

The Relationship Between Work Engagement and Work Motivation with Job Satisfaction Among Warehouse Employees at PT. Duro Bangun Indonesia in East Jakarta

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ABSTRACT

The purpose of this study is to examine the relationship between work engagement and job satisfaction, the relationship between work motivation and job satisfaction, and the combined relationship between work engagement and work motivation with job satisfaction among warehouse employees at PT. Duro Bangun Indonesia in East Jakarta. This research employs a quantitative method. The subjects are part-time warehouse employees at PT. Duro Bangun Indonesia in East Jakarta, with a total population of 35 employees. The research sample was selected using simple random sampling. The measuring instruments for this research include three scales: the Job Satisfaction Scale, the Work Engagement Scale, and the Work Motivation Scale. The results reveal a significant positive relationship between work engagement and job satisfaction ($r = 0.352$, $p = 0.038$, $p < 0.05$). Similarly, there is a significant positive relationship between work motivation and job satisfaction ($r = 0.457$, $p = 0.006$, $p < 0.05$). Furthermore, work engagement and work motivation together significantly predict job satisfaction ($r = 0.580$, $p = 0.001$, $p < 0.05$), accounting for $R^2 = 0.337$ or 33.7% of the variance. This indicates that approximately 66.3% of the variance is attributable to other unidentified factors.

KEYWORDS Job Satisfaction; Work Engagement; Motivation Work.



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INTRODUCTION

Becoming an employee in a company is not easy, as it requires balancing job demands with personal life and friendships. Because of this, companies must pay maximum attention to their employees, both in terms of work engagement and motivation (Sinaga et al., 2020). This way, employees can be encouraged to achieve job satisfaction in their roles.

Yukl (Tentama, 2015) stated that human resources are one of the most important factors in an organization or company, as they determine the success of that organization. Munandar (Tentama, 2015) added that employees are major assets in any organization; in other words, they are the organization's wealth. Effectively managing and developing human resources can enhance employee performance and lead to organizational effectiveness.

To improve employee performance, a company or organization must use various methods to develop work engagement and motivation, resulting in job satisfaction among employees at PT. Duro Bangun Indonesia. Creating job satisfaction is not easy, as many employees still struggle to achieve it. Employee dissatisfaction can affect their loyalty to the company (Azwar, 2017; Hadi & Hanif, 2022; Hidayat, 2013).

According to Rivai (Hidayat, 2013), job satisfaction is the emotional state of employees that occurs when there is a gap between the service provided by the company and the level of

service desired by them. Robbins (Tentama, 2015) defines job satisfaction as the general attitude and positive feelings one has toward one's job. Furthermore, Greenberg and Baron (Tentama, 2015) explain job satisfaction as a positive or negative attitude possessed by an individual toward their job. Many employees' express dissatisfaction with their jobs. Tuhumena (Tentama, 2015) noted that if employees have low job satisfaction, it can lead to organizational irregularities and production process disruptions, increased lateness and absenteeism, as well as high turnover rates.

In order to compete, every company must explore the best strategies and policies to achieve its objectives. In this context, human resources play a crucial role (Parengkuan, 2020). Therefore, work engagement is very influential in facing the challenges at PT. Duro Bangun Indonesia. Developing work engagement requires individuals who possess adequate motivation and job satisfaction (Afiah, 2019).

Work engagement, according to Salanova and Schaufeli Pri & Zamralita, (2017), is a phenomenon in industrial and organizational psychology characterized by a quality connection between individuals and their jobs. Employees with high work engagement exhibit goal-oriented behavior and persistent efforts to achieve objectives with enthusiasm and a sense of pride in their work. Conversely, employees with low work engagement tend to show indifference to their work, have difficulty concentrating, are less enthusiastic, and often spend their time doing unproductive tasks.

