



**ANALYSIS OF THE RELATIONSHIP BETWEEN WORK ENGAGEMENT,
JOB SATISFACTION, AND HUMAN RESOURCE PERFORMANCE AT
BLUDUPTD SALOTUNGO PUBLIC HEALTH CENTER, SOPPENG
REGENCY**

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Abstract

Human resources (HR) constitute a key determinant in the delivery of healthcare services at public health centers. Challenges such as high workloads, limited staffing, and low levels of motivation may adversely affect job satisfaction and HR performance. One psychological factor that plays a crucial role is work engagement, defined as an individual's positive, fulfilling involvement in their work. This study aims to analyze the relationship between work engagement, job satisfaction, and HR performance at BLUD UPTD Salotungo Public Health Center, Soppeng Regency. The study employed a quantitative analytic design with a cross-sectional approach. The population and sample comprised all health and non-health personnel, totaling 101 employees, selected using a total sampling technique. Data were collected using the Utrecht Work Engagement



Scale (UWES), the Job Satisfaction Survey (JSS), and performance assessments based on Key Performance Indicators (KPIs). The data were analyzed using Pearson correlation and multiple linear regression tests. The results indicate that work engagement has a positive and significant relationship with both job satisfaction and HR performance. Job satisfaction also shows a stronger positive association with HR performance and functions as a mediating variable in the relationship between work engagement and performance. The findings confirm that simultaneous improvements in work engagement and job satisfaction contribute to enhanced HR performance. Accordingly, public health center management should develop human resource policies oriented toward improving employees' psychological well-being and job satisfaction in order to support sustainable healthcare service quality.

Keywords: Work Engagement; Job Satisfaction; Human Resource Performance; Public Health Center



INTRODUCTION

Human resources (HR) are a key asset in health service organizations such as community health centers. Good HR performance is a determining factor in the success of an institution in providing quality services to the community. However, various challenges arise in the field, such as high workloads, limited personnel, and a lack of motivation and job satisfaction, which can lead to decreased productivity and service quality (Va et al., 2024).

One important factor that affects work performance and satisfaction is work engagement, which is the level of emotional, cognitive, and physical involvement a person has in their work. Employees with high levels of engagement tend to be more dedicated, enthusiastic, and fully absorbed in their tasks. Conversely, low work engagement can lead to burnout, decreased work morale, and even increased employee turnover. Previous studies (Saks, 2006; W. Schaufeli & Bakker, 2004) show that work engagement is positively related to job satisfaction and employee performance. Employees who are positively engaged with their work tend to feel satisfied and demonstrate high work performance. Job satisfaction itself reflects positive feelings towards various aspects of work such as salary, supervision, coworker relationships, and promotion opportunities (Garmendia et al., 2023; Locke, 1969; Mulyati, 2020; W. Schaufeli & Bakker, 2004; Va et al., 2024).

In the healthcare sector, particularly in community health centers, job satisfaction and human resource performance are important factors in ensuring safe, effective, and sustainable service quality. Therefore, it is necessary to analyze the relationship between work engagement and job satisfaction as well as employee performance at the Salotungo Community Health Center in Soppeng Regency.

This study is expected to provide a scientific basis for health institution managers in designing strategies to increase employee engagement and welfare, which will ultimately contribute to improving the quality of public health services. This study aims to analyze the relationship between work engagement and job satisfaction and human resource (HR) performance, as well as the relationship between job satisfaction and HR performance at the Salotungo Community Health Center (UPTD Puskesmas Salotungo) in Soppeng Regency. Specifically, this study examines the relationship between work engagement and HR job satisfaction, the relationship between work engagement and HR performance, and the extent to which job satisfaction is related to HR performance.



