

THE INFLUENCE OF WORK ENGAGEMENT AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. KIAT ANANDA GROUP IN SURABAYA

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Abstract

This study aims to analyze the effect of work engagement on employee performance, to analyze the effect of work environment on employee performance, to analyze the effect of work engagement on employee performance through job satisfaction, and to analyze the effect of work environment on employee performance through job satisfaction. The research method uses a quantitative approach with the population consisting of all employees of PT. Kiat Ananda Group, totaling 80 people. The sample for this study used a census technique, where the entire population was included as the sample. Data processing and analysis were performed using the Partial Least Square (PLS) method with the SmartPLS 3.0 software to test the relationships between variables. The results indicate that work engagement and work environment have a positive effect on employee performance. Moreover, job satisfaction was found to significantly mediate the effects of work engagement and work environment on employee performance. These findings suggest that improving employee performance can be achieved through enhancing work engagement and a conducive work environment, supported by high levels of job satisfaction.

Keywords: *Work Engagement, Work Environment, Job Satisfaction, Employee Performance*

1. INTRODUCTION

A company or corporation is a system consisting of several subsystems that work together to achieve the expected goals. Within this system, human resources (HR) play a crucial role in determining the company's success. Therefore, HR is often regarded as a valuable asset that needs to be managed well to achieve optimal productivity and efficiency (Pradnyani & Rahyuda, 2022). It is known that successful organizations are determined by the quality of their human resources. According to Abdillah et al. (2024), employee performance is the work output that is of good quality and able to carry out tasks in accordance with their responsibilities.

Employee performance consistency is highly influential in a company's success. Good employee performance is directly proportional to positive results in business development. Conversely, poor performance will have negative impacts on the company. Performance primarily focuses on issues related to planning, implementation, and the results obtained after completing tasks. Performance is often referred to as the outcome of whether the initial objectives of work programs and policies have been achieved. An employee is considered to have good performance if they are able to produce work results that meet or

exceed the established standards or criteria set by the organization or company (Azhari et al., 2024).

On the other hand, an employee is said to have poor performance if their work results fall short of the standards or criteria set by the organization. Performance is the work output that can be achieved by an individual or a group of individuals within an organization, both qualitatively and quantitatively, according to their authority and responsibilities, in an effort to achieve the organization's goals legally, without violating laws, and in accordance with morals and ethics (Premesti & Yuniningsih, 2023). Performance is the result of a process that is referenced and measured over a certain period of time based on prior agreements or stipulations.

In an increasingly competitive business world, employee engagement and the work environment become crucial factors that can influence employee performance. PT. Kiat Ananda Group is one of Indonesia's leading integrated temperature-controlled supply chain logistics service providers. By integrating land and sea transport services as well as warehousing, the company provides comprehensive cold chain solutions to meet customer needs. As a company in the logistics sector that requires punctuality, efficiency, and good coordination, employee performance is one of the key factors determining the company's operational success. However, in recent years, the company has faced challenges in maintaining optimal employee performance.

In the past three years, performance evaluations in the company have encountered issues, such as a decline in performance assessments based on comparisons between targets and actual performance achievements set by the company. Performance targets are the achievement standards that employees and work units must reach within a specified period, while performance realization reflects the actual results of the company's operational activities. These evaluations come from various key aspects, including employee productivity, operational and logistics performance, customer satisfaction, workplace safety, and operational cost efficiency. Employee productivity is measured through the amount of work completed, time efficiency, and the quality of work results according to company standards. Operational performance is evaluated based on the timeliness of deliveries, warehouse and logistics vehicle utilization, and supply chain efficiency.

