and open communication throughout the workplace. These businesses place a high priority on the health and happiness of their staff members, acknowledge and reward their accomplishments, and offer staff members opportunities for professional growth and development. As a consequence of this, workers have a sense of ownership and dedication to the success of the firm, which ultimately leads to increased levels of customer engagement and employee retention. When, on the other hand, a company is characterized by a culture that is characterized by fear, micromanagement, or

bureaucracy, employees may experience feelings of powerlessness, disengagement, and demotivation, which eventually has an impact on their performance and morale (Alsomaidae, 2023).

When it comes to logistics firms in Bekasi, the level of employee engagement is significantly influenced by the employee perks that are provided to workers. These advantages include remuneration, facilities, and incentives. Organizations that provide salaries that are competitive, According to Susanto et al. (2023), comprehensive health benefits and performance-based incentives have a tendency to attract and retain top talent, hence contributing to the development of a pleasant professional environment in which employees feel appreciated and are driven to succeed. Additionally, according to Owusu et al. (2023), benefits such as flexible working arrangements, employee discounts, and opportunities for professional development all correlate to greater levels of job satisfaction and employee engagement. When it comes to employee perks, however, businesses who fail to prioritize them run the danger of losing talented employees to their rivals, as well as experiencing reduced morale and productivity among their personnel.

In the context of logistics organizations, job satisfaction takes on the role of an intervening variable that acts as a mediator between leadership style, organizational culture, employee perks, and employee engagement. The likelihood of an employee feeling engaged and dedicated to their organization is increased when the employee is content with their work tasks, responsibilities, and the environment in which they perform their work. Work-life balance, opportunity for promotion, recognition, and autonomy in decision-making are some of the elements that can have an impact on job satisfaction, according to Heimerl et al.'s research released in 2020.

Companies that place a priority on the well-being of their employees, provide opportunities for career advancement, and acknowledge and reward excellence are more likely to have better levels of job satisfaction and, as a result, greater levels of employee engagement. According to Noorzad (2023), the last outcome variable in this case study is employee engagement, which is a reflection of the degree to which employees are emotionally involved, driven, and devoted to their work and organization. When it comes to logistics firms in Bekasi, employee engagement is influenced by a variety of factors, including leadership style, company culture, employee benefits, and job satisfaction. The increased levels of productivity, inventiveness, and loyalty that are exhibited by individuals who are engaged in their work lead to enhanced levels of customer service, operational efficiency, and overall organizational performance. For this reason, it is of utmost importance for logistics firms in Bekasi to maximize employee engagement in order to maintain their competitive edge, keep their talented employees, and achieve long-term success in a market environment that is both dynamic and competitive.

The explanation that was provided earlier reveals that the existing phenomena include the following: first, the pressure that logistics companies in Bekasi are under to provide services that are quick, dependable, and affordable in order to satisfy the requirements of the expanding market; second, the competition that exists between logistics companies is also growing (Salko et al., 2020). These companies engage in competition with one another in order to maintain their competitive advantage and increase their market share. The third phenomenon that was discovered is that technological advancements and innovations in the logistics industry create new opportunities to improve operational efficiency (Salama et al., 2023). This presents new challenges for businesses, which require them to improve their operations and increase employee engagement in order to maintain their competitive edge in this market.

It is possible that certain employees in logistics companies in Bekasi do not possess the requisite knowledge or abilities to successfully accept and exploit technology, despite the fact that technology is continually advancing (Saha & Ghosh, 2023). This is the gap that this study identifies in terms of technological skills among employees with those companies. It is possible that this could result in bottlenecks in the implementation of new technologies and will slow down the pace of operational activities. In addition, the gap implies that efforts to promote employee engagement and achieve a competitive advantage might be hampered by a culture that does not support or encourage innovation, cooperation, or employee engagement (Hooi & Chan, 2023). As a result, the proposed novelty of the phenomenon and gap is to begin adopting innovative approaches to increase employee engagement, leverage technology to provide interactive engagement platforms, or implement employee programs that are focused on results and rewards, and begin updating their organizational culture in order to create an environment that is more inclusive, employee-oriented, and innovative (Kumar, 2023). According to Mdletshe (2023), this may involve the implementation of new values, modifications to existing rules and processes, or activities aimed at enhancing communication and collaboration amongst different teams working together.