RESEARCH METHOD

This study used a quantitative analytical design with a cross-sectional approach to analyze the relationship between work engagement and job satisfaction and human resource (HR) performance. The study was conducted at the Salotungo Community Health Center (Puskesmas) in Soppeng Regency in November 2025. The research population consisted of all Puskesmas employees, including health workers and non-health workers, in accordance with Law Number 17 of 2023 concerning Health. The population consisted of 101 people, all of whom were respondents using total sampling technique, so that the research sample was the same as the population. Respondents included active employees with a minimum of six months of service who were willing to participate, while employees who were on long leave or inactive during data collection were excluded.

Data was collected using structured questionnaires, including the Utrecht Work Engagement Scale (UWES) to measure work metrics, the Job Satisfaction Survey (JSS) to measure job satisfaction, and HR performance assessments based on Key Performance Indicators (KPIs). The UWES and JSS instruments have good construct validity and reliability, with Cronbach's Alpha values of >0.80 and $0.70-0.90$, respectively, while KPI validity is determined through content validity and measurement consistency reliability.

Data processing was performed using SPSS, through the stages of editing, coding, entry, cleaning, and tabulation. Data analysis included univariate analysis to describe respondent characteristics and variable distribution, bivariate analysis using Pearson's correlation test to examine the relationship between variables, and multivariate analysis using path analysis. In addition, mediation analysis was conducted to assess job role satisfaction in mediating the relationship between work engagement and HR performance, with a significance level of 0.05.

RESULTS AND DISCUSSION

Respondent Characteristics

The following table shows the characteristics of the respondents involved in this thesis research, including demographic characteristics and job characteristics. The presentation of this data aims to provide an overview of the respondent profile.



Table 1. Respondent Characteristics

Characteristics	n	
Gender	Male	9.5
	Female	90.5
Age	21-30 years	35.8
	31-40 years	42.1
	41-50 years	21.1
	> 50 years	1.1
Education	High school	6.3
	D3	54.7
	D4-S1	21.1
	Profession	16.8
Personnel	Master's Degree	1.1
	Civil Servant	29
	PPPK	14.7
Length of Service	Contract	54.7
	< 1 year	6.3
	1 - 10 years	65.3
	11 - 20 years	23.2
Medical Staff	> 20 years	5.3
	Yes	23
Nurse_Midwife	No	75.8
	Yes	72
Pharmacy	No	24.2
	Yes	20
Public Health	No	78.9
	Yes	20
Nutrition	No	78.9
	Yes	19
Technical	No	80.0
	Yes	16
Therapy	No	83.2
	Yes	15
Psychology	No	84.2
	Yes	15.8



Characteristics		n	
Traditional	No	80	84.2
	Yes	15	15.8
Administrator	No	80	84.2
	Yes	25	26.3
STR	No	70	73.7
	Yes	84	88.4
SIP	No	11	11.6
	Yes	75	78.9
	Not required	9	9.5
Training	Yes	11	11.6
	No	53	55.8
Total	No	42	44.2
		95	100.0

Source: Primary Data 2025

There were 95 research respondents, predominantly women (90.5%). Most were of productive age, 31–40 years (42.1%) and 21–30 years (35.8%). The majority of respondents had a Diploma III education (54.7%) and were temporary employees (54.7%), with most having worked for 1–10 years (65.3%). Based on the type of personnel, the respondents were dominated by non-medical personnel, particularly nurses and midwives (75.8%). From a legal perspective, most respondents had STR (88.4%) and SIP (78.9), and most had participated in training (55.8%), indicating relatively competent and active human resources in health services.

Work Engagement

Table 2 presents the frequency distribution of the level of work engagement of human resources at the BLUD UPTD Puskesmas Salotungo in Soppeng Regency. The presentation of this data aims to describe the level of work engagement of respondents that reflects positive psychological conditions at work, which are characterized by vigor, dedication, and full involvement in the performance of tasks.



