

The Effect Of Work Motivation And Job Satisfaction On Work Engagement Among Employees Of The Road And Bridge Management Unit (UPTD) Service VI

Fadillah Syawaliyah¹⁾, Sunimah²⁾

^{1,2)} Management, Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Indonesia

*Corresponding Author
Email: sunimah@ugj.ac.id

Abstract

This study aims to analyze the influence of work motivation and job satisfaction on work engagement among employees of the Regional Road and Bridge Management Unit (UPTD) Service Area VI. The background of this study highlights how work-related stress and limited facilities contribute to low work engagement among employees. Using an associative quantitative approach, data were collected via a questionnaire from 110 respondents selected using simple random sampling with the Slovin formula. The results of multiple linear regression analysis ($Y = 9.025 + 0.022 X_1 + 0.278 X_2$) indicate that both work motivation and job satisfaction have a positive and significant influence on work engagement simultaneously, with an F-value of 21.117 ($p = 0$). However, when analyzed partially, work motivation does not have a positive and significant influence on work engagement ($t = 0.416$, $p = 0.678$), whereas job satisfaction has a positive and significant influence on work engagement ($t = 4.822$, $p = 0.000$). Specifically, the job satisfaction variable was found to have a more dominant influence (Standardized Beta = 0.504) than work motivation (Standardized Beta = 0.043) in shaping employees' work engagement. This research model accounts for 28.3% of the variance ($R^2 = 0.283$, Adjusted $R^2 = 0.27$) in the work engagement variable, while the remaining 71.7% is influenced by other factors outside the model. These findings confirm that the integration of work motivation and job satisfaction is a key strategy for enhancing civil servants' work engagement in addressing bureaucratic challenges at the local level

Keywords: Work Motivation, Job Satisfaction, Work Engagement, Public Sector.

INTRODUCTION

In recent years, the issue of work engagement has garnered greater attention, particularly in the context of improving performance and service quality in the public sector. A constantly changing work environment, escalating public expectations regarding infrastructure services, and limited human resources require public sector organizations to ensure that employees not only perform their duties formally but also have a strong emotional and psychological attachment to their work (Colquit et al., 2013). Work engagement is considered a positive state that encompasses enthusiasm, dedication, and absorption in work, which significantly contributes to improved performance at both the individual and organizational levels (Schaufeli et al., 2002).

An international study conducted by (Bakker & Simon, 2018b) indicates that employees with high levels of work engagement tend to demonstrate higher productivity, lower absenteeism rates, and more satisfactory service quality. Further research conducted by (Saks, 2022) shows that work engagement is a crucial indicator of an organization's success, encompassing both the private and public sectors. However, the public sector organizational environment has unique attributes, including bureaucratic structures, rigid rules, and a lack of recognition, which can potentially impact employees' levels of work enthusiasm.

In the Indonesian context, particularly within regional technical implementation units focused on infrastructure management such as the Regional Technical Implementation Unit for Road and Bridge Management workers face increasingly complex challenges. Employees are expected to ensure the quality and sustainability of road and bridge infrastructure, which plays a vital role in driving economic activity and population mobility. Heavy workloads, difficult

working conditions, and limited access to work resources can affect employees' mental well-being, including their motivation and job satisfaction.

A number of previous studies have indicated that work incentives play a crucial role in motivating employees to optimize their performance. According to (Deci & Ryan, 2000), work motivation, whether intrinsic or extrinsic, impacts individuals' perceptions of their tasks and their level of active participation in professional activities. An investigation conducted by (Van den Broeck et al., 2021) identified a positive and substantial correlation between work motivation and work engagement, particularly in the context of the public service sector.

In addition to work motivation, job satisfaction is also viewed as a key determinant in shaping employees' attitudes and behaviors. The Job Satisfaction Theory proposed by (Locke, 1976) explains that job satisfaction is the result of an individual's evaluation of their work, which includes aspects such as salary, working conditions, relationships with supervisors and coworkers, and career development opportunities. A study by (Judge et al., 2020) shows that employees who are satisfied with their jobs tend to have higher job engagement and demonstrate stronger commitment to the organization.

Although numerous international studies have examined the relationships among work motivation, job satisfaction, and work engagement, the majority have been conducted in private-sector organizations or in developed countries. For example, (Deci & Ryan, 2000) explained that intrinsic and extrinsic work motivation are fundamental determinants of employees' engagement and behavioral outcomes. Likewise, Schaufeli and Bakker (2004) demonstrated that adequate job resources, including motivational support and a positive work environment, significantly enhance employees' work engagement. More recently, (Saks, 2022) found that human resource management practices that foster employee well-being and satisfaction contribute substantially to higher levels of work engagement.