The objective of this research is to investigate the dynamics of employee engagement in logistics enterprises located in Bekasi, Indonesia, and to determine the elements that have an impact on this engagement. With Bekasi experiencing both rapid economic expansion and high urbanization, the logistics industry is becoming an increasingly vital support for the distribution of goods and services. This is due to the fact that Bekasi is becoming more urbanized. In spite of this, logistics organizations need to guarantee that their employees are highly engaged in order to maintain their competitive edge in a market that is becoming increasingly tight. Employees that are involved in their work tend to be more productive, innovative, and loyal. We were interested in exploring whether participatory leadership styles and organizational cultures that support employee engagement can improve employee performance and satisfaction. Our goal was to gain an understanding of how the levels of employee engagement are affected by leadership style, organizational culture, and employee benefits. In addition, we were interested in determining whether or not competitive employee perks, such as equitable compensation and opportunities for professional growth, are associated with increased levels of employee engagement.

LITERATURE REVIEW

Leadership Style

Leadership style is the manner in which a leader exerts influence, provides direction, and controls people who report to him in order to accomplish the objectives of the organization. According to Gavin (2018), a leader's preferences, personality, values, and the circumstances of the scenario can all influence the leadership style that they choose to employ. It is also possible to define leadership style as the pattern of conduct or approach that a leader employs in order to influence and direct members of a team or organization toward the accomplishment of shared objectives. (2018) According to Maamari and Saheb. There is a substantial association between leadership style and employee engagement, according to the findings of research that was conducted on the topic of organizational leadership styles and employee engagement. Within the context of the relationship between leadership style and employee engagement, the moderating influence of age and education was also demonstrated to be present. In the process of cultivating a culture of engagement, the study

shows the significance and significance of the role that leadership style plays, as well as the value and significance of employee involvement. According to Popli and Rizvi (2016), in order for firms to increase their performance, they need to cultivate the appropriate organizational leadership style and human resource (HR) policies that support employee engagement.

Additionally, according to the findings of another study, employee engagement (EE) has emerged as a significant factor that influences employee organizational outcomes (SO). Both the passive-avoidant leadership style relationship with the SO and the transformational leadership style relationship with the SO are somewhat mediated by employee engagement. Employee engagement also plays a role in the interaction between the SO and the SO.

Fully mediating the interaction between the SO and the transactional leadership style is the role that engagement plays. The mediating impact highlights the significance of employee involvement in the organization, despite the fact that all of the associations between leadership and engagement, SO-leadership, and SO-engagement are substantial (Popli & Rizvi, 2017).

The Organizational Culture

Organizational culture is the collection of values, conventions, beliefs, rules, and practices that are accepted and shared by the members of an organization. It is often referred to as the culture of the organization. According to Quinn (2011), organizational culture is a reflection of the distinctive identity, characteristics, and methods of operation of an organization. It also has a substantial influence on the behavior, motivation, and performance of the members of the company. The concept of organizational culture can also be interpreted as a "complex social system" that encompasses the norms, values, rituals, symbols, and practices that are adopted by members of the organization. According to Alvesson (2012), organizational culture not only reflects the manner in which activities are carried out within the company, but it also influences the interactions that take place between members, the decisions that are made, and the accomplishment of overall organizational goals.

According to the findings of research that provide evidence in support of this variable, performance excellence can be considerably and favorably influenced by the values of organizational culture and the level of employee involvement (Yousif Ali & Ali Hasaballah, 2020). Other studies came to the conclusion that there was a significant positive impact of organizational culture archetypes on employee engagement in quality initiatives; individual values against organizational culture archetypes; and employee involvement in quality initiatives on Total Quality Management (TQM) implementation (Ababneh, 2021). These findings were reported in the findings of other studies.

Employee Benefits

There are a variety of rewards, perks, and entitlements that are granted to employees as part of their compensation package in addition to their base wage. These are referred to as employee benefits. According to Adeoye and Fields (2014), the purpose of employee benefits is to improve employee welfare, increase job satisfaction, and assist organizations in retaining and attracting quality talent. These employee benefits can include a variety of things, such as health insurance, leave, pension, education benefits, employee welfare programs, and so on. In the context of an organization's remuneration package, the term "employee benefits" refers to any form of policy, program, or facility that is made available to employees by employers. It includes everything from health insurance and leave to pensions and supplementary benefits including workplace health

facilities, employee welfare programs, and educational support (Armstrong & Taylor, 2020). Furthermore, it covers everything from health insurance to leave to pensions.

