



**THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND JOB SECURITY
ON JOB SATISFACTION AMONG EMPLOYEES OF THE PROTOCOL
AND LEADERSHIP COMMUNICATION SECTION OF SURABAYA CITY
GOVERNMENT**

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Abstract

This study investigates the influence of employee engagement and job security on job satisfaction among employees of the Protocol and Leadership Communication Section of the Surabaya City Government. Employee engagement is conceptualized as the emotional and cognitive connection that employees have with their work, while job security refers to employees' perception of stability and continuity in their employment. A quantitative explanatory research design was employed, utilizing a saturated sampling technique due to the limited population size of fewer than 30 employees. Data were collected through a structured questionnaire using a five-point Likert scale. The instrument consisted of eight items for employee engagement, eight items for job security, and eight items for job satisfaction. Validity and reliability tests were conducted using SPSS 26, followed by multiple linear regression analysis to examine both partial and simultaneous effects. The findings are expected to provide empirical evidence on how engagement and perceived security contribute to overall job satisfaction within government institutions, particularly in high-demand communication and protocol functions.

Keywords: Employee Engagement, Job Security, Job Satisfaction



INTRODUCTION

Job satisfaction is widely recognised as one of the most essential determinants influencing employee performance, motivation, and long-term retention within public sector institutions. It reflects the extent to which individuals feel content, valued, and fulfilled in their professional roles. In government organisations—particularly those operating as key administrative and representational entities—job satisfaction holds an especially strategic function. When employee satisfaction declines, it can lead to reduced productivity, increased absenteeism, emotional fatigue, and even a negative reputation for the institution. Conversely, high job satisfaction fosters better service delivery, improved work quality, and stronger organisational commitment, all of which are critical to the achievement of public service objectives.

Within the Surabaya City Government, the Protocol and Leadership Communication Section carries unique structural and functional responsibilities. Employees in this unit are tasked with ensuring the seamless execution of leadership protocol activities, public representation, and strategic communication coordination. Their work environment frequently involves high-pressure conditions, including urgent timeframes, precision-demanding tasks, and responsibilities that directly influence the government's public image. Thus, maintaining a stable psychological state, motivation, and sense of professional fulfilment becomes essential not only for employee well-being but also for sustaining optimal organisational performance.

Scholars have argued that job satisfaction does not arise solely from material or extrinsic workplace characteristics; rather, it stems from a combination of emotional, cognitive, and behavioural factors shaped by the organisational climate. Among various determinants identified in the literature, employee engagement and job security consistently emerge as two of the most influential constructs.

Employee engagement is conceptualised as a positive psychological condition wherein employees demonstrate high levels of enthusiasm, absorption, and dedication toward their work (Bakker, 2011). An engaged employee does not merely perform tasks as part of formal obligations; they immerse themselves in their roles, feel motivated to contribute beyond minimum requirements, and experience strong emotional ties to their institution. In the context of public organisations, employee engagement becomes vital, as bureaucratic environments are often characterised by formal procedures and role constraints.



Cultivating engagement can therefore counteract rigidity and promote adaptive performance, teamwork, and initiative-taking behaviours.

Furthermore, engaged employees tend to exhibit characteristics such as resilience in stressful environments, better interpersonal relationships with colleagues and leaders, and an improved capacity to handle conflict or task uncertainty. This psychological attachment translates into greater satisfaction, as individuals recognise their contributions and perceive personal growth experiences within their workplace. Thus, employee engagement forms a crucial psychological resource that enhances job fulfilment.

In addition to psychological engagement, job security plays a pivotal role in shaping employees' perceptions of workplace stability. Job security refers to the belief that one's employment continuity is assured and that the organisation values long-term retention (Hellgren et al., 1999). In the Indonesian government sector, job stability has historically served as one of the main attractions for civil service employment. Employees who feel secure in their positions are less likely to experience anxiety about future job loss, thereby reducing stress and enhancing emotional comfort at work.

A secure employment environment enables employees to focus more on improving performance rather than worrying about career uncertainty. This sense of stability fosters stronger trust in the institution, increases loyalty, and leads to greater willingness to invest time and effort into organisational success. Employees become more satisfied as they associate their professional identity with the sustainable future offered by the organisation.