In the Indonesian context, empirical evidence remains relatively limited, particularly within public-sector institutions. (Sundari & Maria, 2022) reported that work motivation and job satisfaction positively influence employee performance; however, their study did not examine work engagement as an intervening or outcome variable. Similarly, (Rosani & Daengs, 2025a) found that motivation and job satisfaction significantly improve employee performance in a local government institution, but their research focused on performance rather than employees' work engagement. These findings indicate that while motivation and job satisfaction have been widely associated with employee outcomes, limited attention has been given to their direct influence on work engagement in Indonesian public organizations, especially technical service units responsible for road and bridge infrastructure management.

Furthermore, previous studies have reported inconsistent findings regarding the strength and significance of the relationships among work motivation, job satisfaction, and work engagement across different organizational settings and employee characteristics (Bakker & Simon, 2018a) (Judge et al., 2020). These inconsistencies suggest the existence of a research gap, particularly from the perspective of public-sector organizations and the specific characteristics of government employees.

Therefore, this study aims to analyze the influence of work motivation and job satisfaction on work engagement among employees of the Regional Road and Bridge Management Unit (UPTD) for Service Area VI. By focusing on a public-sector technical organization that has received limited scholarly attention, this study is expected to enrich the literature on human resource management and work engagement in government institutions. In addition, the findings are expected to provide practical recommendations for local government stakeholders in designing policies and human resource strategies that enhance employee engagement, organizational effectiveness, and overall well-being.

RESEARCH METHODS

This study employs an associative quantitative approach to examine the influence and relationship between the independent variables Work Motivation and Job Satisfaction and the dependent variable Work Engagement. The quantitative approach was chosen because this study aims to test hypotheses regarding the influence and causal relationships among the variables using numerical data that can be statistically analyzed.

According to (Sugiyono, 2019) (Sugiyono, 2019) a population is the domain of generalization consisting of objects/subjects possessing specific qualities and characteristics defined by the researcher for study, from which conclusions are subsequently drawn. The population consists of employees of the UPTD Road and Bridge Management Service Area VI (110 individuals).

A sample is a subset of a population that reflects the population's characteristics (Sugiyono 2019). The sampling method used in this study is probability sampling, specifically simple random sampling. According to Menurut (Sugiyono, 2019) simple random sampling is called "simple" because sample members are selected from the population at random, without regard to any strata within the population.

RESULTS AND DISCUSSION

Results

Respondent characteristics

Based on the results of a survey of 110 respondents at the Regional Road and Bridge Management Technical Implementation Unit (UPTD) Service Area VI, the employee profile is dominated by employees of working age. The age distribution shows that 17 people (15.5%) are in the 31–35 age range, followed by 4 people (3.6%) aged 25–30, and 1 person (0.9%) under the age of 25. These data indicate that the majority of employees are individuals of working age who have reached maturity and possess a substantial track record of work experience.

In terms of gender, the majority of respondents were male, totaling 84 people (76.4%), while there were 25 female respondents (22.7%). This proportion confirms that positions at the agency are still predominantly held by male employees, likely due to the nature of fieldwork and the need for specific technical skills.

Regarding employment status, 57 respondents (51.8%) were civil servants (ASN PNS), and 52 respondents (47.3%) were contract civil servants (ASN PPPK). These figures reflect a relatively balanced workforce composition, indicating diversity within the organization's employment system. Furthermore, in terms of residence, the majority of respondents, namely 101 people (91.8%), lived in the work area, while 8 people (7.3%) did not reside in the work area. This indicates that most employees live near their workplace, which supports ease of mobility and effectiveness in carrying out their duties.

Overall, the profile of respondents from the Regional Road and Bridge Management Unit (UPTD) Service Area VI is dominated by employees of working age, predominantly male, with a balanced mix of civil servants (PNS) and contract employees (PPPK), and the majority residing within the work area. Therefore, the respondents in this study are considered to have a relevant and representative background for examining the influence of work motivation and job satisfaction on work engagement.