In 2022, PT. Kiat Ananda Group set a revenue target of IDR 50,840,505,000,000, but the actual revenue achieved was only IDR 49,823,694,900,000, which means the achievement was 98%, with an unachieved nominal difference of IDR 1,016,810,100,000 or 2%. In 2023, the company targeted revenue of IDR 60,147,900,000,000, and achieved IDR 57,140,505,000,000, reflecting a 95% achievement, with a nominal shortfall of IDR 3,007,395,000,000 or 5%. In 2024, despite an increase in the revenue target to IDR 60,831,000,000,000, the actual revenue achieved was only IDR 55,356,210,000,000, resulting in a 91% achievement and a nominal shortfall of IDR 5,474,790,000,000 or 9%. This data shows a decline in target achievements from year to year. It reflects increasing fluctuations in target discrepancies, which are a key indicator in evaluating the effectiveness of employee performance, in this case, permanent employees, as well as the company's operational efficiency. Performance targets are set based on the company's strategy, which takes into account various factors, such as human resource capacity, logistics efficiency, and customer satisfaction.

Customer satisfaction can be measured through several indicators of employee productivity, which include the amount of work completed, time efficiency, and the quality of work results in accordance with company standards. Operational performance is also evaluated based on the timeliness of deliveries, the utilization of warehouses and logistics vehicles, and supply chain efficiency. Data related to customer complaints at PT. Kiat Ananda Group Surabaya in 2024 shows that the number of complaints, as listed in the table, reflects issues in handling complaints that were not maximized. This, combined with performance realization that has not met targets, indicates problems in employee performance that have not been optimized. The overall performance achievement of the company is also influenced by factors such as work engagement, the work environment, and job satisfaction.

Given the declining performance conditions, an initial observation was conducted through interviews with 20 permanent employees working in the operational division. The results of the interviews, as shown in the table, indicate a decline in employee performance, which affects the company's target achievements. From the data obtained, it is evident that the majority of employees acknowledge that the work completed does not meet the targets, customer complaints are not always resolved on time, and the company's revenue targets are often not achieved every year. One of the main factors influencing employee performance is work engagement, or employee involvement in their work. This is reflected in the lack of employee focus, leading to piled-up tasks and ultimately low work effectiveness.

Additionally, the work environment also contributes to less optimal employee performance. High work pressure, where employees often work beyond the standard 8-hour workday, disrupts the balance between work and personal needs. Disciplinary issues are also observed, with employees often arriving late for work. Employee attendance data at PT. Kiat Ananda Group Surabaya in 2024 shows variations in punctuality. In January, out of 178 employees, 168 were on time, and 10 were late. February showed the same numbers, with 168 on time and 10 late out of 177 employees. In March, 163 employees were on time, while 14 were late out of 177 employees. In April and July, 171 out of 178 employees were on time, with only 7 late. In June and August, 163 employees were on time, and 14 were late each month. In the later months, such as October, November, and December, the number of late employees ranged from 12 to 16, while the on-time attendance ranged from 162 to 164. This data highlights issues with punctuality that impact employee performance.

The work environment also has a significant influence on employee performance. A comfortable, supportive, and conducive atmosphere can increase employee enthusiasm and effectiveness in completing their tasks. Conversely, poor environmental conditions, such as inadequate facilities, poor communication, or high work pressure, can lead to a decrease in motivation and productivity. This is also an important factor in determining employee performance, thus affecting productivity and loyalty towards the company.

Based on the above issues, work engagement is an important aspect in the workplace that reflects the level of emotional involvement, commitment, and enthusiasm an employee has towards their job. Work engagement is not just participation in daily tasks, but it also shows how motivated employees feel, the sense of ownership they have over their work, and their dedication to achieving organizational goals. When employees have a high level of

work engagement, they tend to work more effectively, have a strong work ethic, and show better productivity compared to employees with low work engagement.