However, despite the recognised importance of job satisfaction in governmental roles, current empirical evidence in Indonesia remains insufficient, particularly within the setting of local government communication and protocol departments. Much of the existing scholarly work on employee engagement and job security focuses on private companies or industrial sectors, where hierarchical structures, performance evaluation systems, and motivational drivers differ significantly from the public sector. Unlike private organisations, government institutions are often less influenced by profit-driven metrics, and employee performance is shaped more strongly by public accountability and regulatory mandates.

Moreover, communication and protocol divisions occupy a distinct operational domain within the government structure. Employees in these units frequently serve as the face of the organisation when interacting with internal stakeholders, external guests, and the general public. Their actions, behaviour,



and communication manner directly affect the credibility, reputation, and perceived professionalism of the government leadership. Therefore, job satisfaction within this particular field has implications that extend beyond individual well-being—it impacts institutional trust and governance quality.

Another gap in the literature lies in the combined examination of employee engagement and job security as simultaneous predictors of job satisfaction. While numerous studies have explored these variables individually, fewer have investigated how these psychological and organisational constructs interact to influence satisfaction in government communication settings. It is possible that employee engagement enhances the positive effect of job security, as employees who feel mentally and emotionally connected to their work may benefit more strongly from stability assurances. Conversely, job security may amplify the benefits of engagement by reducing psychological strain, allowing employees to channel more energy into meaningful work contributions. Therefore, examining these variables collectively is necessary to provide a deeper understanding of the mechanisms driving job satisfaction.

Considering these existing research gaps, this study aims to analyse the influence of employee engagement and job security on job satisfaction among employees of the Protocol and Leadership Communication Section of the Surabaya City Government. The specific objectives of this research are to: examine the influence of employee engagement and job security on job satisfaction among employees of the Protocol and Leadership Communication Section of Surabaya City Government.

By addressing these research aims, this study contributes to the development of knowledge in organisational behaviour and public administration fields, particularly in the Indonesian bureaucracy context. The findings are expected to provide strong empirical evidence regarding the role of psychological and organisational support in shaping job satisfaction among government employees. Such evidence can serve as a foundation for policymakers in designing strategic human resource development efforts.

From a practical standpoint, the results of this study may assist the Surabaya City Government in enhancing management policies that promote employee well-being and work motivation. Strengthening employee engagement initiatives—such as empowerment programs, communication improvement, recognition systems, and collaborative working cultures—can elevate employees' emotional connection to their roles. At the same time, maintaining and reinforcing perceptions of job security through transparent career development pathways, competency-based promotion, and fair



performance evaluations can reduce anxiety and reinforce trust in the organisation.

Ultimately, fostering high job satisfaction within the Protocol and Leadership Communication Section will support the successful execution of leadership protocol tasks, improve communication effectiveness, and contribute to excellent public service delivery. A satisfied and engaged workforce will help sustain the government's image as a professional, responsive, and people-oriented institution. Thus, this research addresses a pressing organisational concern with substantive implications for governance performance and employee welfare.

LITERATURE REVIEW

Employee Engagement

Employee engagement has been widely recognised as a central concept in organisational behaviour, particularly in explaining positive employee outcomes such as motivation, performance enhancement, and psychological well-being at work. According to Bakker (2011), employee engagement is defined as a positive and fulfilling work-related state of mind characterised by three primary dimensions: vigor, dedication, and absorption. Vigor refers to high levels of energy, persistence, and willingness to invest effort into work tasks. Dedication reflects a strong sense of significance, enthusiasm, pride, and inspiration related to job roles. Absorption describes a state in which employees are fully concentrated and happily engrossed in their work, making time appear to pass quickly.

Engaged employees typically exhibit enthusiasm when performing tasks, take initiative to improve performance, and demonstrate resilience in facing work-related challenges. They do not merely complete responsibilities based on obligations or directives, but actively seek opportunities to contribute more extensively. This sense of meaningful participation creates an emotional bond between employees and the organisation, leading to enhanced job satisfaction.

Job satisfaction is generally defined as a positive emotional condition resulting from an individual's evaluation of job experiences and working conditions. Employee engagement contributes significantly to shaping this emotional evaluation. When employees feel absorbed and motivated in their work, they perceive a higher value and purpose in their efforts. This perception encourages intrinsic satisfaction, reinforcing a sense of competence and fulfilment in meeting job demands.



