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LEVERAGING EMPLOYEE ENGAGEMENT FOR COMPETITIVE ADVANTAGE: SATISFACTION AND WORK MOTIVATION MANAGEMENT

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Abstract: *Companies must continually adapt to technological advancements to gain a competitive edge and enhance performance. Active employee engagement plays a crucial role in achieving and improving performance, necessitating promoting motivation and job satisfaction. This study explores the relationship between motivation, job satisfaction, and employee performance, with employee engagement as a mediator. Specifically, the research focuses on Information Technology (IT) companies in Kosovo and various locations across the European Union involved in different projects. The sample for this study comprises 112 respondents selected through convenient sampling. The research model is analyzed using Partial Least Square (PLS) analysis with SmartPLS 3.0 software. The empirical findings indicate that motivation positively influences employees' engagement and performance in various IT positions. However, job satisfaction has no direct impact or exerts a relatively low influence. Nonetheless, employee engagement significantly enhances employee performance by mediating the effects of motivation and job satisfaction. The research findings have significant managerial implications, emphasizing the importance of actively promoting motivation, innovation, and job satisfaction to increase employee involvement and achieve desired outcomes.*

Keywords: *SMEs; IT Employees; Management; Behavior; Engagement*

INTRODUCTION

Within the present fast-paced and continuously evolving business environment, organizations must implement various ways to thrive when confronted with intense competition. Active employee engagement is considered a strategy that can result in optimal performance. Nonetheless, managing labor turnover brought on by the migration associated with industrial workers, as well as retaining experts and skilled employees and individuals in the Information Technology (IT) industry and also IT experts that are needed in different industries and even in companies that do not directly produce or trade any IT equipment; but still needs IT experts for their companies. This is significant in developing countries where skilled workers are recruited by big companies in developing countries (Bilan et al. 2020) and present a significant challenge concerning organizations in developing countries. Previous studies have indicated how competitive pressure, higher company demands, and demanding function situations have decreased motivation and commitment among skilled workers in the IT industry or skilled IT workers in all industries. This, consequently, has led to deficiencies in employee commitment and motivation for the organization (Virgiawan et al. 2021).

In order to align human resource management (HRM) policies and practices with organizational objectives and employee expectations, it is crucial to have a comprehensive understanding of the factors that drive employee motivation and job satisfaction. Employees are valuable assets to any company, and their active engagement in these areas can improve performance. Nevertheless, sustaining high levels of employee performance can be challenging, and managers must understand how employees connect with their work to prevent disengagement that can negatively affect company performance (Altindag 2020). The transfer of intellectual capital can present challenges even when IT experts and skilled employees move between companies, even within the same country or region. Data from the Gallup Institute emphasizes that globally, only 15% of employees are actively engaged in organizational planning and management, while 85% are either disengaged or inactive. This leads to a notable "return crisis" as employees become demotivated due to a lack of support for optimal job performance (Altindag 2020). This research examines how motivation and job satisfaction affect employee engagement and evaluates their consequent impact on employee performance. The research question posed is "What is the impact of motivation and job satisfaction on overall engagement, and how does this affect employee performance?" (Virgiawan et al. 2021).

LITERATURE REVIEW

Work Motivation

Work motivation is a potent force that propels individuals towards achieving a particular goal, regardless of whether it is a conscious or unconscious effort (Virgiawan et al. 2021). It is an essential element that affects various aspects of life, such as work, education, and lifestyle, making any job more manageable and quicker to accomplish. The theory of work motivation typically revolves around justification rather than ability, which implies that some people may be more competent in completing a task than others (Oleribe and Fuente 2022). Social exchange equity often influences motivation, as per the equity theory. Workers who comprehend their company's principles are prone to involvement with their organization. On the contrary, employees who perceive themselves as being treated unjustly are less likely to be engaged (Chen et al. 2020).

The significance of workplace motivation cannot be overstated, as it plays a vital role in determining an organization's success, employee satisfaction, and performance. When employees are motivated, they tend to be more engaged, committed to their job, and productive. This, in turn, can lead to increased job satisfaction and improved organizational outcomes. Various factors can influence work motivation, including personal goals, job characteristics, work environment, and organizational culture (Al-Sada, Al-Esmael, and Faisal 2017). To enhance work motivation, organizations must design jobs that align with employees' skills, interests, and values (Oleribe and Fuente 2022). Companies must also provide opportunities for career development, recognition, and reward. Additionally, managers must communicate clear expectations, offer feedback and support, and create a positive work environment that fosters collaboration, autonomy, and trust. By investing in work motivation,

organizations can improve employee well-being, job performance, and organizational effectiveness (Irabor and Okolie 2019; Virgiawan et al. 2021).