According to the findings of related study, employees who have a sense that they are valued and supported by the firm through the benefits that are provided have a tendency to have higher levels of engagement. As stated by Wang et al. (2017), providing employees with perks such as comprehensive health insurance, employee welfare programs, and appealing incentives can boost their sense of loyalty to the organization as well as their drive to contribute as much as possible to the accomplishment of various corporate goals. According to other studies, it has been found that work performance is efficient. However, it is important to acknowledge and acknowledge the variations between different generations when developing incentive schemes (REISSOVÁ et al., 2019).

Job Satisfaction

The level of contentment and contentment that an individual experiences in relation to his or her vocation is referred to as job satisfaction. Positive evaluations of different aspects of the job, such as the work environment, income, work-life balance, opportunities for progress, and connections with co-workers and superiors, are included in this category (TA, 2000). The term "job satisfaction" can also be understood as the degree to which individuals are content with their employment, which is evaluated according to the degree to which the job satisfies their expectations, requirements, and wants. A good work-life balance, opportunities to learn and grow, opportunities to be recognized for accomplishments, and positive relationships with superiors and coworkers are some of the topics that are covered by this term. According to Hulin and Judge (2003), job satisfaction is a significant predictor of psychological well-being. Furthermore, research has shown that high levels of job satisfaction are typically related with improved performance and higher levels of employee retention.

It is possible that the significant connection between many measures of employee engagement and job satisfaction scores is due to semantic similarity rather than individual perceptions of independent theoretical entities, as suggested by the findings of the study that was related to this variable.(Nimon and colleagues, 2016). Other research findings also establish the theoretical and practical prerequisites for the effectiveness of social exchange theory. Furthermore, these findings expand the applicability of job-demand models and resources to the realms of employee engagement and satisfaction. The conclusion that job satisfaction was a prelude to employee engagement was a unique contribution to the study. However, the idea that employee engagement is not a precursor to job satisfaction was not taken into consideration. In addition, we present evidence that demonstrates the applicability of social exchange theory in employee engagement settings, which is in contrast to the prevalent common employee engagement research that is now being conducted in the field of human resources (Shuck et al., 2021).

Participation of Employees

The level of involvement, commitment, and emotional attachment that employees have to their working environment, organization, and the objectives of the firm is referred to as employee engagement. Employees that are actively engaged in their work are typically highly motivated, have a strong sense of connection to the company's vision and values, and make proactive contributions to the accomplishment of organizational goals. According to Susanto et al. (2024) and Saks and Gruman (2014), the amount of employee engagement can have an impact on several aspects of an

organization, including individual performance, team productivity, and overall organizational well-being.

The level of dedication, motivation, and emotional attachment that employees have to the work that they do and the organization that they work for is another definition of employee engagement. The level to which employees feel connected to the vision, mission, and values of the organization, as well as the degree to which they are excited about carrying out their jobs, are all characteristics that fall under this category. The research conducted by Eldor and Vigoda-Gadot (2017) found that employees who are engaged in their work tend to be more dedicated, more productive, and have a greater willingness to positively contribute to the success of the firm.

RESEARCH METHODOLOGY

The purpose of this study was to determine the relationship between customer happiness and customer loyalty through the use of quantitative approaches together with smart PLS as a statistical measure. It was through the use of questionnaires that primary data were collected, while secondary data were gathered through interviews and literature searches that were pertinent to the research issue. In order to define the hypotheses that will be evaluated, the research framework is constructed empirically by using prior studies as a foundation.

Hypothesis

H1 : Leadership style positively contributes to Employee Engagement through Job Satisfaction.

H2 : Organizational Cultural contributes positively to Employee Engagement through Job Satisfaction

H3 : Employee Benefits contributes positively to Employee Engagement through Job Satisfaction

H4 : Job Satisfaction positively contributes to Employee Engagement.

Data Source

Specifically, the impact of the independent variable on the dependent variable is investigated in this study. According to Dewi (2024), the findings demonstrated that these characteristics had a substantial impact on the level of happiness and performance of employees.

Type of Data

This study makes use of secondary data, which is a type of data that is derived from a variety of reputable academic journals. These journals include Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO. Additionally, this study makes use of platforms such as Publish or Perish and Google Scholar. Researchers have the ability to verify that the data they collect is both legitimate and accountable if they make use of these sources. Additionally, scholars are able to acquire a more thorough understanding of human resource management from a variety of perspectives when they make use of numerous sources (Acampora et al., 2022).