Further, engaged employees often develop stronger social relationships in the workplace. They communicate more openly with colleagues, collaborate effectively, and display supportive behaviour within the team. These positive interactions enhance workplace climate, which is one of the critical determinants of job satisfaction. An employee who feels psychologically connected to peers and appreciates the collaborative environment is more likely to express satisfaction with the job.

Another mechanism that explains how engagement affects satisfaction relates to personal growth and achievement. Employees engaged in their duties tend to continually seek improvement, learn from experience, and welcome constructive feedback. They experience consistent development of knowledge and competence, creating a sense of professional progress. This growth fosters confidence and heightens satisfaction as employees perceive that their careers are advancing within the organisational structure. This dynamic is particularly important in public sector settings where career advancement may depend more on merit, personal initiative, and recognition of competencies.

Previous empirical studies consistently support the argument that employee engagement has a positive and significant effect on job satisfaction. Ayu et al. (2015) found that higher engagement levels were strongly correlated with increased satisfaction among employees working in service institutions. Similarly, Schaufeli and Bakker (2004) demonstrated that employees who felt enthusiastic and committed to their work reported higher levels of emotional well-being, workplace happiness, and loyalty. These findings align with the notion that psychological involvement enhances employees' appreciation of their jobs and organisational experiences.

In addition, engaged employees often view challenging tasks as opportunities rather than burdens. This positive cognitive appraisal reduces stress and promotes optimism in performing duties. When challenges become sources of motivation, not threats, employees feel more valued and capable, further strengthening job satisfaction.

In the context of government agencies such as the Protocol and Leadership Communication Section of the Surabaya City Government, engagement becomes even more critical. Employees in these units frequently encounter high expectations related to protocol compliance, leadership representation, and rapid coordination. Without adequate engagement, these pressures may lead to burnout or dissatisfaction. However, when employees feel committed, connected, and proud of their duties, the demanding nature of work can instead drive greater passion and motivation.



Engagement also fosters alignment between personal goals and organisational missions. Employees who believe in the importance of their roles in maintaining government image and public communication are likely to experience a strong sense of contribution to society. This sense of significance plays a fundamental role in enhancing satisfaction, particularly within public sector environments grounded in public service values.

Based on the theoretical explanations and empirical findings above, it is reasonable to conclude that employee engagement directly contributes to job satisfaction. Employees who experience energy, dedication, and concentration in their work derive more joy, pride, and fulfilment from their daily tasks. Consequently, engagement improves not only their emotional state but also their overall evaluation of their professional experiences. Therefore, this study proposes the following hypothesis:

H1: Employee engagement has a positive and significant effect on job satisfaction.

This hypothesis is consistent with both theoretical frameworks of work engagement and empirical research findings stating that heightened engagement leads to improved feelings of satisfaction among employees. Positive psychological conditions fostered by engagement contribute to building an environment where employees experience happiness, loyalty, and sustainable motivation—factors that ultimately increase job satisfaction.

Job Security

Job security has long been recognised as a foundational element in shaping employees' attitudes and behaviour in the workplace. It refers to an individual's perception of job continuity, assurance against involuntary job loss, and opportunities for career longevity within an organisation (Hellgren et al., 1999). The concept encompasses two primary dimensions: quantitative job security, which focuses on stability and protection from dismissal, and qualitative job security, which concerns the availability of career advancement opportunities, skill development, and long-term employability prospects. Both dimensions contribute to how employees evaluate their employment experience and determine their level of satisfaction.

Employees who feel secure in their positions are more likely to experience reduced anxiety and emotional strain. Job insecurity often generates fear of unemployment, uncertainty about the future, and stress related to organisational decisions, which can substantially weaken individuals' psychological well-being.



Greenhalgh and Rosenblatt (1984) stated that when employees perceive a lack of control over their job conditions, it may lead to frustration, decreased motivation, and lower job satisfaction. Conversely, when job security is present, individuals can focus more effectively on performance and growth rather than worrying about job retention.

Job security also strengthens employees' sense of belonging and loyalty to the organisation. When individuals believe that the organisation values their presence and guarantees their continued employment, they become more committed and emotionally attached. Ashford et al. (1989) highlighted that this emotional bond enhances the employee–organisation relationship, encouraging higher productivity and greater satisfaction. Because employees feel that their contribution is recognised and appreciated, they are more likely to enjoy their work environment and appreciate the institution supporting their career stability.