Grubert et al. (2022) propose that individuals strive to strike a balance between their pursuits and their contributions in the workplace. They define work motivation as a construct encompassing several dimensions, such as desired outcomes, behavioral persistence, and work-related intensity, that organizations seek to measure (Virgiawan et al. 2021; Sánchez-Hernández et al. 2019). Individual preferences, situational stimuli, and interactions may all affect an individual's motivation in going after a desired objective, resulting in a tendency that's a combination of various incentives depending on internal and exterior activities, outcomes, as well as consequences, each weighted based on personal motives (Irabor and Okolie 2019). However, there might be a conflict among individuals with the unique purpose and, correspondingly, the activities they consider. Therefore, balancing intrinsic and extrinsic motivators is vital (Unanue et al. 2017). Employees take pride in their work and are motivated to reach a particular level, increasing their fulfillment.

Creating a balance between employee contribution and the work situation is crucial for promoting work motivation and job satisfaction. According to An et al. (2020), employees desire a fair exchange of effort and rewards and want their contributions to be recognized and appreciated by the organization. Simultaneously, the work environment should support employee well-being and job performance by providing resources, growth opportunities, and a supportive atmosphere, as Virgiawan et al. (2021) emphasized. Furthermore, the authors have emphasized that job autonomy, social support, and perceived organizational support can positively influence employee motivation. Achieving a balance requires mutual understanding and respect between the organization and employees and a commitment to fostering a positive work culture that promotes well-being and productivity (Irabor and Okolie 2019).

This assumption could be tested by examining the relationship between the value of choice and working hours, representing a quadratic function (Dauth et al. 2020). There is a difference between motive and motivation, where the word motive is utilized in certain contexts within everyday language. Psychologists take advantage of this term in typical terms describing people thought to undertake a motive for everything they do (Reio and Ghosh 2009; Wu et al. 2017). The concept of worker motivation can manifest itself in various ways, with individuals employing task-oriented techniques to achieve specific goals while others perform tasks intending to receive recognition or avoid negative judgments from others (Dauth et al. 2020). If contemplated together, you will find three motivational views used: the worth of hope, wish, and self-determination, which show that one's motivation can grow through contextual conditions (Pang and Lu 2018; Riyanto et al. 2021).

Job Satisfaction

Determining job satisfaction is a multifaceted undertaking since it encompasses various elements. Typically, it describes the positive feelings arising from a person's appraisal of their work and function experience (Permana et al. 2021). Valentine et al. (2011) suggest a far more all-inclusive interpretation associated with job satisfaction, which entails the mixture of environmental factors and psychological states that create a genuine sense associated with

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contentment with a person's job. The level of job satisfaction is determined by various factors that contribute to a sense of comfort and contentment. The essence associated with job satisfaction may be relief, which a person's mood and feelings can influence. While moods can persist and have a causal object, emotions triggered through work-related incidents are more lasting and unforgettable than negative dispositions (Khan et al. 2021).

Two main categories could be distinguished to categorize job fulfillment: intrinsic and extrinsic. Intrinsic job satisfaction depends on an employee's feelings and psychological reactions towards job features that are in a straight line associated with their work, such as autonomy, skill enhancement, and task range. On the other hand, extrinsic job fulfillment comprises external aspects of the job itself, for example, pay and organization management (Saks 2019).

Employee Engagement

Within the terminology "employee engagement" launched through Gallup Institute, the connection is understood to be the actual standing (in an optimistic sense) of the worker concerning the workplace or even the organization exactly where he or she functions. The meaning associated with worker engagement differs throughout different businesses and industries (Neves and Eisenberger 2012).

A worker exhibits a greater overall performance whenever he or she discovers, which means within a function, organization lifestyle, and guidelines. Worker participation can also be brought on by self-association along with work functions, including persistence at work, effective participation within the function, and deepening within-function actions (Silva et al. 2023). This assumption is backed by the idea of how the mental connection with the actual labor force stimulates persons' behavior, conduct, and for that reason, the level of engagement and release from work. Margaretha et al. (2021) state that psychological significance drives work engagement and commitment. This implies that factors such as individual goals, concentrated effort, adaptability, impact, and persistence, all directed toward achieving organizational goals (Albrech 2011), are key drivers of overall employee engagement.

Engagement above and beyond unpretentious satisfaction, having a usage agreement, or even absolute devotion towards the company - the attribute almost all companies possess calculated through the years. Engagement, however, is all about wish and dedication- the readiness to consider one's location and apply one's discretionary initiatives to assist companies in being successful (Silva et al. 2023).