Work engagement has a significant positive impact on employee performance. Putri & Purnamasari (2021) stated that employees who are deeply engaged in their work tend to be more enthusiastic, innovative, and responsible in carrying out their roles, thereby increasing their contribution to the organization. This is supported by Suchyowati & Hendrawan (2020), who found that high work engagement is related to higher job satisfaction, lower stress, and a stronger commitment to the company, creating a conducive and collaborative work environment. Furthermore, Noviardy & Aliya (2020) emphasized that work engagement facilitates adaptation to changes, strengthens intrinsic motivation, improves both individual and team performance, and encourages employee loyalty and professional development. Therefore, work engagement becomes a key factor supporting overall company performance improvement.

The research gap in the influence of work engagement on performance is highlighted in studies (Putri & Purnamasari, 2021), (Suchyowati & Hendrawan, 2020), and (Cintani & Noviansyah, 2020), which explain that employee engagement affects employee performance, where the greater the involvement of employees in their work, the greater the contribution to the company. In line with this, (Noviardy & Aliya, 2020) demonstrated that employee engagement has a significant influence on employee performance. However, the research by (Haedar, 2021) concluded that work engagement does not have a significant effect on employee performance. Similarly, (Yusuf, 2019) also stated that work engagement does not have a significant effect on employee performance.

A good work environment not only encompasses physical aspects, such as facilities and work equipment, but also psychological aspects, such as relationships between employees and supportive management. Based on the company's internal report, several employee complaints were found regarding a less supportive work environment, including high workload, lack of supporting facilities, and suboptimal internal communication. These issues have led to high stress levels among employees, which ultimately impacts the quality of work and employee satisfaction. The work environment is a crucial factor in determining employee productivity and performance. A good work environment can create a comfortable, safe, and supportive atmosphere, enabling employees to work optimally. Conversely, a less conducive work environment can lower motivation and work effectiveness, leading to a decline in the quality of performance both at an individual and organizational level.

Various studies have shown that the work environment has a significant positive impact on employee performance. Sihaloho & Siregar (2020) indicate that a comfortable, safe, and conducive work environment enhances employee focus, motivation, and productivity. Handoko et al. (2021) emphasized that the work environment influences performance both directly and through job satisfaction, meaning that changes in the quality of the work environment significantly impact employee performance. Moreover, Wahyuni & Budiono (2022) added that a healthy, safe, and pleasant work environment allows employees to work optimally, improving well-being and individual productivity. Therefore, creating a good work environment is an essential factor in supporting overall employee performance.

The research gap on the influence of the work environment on performance is reflected in studies such as (Sitinjak, 2018), which shows that the work environment significantly influences job satisfaction, where a comfortable and conducive work environment can enhance employee satisfaction. In line with this, research by (Sundari & Putri, 2023) also found that the work environment has a positive relationship with employee performance, meaning that the better the work environment, the higher the employee productivity and performance. However, the research by (Ahmad, 2019) diverged, stating that the work environment does not have a significant effect on employee performance, suggesting that other factors such as intrinsic motivation or incentive systems might be more dominant in determining performance. The differences in these findings highlight a research gap regarding how the work environment affects employee performance, either directly or through job satisfaction as a mediating variable.

Thus, the evidence of the research gap outlined above finds that the relationship between work engagement and the work environment with employee performance is not a direct one. Several factors mediate the relationship between these two constructs (Baharsyah et al., 2023). The researchers argue the need for deeper research, not only investigating the direct effects of work engagement and the work environment on employee performance but also incorporating an intervening variable—job satisfaction. In the context of PT. Kiat Ananda Group, job satisfaction is reflected in conditions such as infrequent employee training to improve skills, and bonuses are only given to supervisors and higher-level employees. These conditions will have consequences for employee job satisfaction.

In essence, job satisfaction is an individual matter. Each employee will have a different level of satisfaction depending on the system and values that apply to them. This is due to the differences among employees. Employees who experience good job satisfaction typically have better attendance records, job rotation, and work achievements compared to those who are dissatisfied. Job satisfaction is the feeling of employees toward their work, whether they like or dislike it, as a result of their interaction with the work environment or as a perception of their mental attitude, and also as a result of employees' assessments of their jobs (Lumbantobing & Priansa, 2018). Employees' feelings toward their work reflect their attitudes and behaviors in working, the instrumental value of the job for other aspects of life, as well as the social role of the workgroup within society. Many factors can influence job satisfaction, including the work environment in the company.