In public sector organisations, particularly government agencies, job security holds even greater significance. Government jobs are often associated with permanent employment status, structured promotion policies, and legal protection for workers. These factors align strongly with employees' needs for stability, especially in environments with high job demands and public accountability. As Rohman (2018) found in his research, job security significantly influences satisfaction and reduces employees' intention to leave, especially in bureaucratic organisations where employment tenure is traditionally more stable than in private sectors.

Additionally, job security contributes to improving mental health and motivation. When employees do not fear losing their job, they are more willing to engage in innovative tasks, take initiative, and participate in organisational activities. This willingness positively influences job satisfaction because employees experience greater autonomy and psychological freedom. They also perceive their contributions as valuable and respected within the organisational hierarchy.

The role of job security is also linked to employees' expectations for career growth. Qualitative security means that employees believe they have the opportunity to develop new competencies, receive training, and achieve position upgrades. When organisations provide clear pathways for career progression, employees build a positive outlook on their future development. This leads to higher satisfaction because employees foresee long-term rewards from remaining in the organization.

In the context of the Protocol and Leadership Communication Section of the



Surabaya City Government, employees manage tasks requiring high precision, confidentiality, and coordination with city leaders. Such responsibilities may create work pressure and potential role tension. Job security becomes a psychological anchor that enables employees to cope with these challenges. With stability guaranteed by government employment systems, stress levels are reduced, and employees can function more confidently and effectively. They experience pride in their contribution to public service and feel safer investing effort in highly demanding duties.

The presence of job security also encourages organisational citizenship behaviour (OCB). Employees who feel secure are more likely to voluntarily assist colleagues, show flexibility in handling urgent tasks, and maintain professionalism during protocol events. Because satisfaction levels rise, individual and group performance improve, supporting the overall goals of the institution.

Empirical literature consistently supports the relationship between job security and job satisfaction. Studies by Ashford et al. (1989), Greenhalgh & Rosenblatt (1984), and Rohman (2018) found strong correlations indicating that insecurity reduces satisfaction while security enhances organisational commitment and work happiness. Employees who feel uncertain about their employment often exhibit withdrawal behaviour, absenteeism, and reduced productivity—outcomes detrimental to government service quality. These findings emphasise the importance of providing employees with employment assurance and clear career structures as part of human resource strategies.

Based on theoretical and empirical evidence, it is clear that job security influences job satisfaction through multiple mechanisms: reducing stress, reinforcing loyalty, encouraging motivation, and supporting career development. When job continuity is guaranteed and future prospects remain positive, the likelihood that employees feel satisfied with their jobs increases significantly. Therefore, this study posits the following hypothesis:

H2: Job security has a positive and significant effect on job satisfaction.

This hypothesis aligns with extensive research that confirms job security as a primary determinant of work satisfaction, especially within public institutions where stability and long-term employment are valued as core benefits. Ensuring job security can therefore be considered a strategic approach to improving employee well-being, maintaining workplace harmony, and supporting sustainable organisational performance.

Employee Engagement and Job Security as Joint Predictors of Job Satisfaction



Employee engagement and job security have been extensively examined as separate predictors of job satisfaction, yet their simultaneous influence has not been widely explored, particularly in the context of local government communication and protocol units. Workplace satisfaction is often shaped by a complex interaction of psychological (intrinsic) and structural (extrinsic) factors. When both internal motivation and employment stability coexist, employees generally experience stronger positive work attitudes compared to when these conditions are present independently.

Employee engagement reflects intrinsic motivation – employees derive meaning, enjoyment, and emotional fulfilment from their tasks. According to Bakker and Demerouti (2007), engagement enhances one's willingness to perform effectively and sustain enthusiasm even under challenging working conditions. On the other hand, job security serves as an extrinsic driver that offers individuals certainty about employment continuity, future career opportunities, and organisational support. Hellgren et al. (1999) argue that job stability helps mitigate stress, anxiety, and withdrawal behaviour.