According to Nugraha Parengkuan, (2020), work engagement is a condition where members of an organization identify with their work, characterized by high levels of energy and resilience, a willingness to invest effort, persistence, and difficulty separating themselves from their jobs. Engaged employees tend to excel compared to those with lower engagement levels, as engaged employees are typically happier and more enthusiastic, leading to greater motivation and job satisfaction, which positively impacts their work outcomes.

From this perspective, the success of an organization is linked to how well it motivates employees to achieve job satisfaction (Sunengsih & Widiastuti, 2019). Previous research supports the idea that work engagement is related to job satisfaction. According to Izza and Balgies (2021), higher levels of job satisfaction led to stronger work engagement, which encourages employees to remain in their roles due to a sense of attachment to their achievements. This aligns with research by Park and Gursoy (in Izza & Balgies, 2021), which explains that when employees are engaged, they are more likely to stay in their positions.

Previous studies on the relationship between motivation and job satisfaction, as cited by Hidayat (2013), show that motivation significantly influences job satisfaction. This indicates that job satisfaction for employees, such as those at Muhammadiyah University of Yogyakarta, is affected by motivation. Motivated employees are more likely to achieve job satisfaction. When motivation and job satisfaction are realized, it ultimately leads to improved organizational performance. Motivation drives individuals to fulfill their material, emotional, spiritual, or other needs.

PT. Duro Bangun Indonesia, established in 2019 and located in East Jakarta, has a total of 1,000 employees, including 35 in various roles such as sales marketing, drivers, logistics, unloading staff, technicians, marketing office staff, and graphic designers. The company operates in the building material sales sector, especially cement (cement warehouse).

Based on interviews with one warehouse employee who manages the work systems at PT. Duro Bangun Indonesia, it was found that many employees do not demonstrate the necessary work engagement and motivation toward their jobs, resulting in difficulties in performing their tasks. It was noted that some employees lack experience in their roles, as seen in the demolition department, where employees are unclear about their tasks during peak work times. This highlights the issue of work engagement due to insufficient understanding of job responsibilities, leading to a lack of accountability and lower engagement levels (Yuniani, 2017).

Regarding work motivation, interviews revealed that some employees lack self-confidence in their work, suggesting a decline in their motivation. If employees at PT. Duro Bangun Indonesia experience decreased motivation, they may feel boredom in their tasks. This impact on employee engagement will affect job satisfaction. Motivation is a psychological attitude that helps employees develop a positive approach to their work, whether within the company or in their daily actions. Based on this background, this study aims to examine the relationship between work engagement and job satisfaction, the relationship between work motivation and job satisfaction, and the combined relationship of work engagement and work motivation with job satisfaction among warehouse employees at PT. Duro Bangun Indonesia in East Jakarta. The benefits of this research are expected to provide a theoretical contribution to the development of industrial and organizational psychology, as well as practical insights for the company in efforts to enhance job satisfaction through improving employee work engagement and motivation.

METHOD

This study used a quantitative research design with a correlational approach to examine the relationship between work engagement, work motivation, and job satisfaction. The research subjects were part-time employees of PT. Duro Bangun Indonesia at the warehouse in East Jakarta (Sugiyono, 2017). The sample was selected using a simple random sampling technique from a total population of 35 employees. Data were collected through a self-administered questionnaire consisting of three validated scales: the Job Satisfaction Scale, the Work Engagement Scale, and the Work Motivation Scale. The collected data were analyzed using statistical methods, including bivariate correlation analysis (Pearson's r) to assess the individual relationships between variables, and multiple regression analysis to examine the combined effect of work engagement and work motivation on job satisfaction. The data analysis was performed using statistical software with a significance level set at $p < 0.05$.

RESULT AND DISCUSSION

The results of this study indicate a significant relationship between Work Engagement and Job Satisfaction, with a correlation value (r) of 0.352 and $p = 0.038$ ($p < 0.05$). Additionally, there is a significant relationship between Work Motivation and Job Satisfaction, with a correlation value (r) of 0.457 and $p = 0.006$ ($p < 0.05$). Furthermore, the study shows a significant relationship between Work Engagement and Work Motivation with Job Satisfaction, with a correlation value (r) of 0.580 and $p = 0.001$ ($p < 0.05$).