Table 2.
**Frequency Distribution Based on Work Engagement of Human Resources at
BLUD UPTD Puskesmas Salotungo, Soppeng Regency**

	Score 0	Score 1	Score 2	Score 3	Score 4	Score 5	Score 6					
E.1	.0	.3	2	2.6	0	0.5	1	1.6	3	4.7	3	4.2
E.2		.2	3	3.7	.4	0	0.5	9	0.5	2	3.7	
E.3		.3	1	1.6	.4	2	2.6	9	0.5	0	1.6	
E.4	.1	.2	3	3.7	.4	3	3.7	1	2.6	7	8.4	
E.5		.2	2	2.6	.5		.5	9	0.5	2	3.7	
E.6		.2	4	4.7	.4	3	3.7	6	7.4	2	3.7	
E.7		.3	1	1.6	.5		.4	1	2.1	1	3.2	
E.8		.3	4	4.7	0	0.5	4	4.7	2	3.7	0	1.1
E.9	.0	1	1.6	.5	1	1.6	8	8.9	5	6.3	1	2.1
E.10		.4	1	1.6	.3	9	0.0	6	7.4	5	6.3	
E.11	.2	0	0.5	.5	1	1.6	0	1.1	0	1.6	2	2.6
E.12	.3	0	0.5	.4	3	3.7	2	3.2	5	6.3	2	2.6
E.13	.0	0	0.5	0	0.5	.5	6	6.8	2	3.7	8	8.9
E.14	.0	.2	5	5.8	.5	1	1.6	2	3.7	5	6.3	
E.15	.1	.2	2	2.6	0	0.5	4	4.7	0	1.6	4	5.3
E.16	.0	.4	0	0.5	0	0.5	1	1.6	6	7.9	0	1.1



	Score 0	Score 1	Score 2	Score 3	Score 4	Score 5	Score 6						
E.17	.2	0	0.5	1	1.6	3	3.7	6	6.8	7	8.4	4	4.7

Source: Primary Data 2025

The descriptive analysis results show that the respondents' work engagement levels are in the high category, marked by the dominance of scores of 5 and 6 on almost all items. The dimensions of enthusiasm and dedication appear to be the most prominent, reflecting high work energy, enthusiasm, and a sense of pride and meaning in their work. The absorption dimension also shows a positive trend, although it is relatively more moderate. Overall, these findings indicate that the human resources at the Salotungo Community Health Center UPTD BLUD have good to high work engagement.

Job Satisfaction

The following is the frequency distribution of the level of job satisfaction of human resources at BLUD UPTD Puskesmas Salotungo, Soppeng Regency. The presentation of this data aims to provide an overview of the respondents' level of satisfaction with their work.

Table 3.
Frequency Distribution Based on Job Satisfaction of Human Resources at BLUD UPTD Puskesmas Salotungo, Soppeng Regency

	Score 1	Score 2	Score 3	Score 4	Score 5				
S.1	.1	.4	5	6.8	1	2.6	0	1.1	
S.2	.1	2	2.6	5	6.8	9	0.5	7	7.9
S.3	.2	0	0.5	3	4.7	2	3.7	7	7.9
S.4	.4	3	3.7	4	5.8	8	9.5	3	3.7
S.5		.3	3	5.3	9	1.1		.4	
S.6	.1	.2	4	6.3	8	0.0		.4	
S.7	.0	.3	6	8.4	7	8.9		.4	