When these two elements are synergised, employees feel that not only is their work stimulating and rewarding, but their future in the organisation is also safe and valued. This complementary relationship contributes directly to job satisfaction, as individuals' emotional needs and security expectations are simultaneously fulfilled. Mas'ud (2004) further asserts that organisational attitudes are shaped by both psychological fulfilment and structural assurance, suggesting that the alignment of internal and external factors leads to greater affective commitment and a stronger sense of belonging.

In government institutions – particularly in protocol and leadership communication services – employees carry a dual burden: executing administrative responsibilities while representing the image of the city government. This dual role requires a high degree of diligence, adaptability, and interpersonal skill. Engagement becomes crucial for maintaining focus and emotional resilience in high-pressure environments. At the same time, job security anchors employees psychologically so that they remain confident and motivated despite demanding job expectations.

The interaction between engagement and security also influences how employees perceive role challenges. Engaged employees may willingly accept additional responsibilities; however, without job security, such challenges may be perceived as stressors. Conversely, secure but disengaged employees may exhibit complacency, resulting in lower satisfaction and weaker performance. Only when both engagement and security coexist do employees feel empowered



to grow professionally while remaining comfortable in their roles.

The Conservation of Resources (COR) Theory (Hobfoll, 1989) helps explain this synergy. Employees strive to acquire and preserve valuable personal and professional resources. Engagement provides psychological and emotional resources, while job security delivers structural stability. When employees possess both, their resource pool becomes richer, enabling them to achieve higher levels of satisfaction and performance with minimal emotional depletion. Satisfaction becomes a natural outcome because individuals feel supported, protected, and connected to their work.

The Job Demands-Resources (JD-R) model also supports this explanation. Engagement acts as a motivational resource that promotes positive outcomes, while job security reduces hindrance stressors that may disrupt job satisfaction. Together, they form a comprehensive support system that strengthens employees' perceptions of their role value and workplace well-being. This situation is particularly relevant in public bureaucracy, where role clarity and long-term employment are essential for sustaining productivity and morale.

Empirical evidence also confirms that intrinsic and extrinsic resources jointly contribute to satisfaction. Studies by Alzyoud and Kuckertz (2018) show that when employees feel valued both emotionally and structurally, their overall job satisfaction significantly increases, leading to lower turnover intention and improved work quality. The findings also indicate that employees experiencing insecurity — even when engaged — tend to show reduced satisfaction due to chronic stress and uncertainty. Meanwhile, secure employees who lack engagement may feel bored or disconnected from organisational goals.

In protocol and communication units, a high degree of coordination with leadership and the public often demands professional communication skills, accuracy in execution, and responsiveness in dynamic situations. When employees feel enthusiastic (engaged) yet fearful of job loss, motivation may decline. In contrast, when employees feel secure but lack enthusiasm, their performance may stagnate. The simultaneous presence of both job engagement and security, therefore, serves as a significant determinant of employees' happiness and motivation in such a demanding context.

High satisfaction among employees improves public service outcomes. When motivated and secure, employees demonstrate greater professionalism, initiative, problem-solving abilities, and commitment to delivering high-quality services. This condition supports the broader goals of government agencies in maintaining operational efficiency and public trust.

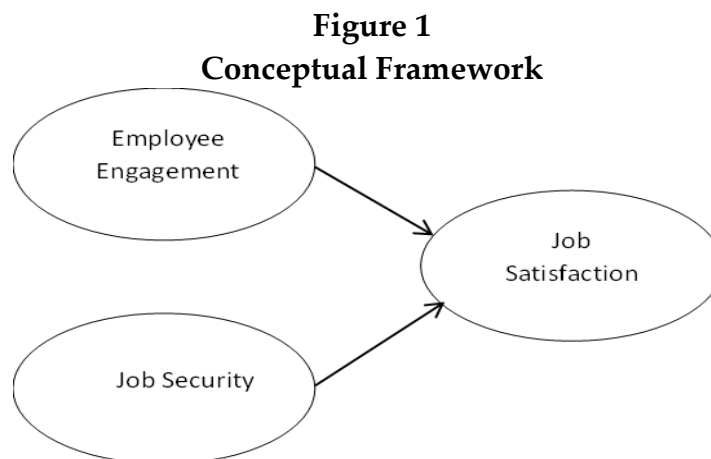
Synthesising theoretical and empirical perspectives, it can be concluded that engagement and security jointly provide a balanced foundation for job satisfaction. Engagement fulfils personal meaning and enjoyment in work, while job security provides confidence in career sustainability. Their interaction strengthens positive emotional states, reduces uncertainty, and enhances organisational commitment. Based on the above rationale, the following hypothesis has been formulated:

H3: Employee engagement and job security simultaneously have a significant effect on job satisfaction.