Employee Performance

Overall performance is undeniably an essential evaluation concerning business so the company can secure positive income and growth (Zhang 2010). Worker overall performance consists of controlled conduct; however, it offers limitations concerning unimportant conduct. At the same time, the overall performance additionally analyzes the active part associated with workers undertaking responsibilities based on the official agreement directed at them through the organization (Nagendra 2014). Worker overall performance is split into overall job

performance and overall behavior. This behavior entails elements associated with function. Worker behavior is reflected within immediate, instantaneous behavior and extra roles in a working environment. Behavior additionally includes good as well as negative behavior. The actual living associated with workers' overall performance value determinations may improve inspiration, cause them to become positively involved with revolutionary applications, and enable them to be simpler to achieve the required objectives (Minavand and Lorkojouri 2013). Worker overall performance evaluation offers feedback based on which programs are developed to enhance overall performance that will help workers create additional skills to capitalize on their potential (Minavand and Lorkojouri 2013).

Businesses with higher dedication as well as high performance are ready to provide sustainable performance as they have to develop the following organizational pillars: 1. overall performance alignment; 2. mental harmony; as well as 3. capability to learn as well as to adapt to new requirements (Hapsari et al. 2021).

Hypothesis Development

After an extensive analysis of the literature and the situation, the empirical evidence suggests a strong correlation between motivation, job satisfaction, and employee engagement. This, in turn, directly impacts both individual employee performance and group performance, especially in the context of teamwork. Therefore, the following hypotheses are intended to be evaluated and tested:

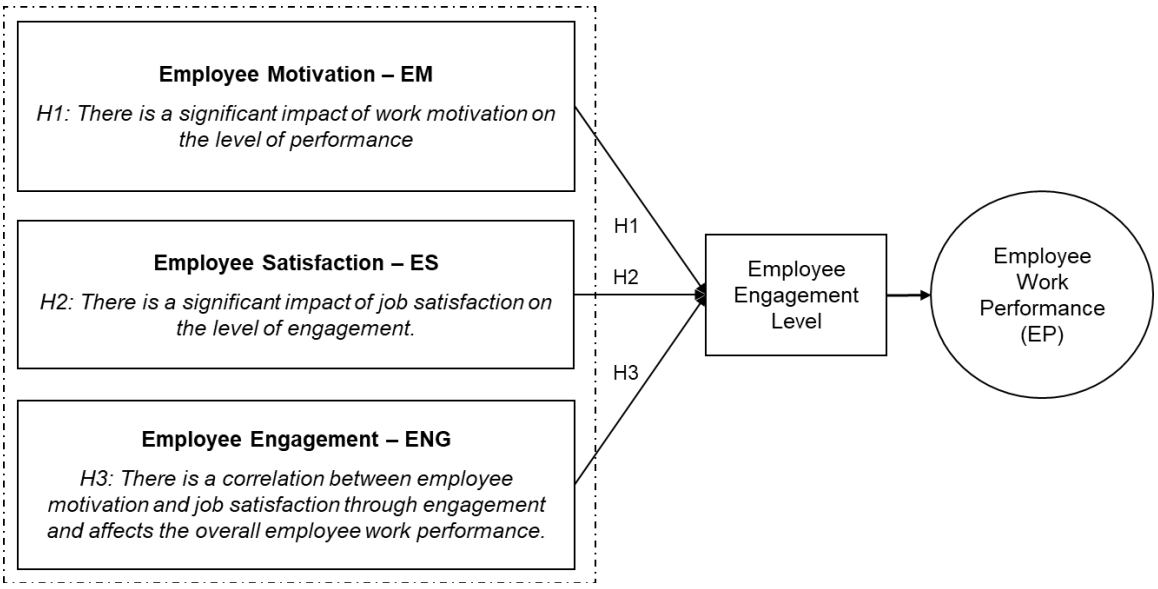


Figure 1: Research Framework (Source: Author's depiction 2023)

AIMS AND METHODOLOGY

The study aims to provide empirical proof that motivation and job satisfaction directly and favorably affect employee engagement. Additionally, these factors have significant consequences for achieving optimal overall worker performance. The actual phases of the research procedure were completed by accumulating information based on the examined parameters acquired through surveys created for this purpose. This research utilizes qualitative information quantified using a Likert scale tool associated with 1-5 evaluation possibilities of each parameter and investigation parameters comprising motivation, job satisfaction, engagement, and worker overall performance. This research was conducted in multiple IT businesses within Kosovo, involving participants who are program designers responsible for managing program improvement actions for various tasks, including those within companies that are not specifically software developers.

Additionally, IT employees engaged in similar positions within companies that require such professionals were also included, and the research period spanned from December 2022 to the end of January 2023. The region where the study was conducted can be considered comprehensive and representative of several countries in the SEE region (Balkan Peninsula), as they share a common historical background, culture, similar economic development levels, and are relatively small countries. However, this study can also be regarded as international, considering that the participants (respondents) are involved in local companies, some of whom work for international organizations such as the EU and the USA, adhering to their prescribed working conditions. Furthermore, a significant proportion of the respondents work online, serving primarily international companies. The questionnaire was sent to 150 individuals that were selected and have completed the conditions that were rewired, hence being active in the IT industry and IT specialists, where 112 questionnaires were returned and met all criteria to be taken into consideration by providing the information that was needed to test the hypothesis. IT professionals were identified from different backgrounds, levels, education, gender, and age. The analysis was completed while using the comfort sample technique. It utilized Partial Least Square (PLS) using SmartPLS Ver 3.0 program along with impartial parameters associated with inspiration and job satisfaction.