RESULT AND DISCUSSION

Results

In order to collect responses from as many as 74 workers working in various organizations located in industrial districts of Bekasi, a questionnaire was randomly delivered to those employees. The data collected from the questionnaire was then processed using a variety of different methods. In this particular investigation, the application of Partial Least Squares (PLS) regression was undertaken on the basis of the validity, reliability, and hypothesis testing that were made available by Structural Equation Modeling (SEM). A number of supporting factors contribute to the accuracy of the PLS, which is a tool for computational analysis. Choosing PLS as a computation tool in a study might be advantageous for a number of reasons, as stated by Ghazali (2014): 1) PLS is able to test associations that are of a high complexity by making use of latent variables; 2) The PLS method does not necessitate that the data be dispersed in a normal fashion,

it is compatible with a wide variety of measurement scales, and it includes the capability to be utilized with small samples; (3) The PLS technique has been evaluated based on a fundamental design and concept that is crystal obvious; 4) PLS is offered with a number of different software programs that are simple to operate.

Validity, Reliability, and Hypothesis Testing

Outside Model Analysis: Validity Testing: The thing to note is that if the result obtained is high, it will correlate with a loading factor value of ≥ 0.5 (Gendro Wiyono, 2011):

Table 1.
Convergent Validity Test

Indicator	Leadership Style	Organizational Cultural	Employee Benefits	Job Satisfaction	Employee Engagement
LS1	0.846				
LS2	0.922				
LS3	0.912				
OC1		0.872			
OC2		0.861			
OC3		0.929			
EB1			0.810		
EB2			0.922		
EB3			0.914		
JS1				0.747	
JS2				0.907	
JS3				0.731	
EE1					0.899
EE2					0.907
EE3					0.575

Based on the information shown in Table 1, it is possible to observe that the value for every indicator or outer loading is greater than 0.5. As a result, all indicators are regarded as valid because they have satisfied the convergent validity requirement. Furthermore, additional analysis can be carried out.

Average Variance Extrated (AVE)

Table 2.
AVE Test

	Average E\trated (AVE)	Result
Leadership Style (X1)	0.709	Valid
Organizational Cultural (X2)	0.788	Valid
Employee Benefits (X3)	0.780	Valid
Job Satisfaction (Z)	0.638	Valid
Employee Engagement (Y)	0.648	Valid

From Table 2, the AVE values of all variables are greater than 0.5. These findings indicate that each variable has strong discriminant validity.

Reliability Test

Reliability testing is carried out to assess the level of accuracy, consistency, and reliability of instruments in measuring constructs. In using the Smart PLS 4.0 instrument, it is recommended to use Composite Reliability and Cronbach's Alpha indicators to measure the reliability of a construct.

Cronbach Alpha

A variable is considered to have satisfactory reliability if Cronbach's Alpha value > 0.6 (Uma Sekaran, 1992).

Here are the results of Cronbach's Alpha in this study:

Table 3.
Cronbach Alpha.

	Cronbach's Alpha	Result
X1	0.796	Reliable
X2	0.865	Reliable
	0.863	Reliable

X3 Z	0.713	Reliable
Y	0.720	Reliable

From Table 3, Cronbach's Alpha values of all variables are greater than 0.6. These findings indicate that all research variables have met the necessary criteria. Thus, it can be concluded that each variable has a high degree of reliability.

Composite Reliability

A variable is considered to have sufficient reliability if Composite Reliability > 0.7 for confirmatory research, while values between 0.6 to 0.7 are still acceptable for exploratory research (H. I. Ghozali, 2021).

Table 4.
Composite Reliability

	Composite Reliability	Result
X1	0.803	Reliable
X2	0.870	Reliable
X3	0.922	Reliable
Z	0.737	Reliable
Y	0.807	Reliable

From Table 4, it can be seen that the Composite Reliability value for each variable in this study is 0.6. This number shows that each variable meets the Composite Reliability standard, so it can be concluded that all variables have a good level of reliability.

Analysis Test Inner Model

R-Square

R-Square values below 0.70, below 0.50, and below 0.25 indicate strong, medium, and weak models respectively (Ghozali, 2014). The higher the value, the better the ability of the model predictor to explain variance diversity.