This hypothesis reflects the idea that job satisfaction is not solely influenced by internal factors or external assurances, but rather by the simultaneous and reinforcing interaction of both. Government institutions should therefore adopt policies that promote engagement while maintaining employment protections to achieve optimal satisfaction and performance outcomes.

Framework

Based on the description above, the following framework can be made, which illustrates the conceptual relationship among the variables examined in this study.



Source: Author, 2025

RESEARCH METHOD

Research Design

The author uses a type of quantitative research derived from the philosophy of positivism to study a specific population or sample; research instruments are used to collect data, and then the data are analyzed quantitatively or statistically



to test the hypotheses that have been made. Quantitative research is defined as the measurement of objective quantitative and statistical data through the scientific calculation of a sample of individuals or populations who are asked to answer a number of survey questions to determine the frequency and percentage of those individual responses.

This study adopts an explanatory quantitative design to analyse the causal relationship between employee engagement, job security, and job satisfaction among employees in the Protocol and Leadership Communication Section of the Surabaya City Government. Quantitative research is appropriate because the study seeks to test predetermined hypotheses through statistical procedures rather than developing theory from qualitative insights. The explanatory approach is used to determine not only whether relationships exist among the variables but also the direction and magnitude of their influence based on numerical data (Siregar, 2020).

This design provides objectivity and allows the measurement of employee perceptions toward engagement, security, and satisfaction in a structured manner. Through regression-based hypothesis testing, the study identifies which independent variable exerts a stronger predictive effect on job satisfaction and the extent to which both variables collectively explain the variance. By using this approach, findings can be generalised to similar public-sector environments where work intensity and representational functions are prominent.

Population and Sample

The population consists of 26 employees working within the Protocol and Leadership Communication Section of the Surabaya City Government. This population includes all civil servants and contract-based personnel assigned to administrative and representational duties supporting government leadership activities.

Because the number of available employees is relatively small (less than 30 individuals), the research applied a saturated sampling technique (also known as a census). In saturated sampling, the entire population is considered as the sample, ensuring that all relevant perspectives are captured and eliminating sampling bias (Sujarweni, 2022).

This technique strengthens the accuracy of the findings since every member of the organisational unit under study contributes directly to the data set. Moreover, the use of this sampling method reflects the significance of the research context, where each employee's role is integral to maintaining effective communication and protocol operations within the government body.



Data Collection Technique

Data were collected using a structured, self-administered questionnaire distributed directly to participants to ensure completeness and clarity of responses. The results of the questionnaire are data on the expression of the employee in Protocol and Leadership Communication Section of the Surabaya City Government on the variables measured in this study.

Data Types and Data Sources

The data used in this study is primary data. Primary data is data obtained directly from respondents. The data sources of this study were 26 employees working within the Protocol and Leadership Communication Section of the Surabaya City Government.

Research Instrument

The measurement variables were measured using a Likert scale. The Likert scale is a form of scale that indicates the answers of the respondents agree or disagree on questions about an object. The measurement method using a Likert scale consists of five ranges of answers, namely strongly disagree (SD)1, disagree (D) 2, Neutral (N) 3, Agree (A) 4, and strongly agree (SA). The instrument was divided into three sections:

- Employee Engagement (X1): 8 items based on dimensions of vigor, dedication, and absorption (Bakker, 2011).
- Job Security (X2): 8 items covering quantitative and qualitative security (Hellgren et al., 1999).
- Job Satisfaction (Y): 8 items measuring satisfaction towards work, supervisor, co-workers, promotion, and salary (Mas'ud, 2004).

Data Analysis Technique

The study uses Multiple Linear Regression analysis, with the following formula:

$$Y = a + X1 + X2 + e$$

Where:

Y = Job satisfaction

a = Constant

X1 = Employee Engagement

X2 = Job Security

e = Error (error rate)



RESULTS AND DISCUSSION

Validity Test

The validity test was conducted using the Pearson product-moment correlation. Each item is declared valid if $r\text{-count} > r\text{-table}$ at $df = 26 - 2 = 24$ with $\alpha = 0.05$, resulting in $r\text{-table} = 0.388$.