	Score 1	Score 2	Score 3	Score 4	Score 5				
S.8	.5	7	8.4	2	3.7	3	4.2	.2	
S.9	.1	.3	4	5.3	3	5.3	2	3.2	
S.10	.1	.3	5	6.3	8	0.5	6	6.8	
S.11	.0	.2	8	9.5	5	7.4	8	8.9	
S.12	.0	.2	9	0.5	2	4.2	0	1.1	
S.13	.1	4	4.7	5	6.8	2	3.7	2	2.6
S.14	.1	.3	2	3.7	1	3.2	5	5.8	
S.15	.2	0	0.5	8	0.0	3	4.7	1	1.6
S.16	2	2.6	5	6.3	3	4.7	3	4.2	.1
S.17	.1	3	3.7	2	4.2	2	3.7	.3	
S.18	.1	2	2.6	9	1.1	5	6.8	.4	
S.19	9	0.0	6	7.4	9	0.5	8	8.9	.2
S.20	.1	1	1.6	3	5.3	4	5.8	.3	
S.21	.1	.1	4	5.3	2	4.2	5	6.3	
S.22	.1	.1	2	3.2	6	8.4	4	5.3	
S.23		.1	3	4.2	5	7.4	5	6.3	
S.24	.0	.2	2	3.2	3	5.3	7	8.4	
S.25	.1	.1	1	2.6	7	9.5	4	4.7	
S.26	.1	.1	0	1.6	6	8.4	6	6.8	



	Score 1	Score 2	Score 3	Score 4	Score 5				
S.27	.1	.0	9	0.5	3	5.3	1	2.1	
S.28	6	7.4	0	1.1	5	6.3	1	2.1	.2
S.29	.1	.1	4	5.3	4	6.8	5	5.8	
S.30	.1	.1	5	6.3	3	5.8	5	5.8	
S.31	.1	.2	2	3.2	2	4.7	7	7.9	
S.32	8	8.9	9	0.0	0	1.6	3	4.2	.3
S.33	.1	.1	0	1.6	5	7.4	7	7.9	
S.34	.1	.1	3	4.7	3	5.3	6	6.8	
S.35	2	2.6	5	6.3	5	6.8	0	1.1	.2
S.36	.1	.1	6	7.9	1	3.2	4	4.7	
S.37	.1	.1	2	3.7	4	6.3	7	7.9	
S.38	.1	.2	1	2.6	2	4.2	8	8.9	
S.39	0	0.5	6	7.4	0	1.6	4	5.3	.3
S.40	.1	.1	6	7.9	2	4.2	4	4.7	

Source: Primary Data 2025

Respondents' job satisfaction levels were generally moderate to high, with neutral to agree scores dominating across almost all items. The aspects of relationships with coworkers, communication, and supervision showed the highest levels of satisfaction, while the aspects of salary, promotion, and rewards tended to be more moderate. These findings indicate that respondents' job satisfaction is more influenced by the quality of social relationships and the work environment than by structural or financial factors.



Human Resource Performance

The following presents the frequency distribution of HR performance at the BLUD UPTD Puskesmas Salotungo in Soppeng Regency. This data presentation aims to provide an overview of the respondents' performance in carrying out their duties and responsibilities.

Table 4.

Frequency Distribution Based on Human Resource Performance at BLUD UPTD Puskesmas Salotungo, Soppeng District

Characteristics		n	%
JK	Male	9	9.5
	Female	86	90.5
Age	21-30 years	34	35.8
	31-40 years	40	42.1
	41-50 years	20	21.1
	> 50 years	1	1.1
	High school	6	6.3
Education	D3	52	54.7
	D4-S1	20	21.1
	Profession	16	16.8
	Master's Degree	1	1.1
	Civil Servant	29	30.5
Personnel	PPPK	14	14.7
	Contract	52	54.7
	< 1 year	6	6.3
Length of Service	1 - 10 years	62	65.3
	11 - 20 years	22	23.2
	> 20 years	5	5.3
	Yes	23	24.2
Medical Staff	No	72	75.8
	Yes	72	75.8
Nurse_Midwife	No	23	24.2
	Yes	20	21.1
Pharmacy	No	75	78.9
	Yes	20	21.1
Public Health	No	75	78.9
	Yes	19	20.0
Nutrition	Yes	19	20.0



Characteristics		n	%
Technical	No	76	80.0
	Yes	16	16.8
Therapy	No	79	83.2
	Yes	15	15.8
Psychology	No	80	84.2
	Yes	15	15.8
Traditional	No	80	84.2
	Yes	15	15.8
Administrator	No	70	73.7
	Yes	25	26.3
STR	No	11	11.6
	Yes	84	88.4
SIP	No	9	9.5
	Not required	11	11.6
	Yes	75	78.9
Training	No	42	44.2
	Yes	53	55.8
Total		95	100.0