The Theory of Performance developed by Campbell et al. (1993) explains that work performance results from the interaction of declarative knowledge, procedural skills, and motivation, where motivation plays a crucial role in determining the effort an individual puts into completing their tasks. In this context, work engagement, the work environment, and job satisfaction are highly relevant factors, as employees who are engaged and satisfied with their work and work environment are more motivated to provide their best performance. According to Wiliandari (2019), job satisfaction becomes an important issue in organizational/company management because of its significant impact on both employees and the organization/company. For employees, job satisfaction creates a positive feeling about their work, while for the company, it is beneficial in efforts to improve productivity, behavior, and employee attitudes. This reflects employees' feelings toward their work. This

is visible in the positive attitudes of employees toward their jobs and work environment. In contrast, employees who are dissatisfied exhibit negative attitudes toward their work in various forms. Any dissatisfaction should be detected by the company. Dissatisfied employees will exhibit negative behaviors toward work in different ways, so the more aspects of the job that align with individual preferences, the higher the level of satisfaction felt (Astuti & Artini, 2019). Employees with high job satisfaction tend to be more diligent in attending work because they enjoy their jobs, and they also contribute positively to the organization and provide good work quality

2. RESEARCH METHOD

This study uses a quantitative approach with an explanatory research method, which aims to explain the causal relationship between the independent variables, the mediating variables, and the dependent variables being studied. This method was chosen because it provides a clear description of the phenomenon being studied during the data collection phase. This design is particularly suitable for research that seeks to analyze specific conditions or characteristics in a population at a certain point in time, without the need for repeated observations over an extended period (Ghozali, 2018).

The population is the entire set of elements or individuals with certain characteristics that will be investigated in a study (Sugiyono, 2019). In this study, the population consists of all employees at PT. Kiat Ananda Group, totaling 177 employees. A sample is a portion or representation of the population selected for the research object, with the goal of obtaining information that represents the entire population. The use of a sample allows the researcher to conduct analysis and draw conclusions without having to examine every member of the population. In this study, the sample is a total sample, or all members of the population, because the research is a census study, which is applicable when the population is relatively small or easily accessible. Therefore, the sample size in this study is 80 employees of PT. Kiat Ananda Group.

This research analyzes data using the Partial Least Square (PLS) approach, supported by the Smart PLS 3.0 software. The PLS method is a quantitative analysis chosen because the model in this study has a one-way (recursive) causal relationship, without any reciprocal relationship. (Ghozali, 2021). Ghozali (2021) explains that the advantage of the PLS method lies in its ability to simultaneously test path analysis models with multiple variables, rather than in stages, making it more effective for theory testing. The steps for data analysis using the PLS approach are as follows:

1. Design the structural model (inner model), which explains the relationships between latent variables.
2. Develop the measurement model (outer model), which links indicators to latent variables.

3. RESULTS AND DISCUSSION

Description of Research Results

The description of the results of this study provides an overview of the respondent characteristics based on several demographic factors relevant to this research. Based on gender, the respondents were predominantly male, with 46 individuals (57.50%), while female respondents totaled 34 individuals (42.50%) out of the 80 respondents. The male