Table 1
Validity Test Result for Employee Engagement, Job Security, and Job Satisfaction

X1 (Employee Engagement)				X2 (Job Security)				Y (Job Satisfaction)			
Item	r hitung	r tabel	Keterangan	Item	r hitung	r tabel	Keterangan	Item	r hitung	r tabel	Keterangan
X1.1	0,937	0,388	Valid	X2.1	0,891	0,388	Valid	Y.1	0,968	0,388	Valid
X1.2	0,866	0,388	Valid	X2.2	0,923	0,388	Valid	Y.2	0,976	0,388	Valid
X1.3	0,702	0,388	Valid	X2.3	0,828	0,388	Valid	Y.3	0,905	0,388	Valid
X1.4	0,865	0,388	Valid	X2.4	0,93	0,388	Valid	Y.4	0,930	0,388	Valid
X1.5	0,940	0,388	Valid	X2.5	0,919	0,388	Valid	Y.5	0,939	0,388	Valid
X1.6	0,875	0,388	Valid	X2.6	0,871	0,388	Valid	Y.6	0,938	0,388	Valid
X1.7	0,881	0,388	Valid	X2.7	0,953	0,388	Valid	Y.7	0,911	0,388	Valid
X1.8	0,946	0,388	Valid	X2.8	0,972	0,388	Valid	Y.8	0,967	0,388	Valid

Source: Processed Primary Data by SPSS 26, 2025

Reliability Test

Reliability testing was conducted using the Cronbach’s Alpha method. A variable is classified as reliable if the Cronbach’s Alpha value is greater than 0.70 (Ghozali, 2013).

Table 2
Reliability Test Results

Variabel	Cronbach Alpha	Angka Standar Reliabel	Keterangan
<i>Employee engagement</i>	0,958	0,70	Reliabel
<i>Job Security</i>	0,971	0,70	Reliabel
<i>Job Satisfaction</i>	0,982	0,70	Reliabel

Source: Processed Primary Data by SPSS 26, 2025

Classical Assumption Tests

Before conducting multiple linear regression analysis, several classical assumption tests were performed to ensure the validity of the regression model.

1. Normality Test

The normality of the residuals was assessed using the Kolmogorov–Smirnov test. Since the significance value is greater than 0.05, the residuals are normally distributed. This indicates that the regression model satisfies the normality assumption.

Table 3
Normality Test



One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		26
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.90531404
Most Extreme Differences	Absolute	.140
	Positive	.136
	Negative	-.140
Test Statistic		.140
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Processed Primary Data by SPSS 26, 2025

2. Multicollinearity Test

Multicollinearity was evaluated using Tolerance and Variance Inflation Factor (VIF) values. Both variables show no signs of multicollinearity, as Tolerance values are above 0.10 and VIF values are below 10.

Table 4
Multicollinearity Test

Variable	Tolerance	VIF	Standard	Remark
Employee Engagement (X1)	0.411	2.433	Tolerance > 0.10, VIF < 10	No Multicollinearity
Job Security (X2)	0.411	2.433	Tolerance > 0.10, VIF < 10	No Multicollinearity

Source: Processed Primary Data by SPSS 26, 2025

3. Heteroscedasticity Test

Heteroscedasticity was examined using the Glejser test. All significance values exceed 0.05, indicating no heteroscedasticity in the regression model.

Table 5
Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.528	.857		.615	.544
	X1	.010	.107	.080	.090	.929
	X2	-.006	.100	-.049	-.056	.956

a. Dependent Variable: Abs_RES1

Source: Processed Primary Data by SPSS 26, 2025



Multiple Linear Regression Analysis

The regression analysis was conducted to examine the influence of Employee Engagement (X1) and Job Security (X2) on Job Satisfaction (Y).

1. Regression Coefficients

Tabel 6
Regression Coefficient
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.589	1.298		-2.766	.011
	X1	.549	.162	.469	3.394	.002
	X2	.575	.151	.525	3.800	.001

a. Dependent Variable: Y

Source: Processed Primary Data by SPSS 26, 2025

Regression Equation:

$Y = -3,589 + 0,549X1 + 0,575X2$. This means that:

- Every 1-point increase in Employee Engagement (X1) increases Job Satisfaction (Y) by 0,549
- Every 1-point increase in Job Security (X2) increases Job Satisfaction (Y) by 0,575.
- Both independent variables show positive and significant effects on job satisfaction.