Validity Test**Table 1. Validity Test Results**

Variabel	Indicator	Calculated R	Table r (5%)	Notes
Work Motivation (X1)	X1.1	0,713	0,187	Valid
	X1.2	0,732	0,187	Valid
	X1.3	0,774	0,187	Valid
	X1.4	0,756	0,187	Valid
	X1.5	0,713	0,187	Valid
	X1.6	0,691	0,187	Valid
	X1.7	0,738	0,187	Valid
	X1.8	0,607	0,187	Valid
	X1.9	0,687	0,187	Valid
	X1.10	0,369	0,187	Valid
Job Satisfaction (X2)	X2.1	0,523	0,187	Valid
	X2.2	0,639	0,187	Valid
	X2.3	0,555	0,187	Valid
	X2.4	0,612	0,187	Valid
	X2.5	0,637	0,187	Valid
	X2.6	0,683	0,187	Valid
	X2.7	0,579	0,187	Valid
	X2.8	0,648	0,187	Valid
	X2.9	0,476	0,187	Valid
	X2.10	0,674	0,187	Valid
	X2.11	0,637	0,187	Valid
	X2.12	0,645	0,187	Valid
	X2.13	0,567	0,187	Valid
Work Engagement (Y)	Y.1	0,488	0,187	Valid
	Y.2	0,686	0,187	Valid
	Y.3	0,556	0,187	Valid
	Y.4	0,672	0,187	Valid
	Y.5	0,606	0,187	Valid
	Y.6	0,544	0,187	Valid

Was analyzed using a table, and conclusions were drawn regarding the validity of the variables X1, X2, and Y. This was determined using the validity criteria of the Pearson Correlation test, which states that an instrument is considered valid if the calculated r-value is greater than the table r value. With a sample size (N) of 110 respondents, the r-table value at a 5% significance level was 0.187. The calculation results indicate that all items have calculated r-values ranging from 0.369 to 0.774, meaning these values are significantly higher than the table r-value.

In addition to comparing the r-squared values, the level of validity can also be assessed based on the significance value (two-tailed Sig.). All indicators in this study have a significance value of 0.000, which means that the value is far smaller than the probability standard of 0.05 ($p < 0.05$). correlation coefficients are classified as moderate (above 0.3), indicating that each item has good internal consistency and is well-aligned with the variables under study. Thus, this questionnaire is considered valid and reliable as a tool for collecting data for statistical analysis.

Reliability Test**Table 2. Reliability Test Results**

Variables	Cronbach's Alpha	Alpha Value	Noted
Work Motivation (X1)	0.866	0.70	Reliable
Job Satisfaction (X2)	0.855	0.70	Reliable
Work Engagement (Y)	0.708	0.70	Reliable

Based on the reliability test result in the table above, a Cronbach's Alpha value of 0.866 was obtained for this Work Motivation (X1) , Job Satisfaction (X2) is 0.855, Work Engagement (Y) is 0.708 . All Variables that have a Cronbach's Alpha value > 0. 70. So it can be concluded that all variables in this study are Reliable.

Multiple Linear Regression Analysis**Table 3. Results of Multiple Linear Regression Analysis**

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,025	2,337		3,861	,000
	Total_X1	,022	,054	,043	,416	,678
	Total_X2	,278	,058	,504	4,822	,000
a. Dependent Variable: TOTAL_Y						

The regression analysis revealed differences in the effects of the variables Work Motivation (X1) and Job Satisfaction (X2) on Work Engagement (Y). Specifically, the variable Work Motivation (X1) was found to have no significant effect, as indicated by a significance value (Sig) of 0.678, which exceeds the standard threshold of 0.05. In contrast, the Job Satisfaction variable (X2) showed a positive and significant effect on Work Engagement , with a Sig. value of 0.000, which is substantially lower than 0.05.

Mathematically, the resulting regression equation is: $Y = 9.025 + 0.022 X_1 + 0.278 X_2$. The constant term of 9.025 indicates that if the variables Work Motivation and Job Satisfaction are set to zero, the level of Work Engagement will remain at 9.025 units. Furthermore, the regression coefficient for X1 of 0.022 indicates that every one-unit increase in Work Motivation will only be followed by a very minimal and insignificant increase in Work Engagement. Conversely, the coefficient for X_2 of 0.278 indicates that a one-unit increase in Job Satisfaction is correlated with a 0.278-unit increase in employees Work Engagement.

Partial Test (T-Test)**Table 4. T-Test Resultss**

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,025	2,337		3,861	,000
	Total_X1	,022	,054	,043	,416	,678
	Total_X2	,278	,058	,504	4,822	,000
a. Dependent Variable: TOTAL_Y						

The T-test analysis, as presented in the relevant table, allows us to draw conclusions regarding the significance of the partial effects of each independent variable on the dependent variable. Specifically, for the variable Total X1, a calculated t-value of 0.416 was obtained with a significance level of 0.678. Given that this significance value exceeds the threshold of 0.05 ($0.678 > 0.05$), it can be interpreted that Total X1 does not contribute a significant effect on Total Y. This, fluctuations or changes in the X1 variable are not shown to have a substantial impact on the variation in the Y value.