The results indicate that Work Engagement and Work Motivation together account for an R^2 value of 0.337, or 33.7%. This means that the remaining 66.3% is attributed to other factors not identified in this study (Izza & Balgies, 2021; Izzati & Mulyana, 2019).

Based on the analysis of 35 respondents, a Bivariate Correlation data method was used to examine the correlation between Work Engagement and Job Satisfaction, which yielded a correlation value (r) of 0.352 and a p -value of 0.038 ($p < 0.05$). These results indicate a significant positive relationship between Work Engagement and Job Satisfaction among employees. It can be concluded that higher levels of Work Engagement among employees at PT. Duro Bangun Indonesia's warehouse in East Jakarta correlate with higher levels of Job Satisfaction. Conversely, if an employee has low Work Engagement, their Job Satisfaction is also likely to be lower.

The correlation coefficient between Work Motivation and Job Satisfaction was found to be (r) 0.457 and $p = 0.006$ ($p < 0.05$). This indicates a significant positive relationship between Work Motivation and Job Satisfaction among employees. Therefore, it can be stated that as the level of Work Motivation increases among employees at PT. Duro Bangun Indonesia's warehouse, their Job Satisfaction also increases. On the other hand, low levels of Work Motivation correlate with lower Job Satisfaction among these employees.

The findings of this study align with the opinions expressed by Widyastuti et al. (Budiarso, Wullur & Dotulong, 2015), who define motivation as the encouragement or energy that drives individuals to act. Motivation serves as the driving force behind actions aimed at achieving specific objectives. Additionally, Kadir & Pane, Siregar, and Mujiburrahman (in Sinaga, Kadir & Mardiana, 2020) state that motivation is a crucial factor that supports maximum performance, as it represents an internal state that activates and directs behavior towards specific targets.

This research is also supported by findings from Hidayat (2013), which show that motivation significantly influences Job Satisfaction. This means that Job Satisfaction for employees at Muhammadiyah University of Yogyakarta is affected by their motivation levels. Motivated employees are more likely to achieve job satisfaction, which in turn leads to improved organizational performance. Motivation drives individuals to fulfill their material, emotional, and spiritual needs.

Furthermore, the results indicate a significant positive relationship between Work Engagement and Work Motivation with Job Satisfaction. It can be concluded that higher levels of Work Engagement and Work Motivation among employees at PT. Duro Bangun Indonesia's warehouse in East Jakarta correlate with higher levels of Job Satisfaction. Conversely, low levels of Work Engagement and Work Motivation are associated with lower levels of Job Satisfaction among these employees.

CONCLUSION

In conclusion, there is a significant positive relationship between Work Engagement and Job Satisfaction among employees at the warehouse of PT. Duro Bangun Indonesia in East Jakarta. Higher levels of Work Engagement, characterized by vigor (energy), dedication (enthusiasm), and absorption (full concentration), lead to increased Job Satisfaction. Additionally, the motivation of employees also plays a crucial role, with both intrinsic and extrinsic motivators positively influencing their satisfaction levels. Furthermore, the interplay

between Work Engagement and Work Motivation significantly contributes to Job Satisfaction. Key aspects of Job Satisfaction identified in this study include salary, opportunities for promotion, additional allowances, recognition from superiors, company awards, work procedures, relationships with colleagues, work nature, and communication within the organization. These findings emphasize the importance of enhancing both Work Engagement and Motivation to foster greater Job Satisfaction among employees. Based on these results, it is suggested that the company develop targeted interventions such as regular motivational training, recognition programs, career development pathways, and improved communication channels to strengthen work engagement and motivation. Future research is recommended to expand the sample size, include other demographic or organizational variables, and conduct longitudinal studies to better understand the causal dynamics and long-term impact of these factors on job satisfaction.

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