2. Coefficient of Determination (R²)

Tabel 7
Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.976	.974	.944

a. Predictors: (Constant), X2, X1

Source: Processed Primary Data by SPSS 26, 2025



This indicates that Employee Engagement and Job Security collectively contribute 97,4% to the increase in Job Satisfaction, while the remaining 2,6% is influenced by other factors not measured in this study.

Hypothesis Testing

1. Partial Test (t-test)

Tabel 8 Partial Test

Table with 6 columns: Hypothesis, Variable, t-value, t-table, Sig., Result. It contains two rows of hypothesis testing results.

Source: Processed Primary Data by SPSS 26, 2025

Both H1 and H2 are supported, meaning Employee Engagement and Job Security each have a significant positive effect on Job Satisfaction.

2. Simultaneous Test (F-test)

Tabel 9 Simultaneous Test

ANOVA table with columns: Model, Sum of Squares, df, Mean Square, F, Sig. It shows regression and residual values.

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Source: Processed Primary Data by SPSS 26, 2025

Based on the F-test results, the obtained F-value is greater than the F-table (3,422), (F-test > F-table). Thus, Hypothesis 3 (H3), which states that employee engagement and job security simultaneously have a significant effect on job satisfaction, is accepted.

Discussion Results

The results of this study confirm that both Employee Engagement and Job Security play critical roles in shaping Job Satisfaction among employees of the Protocol and Leadership Communication Section of the Surabaya City Government.

The Influence of Employee Engagement on Job Satisfaction

The Influence of Employee Engagement ...



The findings reveal that Employee Engagement has a significant positive effect on Job Satisfaction, supporting Hypothesis 1 (H1). This suggests that employees who feel emotionally connected, committed, and involved in their work are more likely to experience higher levels of satisfaction. This result aligns with prior studies conducted by Saks (2006) and Schaufeli & Bakker (2010), which state that engaged employees tend to show greater enthusiasm, dedication, and fulfillment at work, leading to higher job satisfaction. In the context of government institutions, particularly in communication and protocol settings where responsiveness and coordination are crucial, engagement acts as a psychological fuel that drives employees to perform beyond minimum requirements.

The Influence of Job Security on Job Satisfaction

Job Security was also found to significantly influence Job Satisfaction, supporting Hypothesis 2 (H2). Employees who feel that their jobs are stable and protected tend to show greater peace of mind, reduced anxiety, and stronger organizational loyalty. This finding is consistent with studies by Ashford et al. (1989) and Greenhalgh & Rosenblatt (1984), which highlight that perceived insecurity can lead to stress, reduced commitment, and dissatisfaction. Conversely, when employees feel secure, they become more willing to invest emotionally and psychologically in their roles. In the context of public institutions where employment stability is often assumed, formal and informal assurances of career continuity remain important psychological drivers of motivation.

Simultaneous Influence of Employee Engagement and Job Security

The F-test results confirm that both variables together significantly influence Job Satisfaction, supporting Hypothesis 3 (H3). This indicates that engagement and security function as complementary factors—employees are more satisfied not only when they love their work, but also when they feel safe within their roles. Thus, Employee Engagement energizes, while Job Security stabilizes. When both are present, job satisfaction reaches its highest point.

CONCLUSION

Based on the research findings and analysis, it can be concluded that both employee engagement and job security play significant roles in shaping job satisfaction among employees of the Protocol and Leadership Communication Section of the Surabaya City Government. Employees who feel enthusiastic, involved, and emotionally connected to their work experience higher levels of satisfaction, while those who perceive strong job stability tend to be more content



and loyal to the organisation. Simultaneously, these two factors contribute substantially to variations in job satisfaction, demonstrating that psychological involvement and perceived employment continuity are essential elements of workplace fulfilment.

Therefore, to enhance job satisfaction, the organisation is recommended to strengthen employee involvement through participatory decision-making, improve communication channels to foster a stronger sense of belonging, and provide structured assurances of career stability through transparent promotion pathways and competency-based performance evaluations.

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