Furthermore, regarding the Total X² variable, a calculated t-value of 4.822 was identified, with a significance level of 0.000. Since this significance level is substantially lower than 0.05 ($0.000 < 0.05$), it can be concluded that the Total X2 variable has a positive and significant effect on Total Y. The positive regression coefficient of 0.278 indicates a direct relationship. This means that every one-unit increase in Total X2 is projected to correlate with an increase of 0.278 in Total Y. When examining the comparison of the Standardized Beta Coefficients, it is revealed that the Total X2 variable (0.504) demonstrates a significantly superior and dominant level of contribution in influencing the dependent variable, compared to Total X1 (0.043).

Simultaneous Test (F-Test)

Table 5. Results of the F-Test

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	351, 688	2	175, 844	21, 117	,000 ^b
Residual	891, 003	107	8,327		
Total	1242, 691	109			

Simultaneous analysis via the F-test yielded a calculated F-value of 21.117 with a significance level of 0.000. Given that this significance value is below the 0.05 threshold, it can be concluded that the variables of work motivation and job satisfaction collectively exert a significant influence on employee work engagement at the Regional Road and Bridge Management Technical Implementation Unit (UPTD) for Service Area VI. Therefore, the regression model applied in this study is considered valid and relevant for elaborating on the relationship between the independent variables and the dependent variable.

Furthermore, based on the Sum of Squares calculation, it was found that the total variation in work engagement amounted to 1,242.691. Of this total, the variation accounted for by work motivation and job satisfaction was 351.688, while the remaining variation ,891.003 was attributed to other variables outside the scope of this study. When measured using the coefficient of determination (R^2), the value obtained was 0.283, equivalent to 28.3%. The implication of this finding is that work motivation and job satisfaction contribute to explaining 28.3% of the variation in employees' work engagement. The remaining 71.7% of this variation is assumed to be influenced by external factors not included in the scope of this investigation, such as the work environment, leadership, organizational culture, and individual employee characteristics.

Coefficient of Determination (R^2)

Table 6. Results of the Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,532 ^a	,283	,270	2,886

a. Predictors: (Constant), Total X2 , Total X1

Based on the results of the coefficient of determination test, the correlation coefficient [R] was recorded at 0.532. This figure indicates that the relationship between the variables of work motivation (X1) and job satisfaction (X2) with work engagement (Y) falls into the category of a moderate relationship. This implies a substantial connection between these two independent

variables and the dependent variable (work engagement). Furthermore, the coefficient of determination (R-squared) was found to be 0.283, or 28.3%. This indicates that 28.3% of the variability in employees' work engagement can be explained by the variables of work motivation and job satisfaction. Meanwhile, the remaining 71.7% is assumed to be influenced by external factors not included in the scope of this study. These factors include, but are not limited to, leadership, organizational culture, work environment, workload, and individual employee characteristics.

Furthermore, the Adjusted R-Square value of 0.270 indicates that, after accounting for the number of independent variables and the study's sample size, work motivation and job satisfaction contribute 27.0% to explaining employee work engagement. This figure reflects the regression model's ability to provide a more precise and realistic explanation of the dependent variable. Therefore, it can be concluded that work motivation and job satisfaction have a substantial impact on increasing the work engagement of employees at the UPTD for Road and Bridge Management in Service Area VI. Nevertheless, the existence of other variables that also influence employee work engagement is acknowledged.

Discussion

The Effect of Work Motivation on Work Engagement

From the partial test analysis (T-test), a calculated t-value of 0.416 was found, with a significance level of 0.678. Since this significance value exceeds 0.05, it can be concluded that work motivation does not have a significant impact on employee work engagement. Although the regression coefficient of 0.022 indicates a positive relationship between work motivation and work engagement, its effect is statistically minor and insignificant.

Theoretically, this aligns with Maslow's hierarchy as cited in (Mangkunegara, 2013), motivation stems from a hierarchical series of human needs, encompassing basic needs such as physiological, safety, social, and esteem needs, culminating in self-actualization. According to this theory, employees tend to have high work engagement when these needs are maximally met. However, the findings of this study indicate that meeting employees' needs does not fully trigger an increase in their work engagement.