Source: Primary Data 2025

The performance analysis results show that HR performance is in the good category, marked by a predominance of scores of 4 and 5 on most indicators. Respondents were assessed as being able to complete tasks on time, comply with SOPs, work together in a timely manner, and demonstrate good discipline and responsibility. However, low scores were still found on certain indicators, indicating performance variations and room for improvement in certain aspects.

Bivariate Analysis

Table 5.

Bivariate Analysis of the Relationship between Work Engagement and Job Satisfaction and HR Performance at the Salotungo Community Health Center UPTD BLUD in Soppeng Regency

		WE	JS
JS	r value	0.336	
	p-value	0.001	
Performance	r value	0.328	0.599



p-value 0.001 0.000

Source: Primary Data 2025

The correlation test results show a positive and significant relationship between work engagement and job satisfaction (r=0.336; p=0.001), as well as between work engagement and performance (r=0.328; p=0.001), with a weak to moderate strength of relationship. The relationship between job satisfaction and performance shows a stronger correlation (r=0.599; p=0.000). These findings indicate that job satisfaction has a stronger correlation with performance than work engagement.

Multivariate Analysis

Table 6.

Multivariate Analysis of the Relationship between Work Engagement, and Job Satisfaction, and Performance of BLUD UPTD Puskesmas Salotungo Human Resources in Soppeng Regency

Table with 7 columns: Variable, Estimate, S.E., C.R., P, Label. Rows include Human Resource Performance --> Job Satisfaction, Job Satisfaction --> Work Engagement, Human Resource Performance --> Work Engagement, and Human Resource Performance - -> Job Satisfaction --> Work Engagement.

Source: Primary Data 2025

The path analysis results show that job satisfaction has a direct and significant effect on work engagement (beta=0.270; p=0.027), while the direct effect of performance on work engagement is not significant. In addition, there is an indirect effect of performance on work engagement through job satisfaction. These findings confirm that job satisfaction plays a key role in shaping cooperation, while HR performance serves as a context that strengthens this relationship.



Work Engagement

The results of the study show that the respondents' level of work engagement is relatively high, as reflected in the dominance of high scores in the dimensions of enthusiasm, dedication, and absorption. These findings indicate that most human resources have work energy, emotional commitment, and full involvement in their work. This condition is in line with Schaufeli and Bakker's theory and the Job Demands–Resources (JD-R) model, which asserts that the availability of work and personal resources encourages work and contributes to positive work outcomes. These research results are in line with research (Va et al., 2024) which found that work engagement levels tend to be high in certain work populations. There is a positive relationship between work engagement and work outcomes such as performance and productivity, as well as the role of other psychological variables such as meaningful work in strengthening work engagement (Mulyati, 2020; W. B. Schaufeli & Bakker, 2010; Wahyuni et al., 2019).

Overall, these findings reinforce the picture that the respondents' work engagement is in the high category, indicating that the majority of respondents' work engagement is not only emotionally committed to their work, but also shows high enthusiasm and full involvement in their work activities.

Job Satisfaction (Job Satisfaction)

Respondents' job satisfaction was in the moderate to high range, with work relationships, supervision, and communication being the main sources of satisfaction, while promotion and rewards were still considered moderate. These findings indicate that social factors and organizational support have a more dominant influence on job satisfaction than structural factors. Job satisfaction is the result of an individual's cognitive and affective evaluation of various aspects of their work (Garmendia et al., 2023; Sallis, 2010; Va et al., 2024). Harmonious interpersonal relationships can increase job satisfaction and psychological well-being among employees (Saks, 2006; W. Schaufeli & Bakker, 2004).