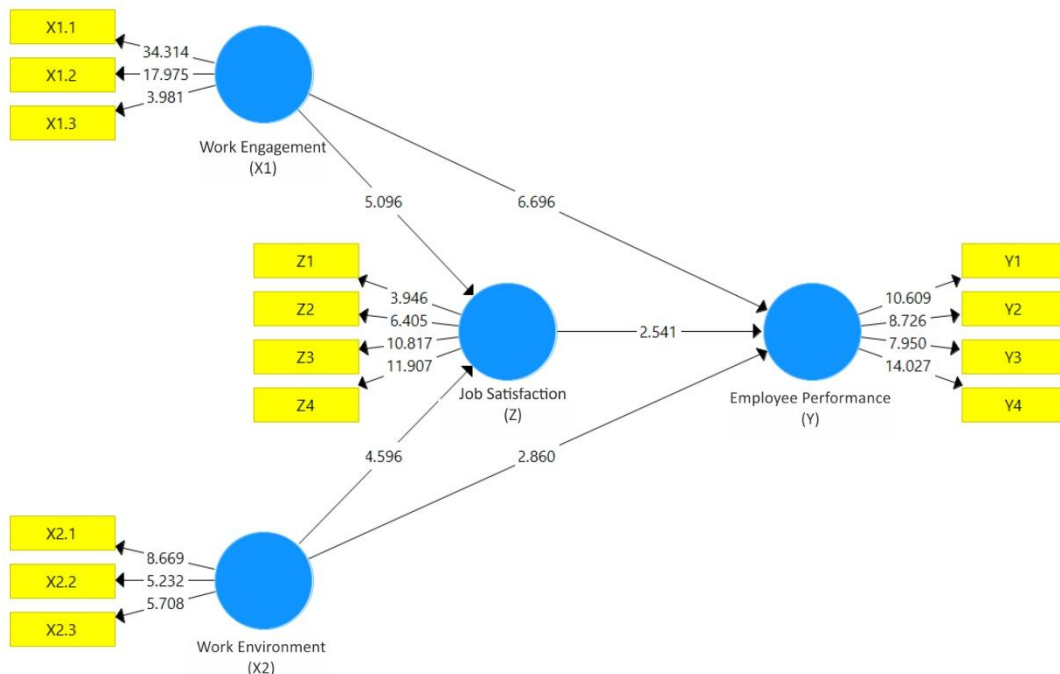
dominance is understandable, considering the characteristics of the cold chain logistics industry, which requires physical labor and direct involvement in the field, tasks typically filled by male workers. Regarding educational level, the majority of respondents had a bachelor's degree (Strata 1 or S1), with 71 individuals (88.75%), while the remaining 9 individuals (11.25%) had a diploma (D3). This condition indicates that PT. Kiat Ananda Group possesses human resources with high academic competence, which supports the execution of operational and managerial tasks in the cold chain logistics sector.

Based on age, the majority of respondents were in the 30–40-year age range, with 39 individuals (48.75%), reflecting that the company is dominated by productive workers with substantial work experience and optimal energy. This age group is crucial for the company as they possess enthusiasm, a high ability to adapt to technological changes, and sufficient experience. Overall, the distribution of age, gender, and education reflects that PT. Kiat Ananda Group has a balanced combination of human resources, including energetic younger staff, experienced productive employees, and wise senior personnel, all of whom strongly support the sustainability of performance and innovation in the logistics industry.

Model Analysis Using PLS-SEM Hypothesis Testing

Hypothesis testing was conducted to determine both the direct and indirect effects between the research variables. The bootstrap output for evaluating direct and indirect effects, by observing the path coefficient values and P-values, is presented in Figure 1 below.

Figure 1. Bootstrap output with P-Value



Source: Smart-PLS output (2026).

To conclude whether the hypothesis is accepted or rejected, the p-value at a significance level of $\alpha = 5\%$ or 0.05 is used. If the p-value < 0.05 , then H_0 is rejected, meaning there is an effect. On the other hand, if the p-value > 0.05 , then H_0 is accepted, meaning there is no effect. Below are the results of the structural model evaluation obtained from the Bootstrapping Report in SmartPLS, presented in Table 1.