The findings of this study align with research by Putri and Wahyudi (2021) in (Rosani & Daengs, 2025b), which noted that work motivation does not always have a direct impact on work engagement if employees' basic needs are already met to a standard degree or if workplace environmental factors are more dominant. Nevertheless, these results contradict the findings of Sari et al., (2022) in (Rosani & Daengs, 2025b) who found that work motivation significantly influences employees' work engagement. The variation in these findings underscores that the extent to which work motivation influences work engagement is highly determined by the organization's unique characteristics and the specific conditions of its employees.

The Influence of Job Satisfaction on Work Engagement

Based on the results of the partial analysis, a t-statistic value of 4.822 with a significance level of 0.000 was identified. This indicates that job satisfaction has a positive and significant impact on employee work engagement. The regression coefficient obtained, 0.278, suggests that each unit increase in job satisfaction is correlated with an increase in employee work engagement. Furthermore, the standardized beta coefficient of 0.504 underscores that job satisfaction is the most dominant predictor variable in explaining the variance in work engagement.

Theoretically, job satisfaction, as described by (Spector, 1997) in Sundari & Maria (2022), which found that job satisfaction has a significant impact on employee work engagement in the public sector. Furthermore, research by (Rosani & Daengs, 2025b) also demonstrates that job satisfaction is positively correlated with increased enthusiasm and dedication among personnel in fulfilling their organizational responsibilities.

These research findings are supported by a study conducted by Prasetyo dan Nugroho (2022) in (Wardani, 2018), which found that job satisfaction has a significant impact on

employee work engagement in the public sector. Furthermore, research by (Rosani & Daengs, 2025b) also demonstrates that job satisfaction is positively correlated with increased enthusiasm and dedication among personnel in fulfilling their organizational responsibilities.

The Simultaneous Influence of Work Motivation and Job Satisfaction on Work Engagement

Statistical analysis using a simultaneous test (F-test) yielded a calculated F-value of 21.117 with a significance level of 0.000. These findings indicate that work motivation and job satisfaction collectively have a significant effect on employee work engagement. Thus, it can be interpreted that these two independent variables simultaneously have the capacity to explain the variability in employee work engagement. Furthermore, the Adjusted R-Square coefficient of 0.270 indicates that 27.0% of the variation in work engagement can be explained by work motivation and job satisfaction. Meanwhile, the remaining 73.0% is assumed to be influenced by other factors not included in the scope of this study, such as leadership style, organizational culture, work environment conditions, and individual employee attributes.

From a theoretical perspective, Schaufeli & Bakker (2004) argue that work engagement is influenced by various job resources that have the potential to optimize an individual's psychological well-being. In this context, work motivation functions as an internal driver that spurs employee initiative, while job satisfaction serves as an external element that contributes to the creation of a constructive work experience. The integration of these two factors is believed to intensify employee engagement in the performance of their job tasks.

The findings of this study are consistent with previous research, as reported by (Wardani, 2018) which confirms that work motivation and job satisfaction simultaneously have a significant impact on work engagement among employees in government agencies.

CONCLUSION

The research findings indicate that work motivation has a positive but statistically insignificant partial effect on employee work engagement, as evidenced by a calculated t-value of 0.416 with a significance level of 0.678 ($p > 0.05$) and a minimal regression coefficient of 0.022. Even though the partial effect is minor, conceptually, the fulfillment of physiological, safety, social, esteem, and self-actualization needs according to Maslow's hierarchy can still support the baseline of employees' enthusiasm, mental resilience, and commitment to task completion. Conversely, job satisfaction has been proven to have a positive and highly significant impact on employee work engagement. This is demonstrated by a calculated t-value of 4.822 and a significance level of 0.000 ($p < 0.05$), with a regression coefficient of 0.278. Furthermore, job satisfaction stands out as the most dominant predictor variable with a Standardized Beta Coefficient of 0.504. Aspects of job satisfaction-including salary, promotions, supervision, benefits, recognition, work procedures, coworkers, job nature, and organizational communication-foster a positive work attitude, enhance loyalty, and strengthen employees' engagement in their work.

Simultaneously, work motivation and job satisfaction exert a positive and significant collective influence on employee work engagement, indicated by an F-value of 21.117 ($p = 0.000$). The results of the coefficient of determination test indicate that these two independent variables collectively account for 28.3% ($R^2 = 0.283$) of the variance in work engagement (with an Adjusted R^2 of 27.0%), while the remaining 71.7% is influenced by other factors outside the scope of this study. These findings are consistent with the Job Demands-Resources Model, which posits that a combination of personal resources and job resources can optimize employee work engagement.

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