Human Resource Performance

Overall human resource performance is in the fair to good category, as indicated by indicators such as timeliness, work quality, compliance with SOPs, and teamwork. However, there are still variations in performance on certain indicators that require advanced competencies. Performance measures (KPIs) are usually designed to measure the success of core tasks, and performance achievements can vary between individuals depending on internal factors such as skills, motivation, and organizational support (Garmendia et al., 2023; Hafzah & Samosir, 2024). The study confirms that Key Performance Indicators need to be adapted to the dynamics of work and organizational culture in order to accurately



reflect employee performance in a manner, especially in the context of dynamic and diverse work. These findings indicate that even though basic performance has been achieved, support for competency development and a continuous evaluation system are needed to improve performance evenly.

Bivariate Analysis

Bivariate analysis shows a positive and significant relationship between work engagement and job satisfaction, work engagement and performance, and job satisfaction and performance. The strongest relationship was found between job satisfaction and performance, indicating that job satisfaction is an important factor in driving HR performance. Conceptually, the Dispositional Approach to Job Satisfaction theory explains that job satisfaction reflects an individual's emotional and cognitive evaluation of aspects of work that are important to them, such as rewards, work relationships, and the fulfillment of psychological needs related to work (W. Schaufeli & Bakker, 2004; Spector, 1997). Job satisfaction is related to an individual's intentions, motivation, and commitment in carrying out tasks, thus having a significant impact on performance achievement. Job satisfaction has consistently been a strong predictor of work performance in various organizational contexts, including in the service and manufacturing sectors (Hidayat, 2023).

Multivariate analysis

The path results show that job satisfaction acts as a key variable that mediates the relationship between HR performance and work engagement. Performance does not directly affect work engagement, but it has a significant effect () on job satisfaction, which in turn increases work engagement. These findings confirm that improving HR performance needs to be accompanied by the creation of a satisfying work experience in order to promote sustainable work progress, especially in the context of primary health care.

Theoretically, these findings support Social Exchange Theory, which states that individuals who gain positive work experiences as a result of their contributions and performance will reciprocate with increased engagement and psychological commitment to the organization as a form of social reciprocity (Homans, 1958). Job satisfaction is a key mediator between various individual and organizational factors and work engagement, as well as a strategic pathway in building sustainable work (Albrecht et al., 2018; Indayani et al., 2025).

The novelty of this study lies in the finding that job satisfaction is the strongest variable in explaining the relationship between HR performance and work engagement in the context of community health centers. The results show



that high HR performance does not directly increase work engagement, but rather first forms a positive assessment of work, which is manifested in job satisfaction. Job satisfaction then becomes the main factor that drives work engagement. This finding provides a new understanding that efforts to improve the performance of health human resources need to be balanced with the creation of working conditions that can increase job satisfaction. Thus, this study emphasizes the importance of job satisfaction as a psychological foundation in building sustainable work in primary health care. The results of this study also imply that the implementation of health human resources policies as mandated in Law No. 17 of 2023 needs to be translated into managerial strategies at the community health center level, through performance improvement efforts balanced with the creation of a satisfying work experience.

CONCLUSION

The results of the study indicate that work engagement is positively and significantly related to job satisfaction and human resource performance. The higher the level of work engagement, the higher the job satisfaction and the better the performance. In addition, job satisfaction has a stronger relationship with performance than work engagement, which confirms the central role of job satisfaction in improving human resource performance. These findings indicate that job satisfaction is a key factor that bridges work engagement with performance achievement, making it an important psychological foundation in HR management, especially in the health care sector. Based on these findings, organizations are advised to prioritize improving job satisfaction through fair and transparent HR policies, performance-based reward systems, supportive work environments, and healthy working relationships. Performance management needs to be integrated with the psychological aspects of employees through rewards and constructive feedback so that performance achievement can increase job satisfaction and work engagement. In addition, long-term HR development policies that support the psychological well-being of employees are important to ensure sustainable work and a positive impact on organizational performance.

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