Table 1: Hypothesis Test for Direct Effects

	Coefficient Path	P Values	Description
Work Engagement (X1) -> Employee Performance (Y)	0,510	0,000	Significant
Work Environment (X2) -> Employee Performance (Y)	0,258	0,004	Significant

Source: Smart-PLS output (2026)

From the results in Table 1, the following conclusions can be drawn:

1. Work Engagement (X1) has a significant and positive effect on Employee Performance (Y), with a path coefficient of 0.510 and a P-Value of 0.000 (<0.05). This means that the higher the work engagement, the better the employee performance.
2. Work Environment (X2) has a significant and positive effect on Employee Performance (Y), with a path coefficient of 0.258 and a P-Value of 0.004 (<0.05). This indicates that the better the work environment, the higher the employee performance.

To conclude the indirect effect or mediation effect, the p-value at a significance level of $\alpha = 5\%$ or 0.05 is used. If the p-value < 0.05 , then H_0 is rejected, meaning there is an indirect effect (mediation). On the other hand, if the p-value > 0.05 , H_0 is accepted, meaning there is no mediation effect. Below are the results of the structural model evaluation obtained from the Bootstrapping Report in SmartPLS, presented in Table 2.

Table 2. Hypothesis Test for Indirect Effects (Mediation)

	Coefficient Path	P Values	Description
Work Engagement (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,109	0,034	Significant
Work Environment (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,103	0,033	Significant

Source: Smart-PLS output (2026)

From the results in Table 2, the following conclusions can be drawn:

1. Work Engagement (X1) has a positive effect on Employee Performance (Y) through Job Satisfaction (Z), with a path coefficient of 0.109, T-Statistics of 2.128, and a P-Value of 0.034 (<0.05). Therefore, the hypothesis is accepted.
2. Work Environment (X2) has a positive effect on Employee Performance (Y) through Job Satisfaction (Z), with a path coefficient of 0.103, T-Statistics of 2.143, and a P-Value of 0.033 (<0.05). Therefore, the hypothesis is accepted.

Overall, both direct and indirect effects through job satisfaction, work engagement on employee performance have the strongest impact because work engagement has a direct and strong influence on how employees behave and contribute at work. Meanwhile, both direct

and indirect effects through job satisfaction and work environment, though lower, still have a significant contribution because job satisfaction can strengthen the relationship between work engagement, work environment, and employee performance. Therefore, although the mediation effect is smaller, it still holds important value in strategies to improve employee performance.

Discussion

The Influence of Work Engagement on Employee Performance

The results of this study show that work engagement has a significant impact on employee performance at PT. Kiat Ananda Group. The higher the level of work engagement among employees, the higher their performance. Employees with strong work engagement tend to exhibit enthusiasm, commitment, and a high sense of responsibility in carrying out their tasks. Conversely, employees with low engagement tend to feel bored and less motivated, which ultimately leads to a decline in performance. The indicator with the highest average value and factor loading is the statement "I feel enthusiastic when starting work every day," which reflects the emotional engagement of employees with their work. High work enthusiasm at the beginning of the day reflects an emotional connection to the work that can boost productivity and loyalty. The majority of employees at PT. Kiat Ananda Group show high motivation and enthusiasm in their work, indicating that work engagement plays a crucial role in creating optimal performance.

This finding implies that the company needs to maintain and enhance employee motivation, especially in the challenging logistics industry. To do this, management can strengthen work engagement by creating a supportive work environment, providing fair rewards, and offering career development opportunities. Theoretically, this finding aligns with the Theory of Performance, which states that performance is influenced by the level of engagement in work. Research by Putri & Purnamasari (2021) and Sucahyowati & Hendrawan (2020) also supports these findings, emphasizing that work engagement increases employee contribution, reduces stress, and strengthens commitment. Therefore, work engagement, particularly work enthusiasm, can be considered a strategic asset that should be maintained to achieve sustainable performance improvement and enhance the company's competitiveness in the highly competitive logistics industry.