Table 5.
R-Square

	R-Square
Job Satisfaction	0.756
Employee Engagement	0.701

In this study, researchers used four variables, namely Leadership Style, Organizational Culture, Employee Benefits, intervening variable Job Satisfaction, and dependent variable Employee Engagement. The R Square value for the two variables associated with the dependent variable, namely Organization Development, is 0.701, indicating a strong influence, and through the intervening variable Job Satisfaction with a value of 0.756, indicating a strong influence

The hypothesis for the alpha value of the statistic is 5%, and the t-statistic used is 1.96. Therefore, the criterion for accepting or rejecting a hypothesis is if the t-statistic > 1.96. In addition, the P-Value must be less than 0.05. Here are the results of hypothesis testing in this study:

Table 6.
Hypothesis Testing

Hipotesis	P-Value	Result
Leadership Style → Job Satisfaction	0.100	Not Significant
Organizational Leadership → Job Satisfaction	0.598	Not Significant
Employee Benefits → Job Satisfaction	0.019	Signifikan
Job Satisfaction → Employee Engagement	2.350	Not Significant

Leadership Style on Job Satisfaction The P-Value is 0.100, which is greater than the assigned significance level (usually 0.05). This suggests that there is not enough statistical

evidence to reject the null hypothesis, meaning that the relationship between leadership style and job satisfaction is not considered significant in this sample.

Organizational Cultural on Job Satisfaction, the P-Value is 0.598, which is much greater than the established level of significance. This suggests that there is not enough statistical evidence to reject the null hypothesis, and therefore, the relationship between organizational leadership and job satisfaction is not considered significant in this sample.

Employee Benefits on Job Satisfaction The P-Value is 0.019, which is less than the established significance level. Therefore, there is sufficient statistical evidence to reject the null hypothesis. This suggests that the association between employee benefits and job satisfaction is considered significant in this sample.

Job Satisfaction on Employee Engagement The P-Value is 2.350, which does not provide enough information. The P-Value should have a value between 0 and 1. This indicates that there is an error in the presentation of the data or analysis. To be able to provide a proper analysis, the correct P-Value value is required. Of the four hypotheses tested, only two gave results that could be clearly interpreted. The relationship between Employee Benefits and Job Satisfaction was considered significant, whereas no significant relationship was found between Leadership Style, Organizational Leadership, and Job Satisfaction in this sample. However, it needs improvement or clarification related to the P-Value value that does not match the Job Satisfaction on Employee Engagement hypothesis.

Leadership Style and the Effects on Job Satisfaction

However, the findings indicate that there is not enough statistical evidence to support the hypothesis that there is a connection between leadership style and work satisfaction in this particular sample! In the context of this study, this shows that leadership style might not be the key element that influences job satisfaction and satisfaction with one's employment.

The Influence of Organizational Leadership on Employee Fulfillment

As was the case with the first theory, there was not enough statistical data to support the notion that there is a connection between organizational leadership and job satisfaction. The fact that this is the case shows that other factors may have a bigger influence on work satisfaction in this particular cohort.

Employee Benefits and Their Impact on Job Satisfaction

It is clear from the findings that there is a significant relationship between employee perks and job satisfaction that the benefits that are offered to workers play a significant role in determining how satisfied they are with their jobs. Specifically, it highlights the need of employers paying attention to the well-being of their employees as well as the perks they receive in order to boost job satisfaction and employee engagement.

The Influence of Job Satisfaction on Employee Engagement

Despite the fact that the exceptional P-value throws into question the validity of the study, the relationship between work satisfaction and employee engagement needs to be the primary topic of debate. The significance of job satisfaction as a factor that influences employee engagement in the job and organization will be demonstrated by significant results, provided that the P-value has been obtained correctly.

CONCLUSION

Based on the results of the analysis, it can be concluded that management needs to pay attention to factors that affect job satisfaction and employee engagement. Although leadership style and organizational leadership were not found to have a significant relationship with job satisfaction, employee benefits were shown to have a significant influence. Therefore, management needs to consider increasing the benefits provided to employees to increase their job satisfaction.

The unusual results on the relationship between job satisfaction and employee engagement suggest that more research is needed to clarify the relationship. Nevertheless, management needs to

understand that employee job satisfaction has the potential to be an important factor in increasing their involvement in work and organization. In managerial practice, a focus on improving employee benefits and strengthening job satisfaction can be an effective strategy for motivating employees, improving performance, and achieving overall organizational goals..

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