The Influence of Work Environment on Employee Performance

The results of this study indicate that the work environment has a significant influence on employee performance at PT. Kiat Ananda Group. The more conducive the work environment is perceived by employees, the higher their performance. A good work environment creates a sense of comfort and safety, which supports an optimal work atmosphere, whereas a less conducive environment can lower motivation and work effectiveness. Further analysis shows that the quality of social relationships between employees, such as cooperation, effective communication, and solid team support, is a key factor in creating a positive work environment. The majority of respondents rated the relationships among colleagues at the company as very good, healthy, and harmonious, which supports productivity and work motivation.

These findings align with Campbell et al.'s (1993) theory, which states that a conducive work environment can enhance motivation and skills, thus strengthening employee performance. Previous research by Sihaloho & Siregar (2020) and Haslindah et al. (2021) also proves that a comfortable, safe, and supportive work environment positively affects employee performance. From a managerial perspective, PT. Kiat Ananda Group needs to maintain and strengthen the quality of the existing work environment by improving work facilities, physical workspace conditions, and fostering social relationships among employees through communication training and team-building activities. This will not only increase productivity but also strengthen employee loyalty and the company's competitiveness in the highly competitive logistics industry. Therefore, a good work environment and harmonious working relationships are key factors in enhancing motivation, satisfaction, and employee performance, which ultimately supports the optimal achievement of organizational goals.

The Influence of Work Engagement on Employee Performance through Job Satisfaction

The analysis results indicate that job satisfaction plays a role as a mediating variable in the relationship between work engagement and employee performance at PT. Kiat Ananda Group. This means that work engagement not only has a direct impact on performance but also influences it through the improvement of job satisfaction. Employees who feel satisfied with their work, whether in terms of recognition, development opportunities, and harmonious relationships with colleagues, will be more motivated and committed to delivering their best performance. Research by Pratiwi & Fatoni (2023) shows that work engagement has a strong influence on performance, which becomes even more significant with job satisfaction. Research by Chaerunissa & Pancasasti (2021) also confirms that the higher the work engagement, the higher the job satisfaction, which ultimately leads to improved employee performance. This finding is in line with studies by Sihaloho & Siregar (2020) and Haslindah et al. (2021), which show that a conducive work environment, emotional engagement, and job satisfaction are crucial factors in enhancing performance. Additionally, Campbell et al.'s (1993) theory on performance supports that both work engagement and job satisfaction have a direct impact on individual performance. This research also shows that good relationships among colleagues are a key factor in creating job satisfaction, which in turn boosts motivation and performance. From a managerial perspective, these results suggest that PT. Kiat Ananda Group should strengthen work engagement through improved internal communication, career development opportunities, and fostering a supportive work culture. In doing so, the company can continuously enhance job satisfaction and employee performance, creating a loyal, productive workforce ready to face challenges in the competitive logistics industry.

The Influence of Work Environment on Employee Performance through Job Satisfaction

The analysis results indicate that job satisfaction plays a role as a mediating variable in the relationship between the work environment and employee performance at PT. Kiat Ananda Group. A good work environment, such as adequate facilities, a supportive atmosphere, and harmonious relationships among colleagues, not only directly impacts

employee performance but also enhances job satisfaction, which subsequently influences their performance. A conducive work environment creates a safe and comfortable

4. CONCLUSION

Based on the analysis and discussion conducted, several conclusions can be drawn as follows:

1. Work Engagement contributes to improving employee performance, meaning that the higher the level of work engagement, the better the performance demonstrated.
2. Work Environment contributes to improving employee performance, as a comfortable and supportive work environment can enhance productivity.
3. Job Satisfaction plays a role in mediating the relationship between work engagement and employee performance, meaning that work engagement will more effectively enhance performance when employees are satisfied.
4. Job Satisfaction also mediates the relationship between the work environment and performance, where a conducive work environment encourages job satisfaction and, ultimately, improves performance.

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