The sample of this research is randomly selected and comprises all levels of specimens that provide more comprehensive results as it gathers information from different society members. The sample consists of individuals more likely to use the cashless payment method and who can provide a comprehensive evaluation compared to the pre-pandemic situation. For this study, there were 650 questionnaires sent, from which 586 questionnaires were returned and considered as completed and usable, and their characteristics were quite heterogeneous.

The standard SEM analysis solution in Figure 1 presents the research framework used in this study and exhibits the relationship strength and effect among constructs. After testing the FIT model, it was revealed that 2 of the criteria met the requirements according to the model implemented to test the hypothesis. Root means the square error of approximation (RMSEA), namely reached a value of 0.063 (cut-off value ≤0.08) which is an acceptable and reliable

outcome. The second testing criterion that met the requirements is GFI with a satisfactory fit of 0.921 (cut-off value ≥0.90) (Xia/Yang 2019).

Table 1: Research Indicators (Source: Author's research)

Variable	Indicator (Manifest Variable)	
Employee Motivation	EM1	The employee's needs are met by their salary.
	EM2	A transport allowance is provided.
	EM3	Sick leave is available.
	EM4	A health allowance is provided.
	EM5	The company provides equipment.
	EM6	Employees feel safe at work.
	EM7	Employees have good relationships with colleagues.
	EM8	Employees feel a sense of kinship with colleagues.
	EM9	Employees have the desire to participate in every office event together.
	EM10	An award is given to the best-performing employee.
	EM11	Superiors give praise to subordinates for good work.
	EM12	A bonus is given for high performance.
	EM13	Employees have the prospect of contributing to determining firms' goals.
	EM14	Responsibilities are allotted grounded on employees' capabilities.
	EM15	Employees are provided the chance to foster and enhance their skills and abilities.
Employee Satisfaction	ES1	Work based on knowledge and expertise.
	ES2	Flexibility to work according to personal preferences.
	ES3	Engaging and enjoyable work.
	ES4	Salary commensurate with the job requirements.
	ES5	Overtime pay is provided as expected and on time.
	ES6	Timely payment of salary.
	ES7	A clear policy on promotions.
	ES8	Objective and fair promotion practices.
	ES9	Opportunities for career advancement based on employees' expertise.
	ES10	Adequate work supervision.
	ES11	Feedback from superiors on the quality of work performed.
	ES12	Provision of suggestions or assistance if facing difficulty in completing work.
	ES13	Well-established communication among colleagues.
	ES14	Direct assistance to ensure timely completion of work.
	ES15	Support from colleagues in overcoming work-related challenges.
	ES16	Comfortable workspace conditions.
	ES17	Provision of complete and necessary equipment/tools for work.
	ES18	Good lighting conditions in a comfortable workspace.
Employee Engagement	ENG1	Possess high levels of energy while working.
	ENG2	Demonstrates strong willpower and puts in their best effort to complete tasks.
	ENG3	Does not give up easily when facing challenges while working.
	ENG4	Persistent in completing tasks until they are finished.
	ENG5	Takes pride in their work, making it difficult for them to leave the company.
	ENG6	Always enthusiastic about their work.
	ENG7	Time passes quickly while working due to their enjoyment of the job.
	ENG8	Maintains a high level of concentration while working.
	ENG9	Appreciates carrying out their work duties.
Employee Performance	EP1	Skilled and proficient in their work.
	EP2	Works diligently and thoroughly.
	EP3	Completes tasks following the company's quality standards.
	EP4	Produces work quantity that meets the expected standards.
	EP5	Able to complete tasks faster than the specified time.
	EP6	Does not delay work completion.
	EP7	Possesses skills relevant to the field of work.
	EP8	Utilizes their skills effectively in their current job.
	EP9	Understands the tasks that need to be performed.
	EP10	Completes work within the predetermined schedule.
	EP11	Takes responsibility for the results of their work.
	EP12	Punctual and arrives on time for work.

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The demographic information of respondents that participated in this research is presented in Table 1. Seemingly, the majority of questionnaires that were returned were from male respondents (54.8%), even if it was attempted that the distribution of questionnaires is equally among males and females. The predominant respondents were 18-24 years old (29.90%), while 25-34 years old represented 24.9%, and 35-44 years old represented 21.7% of respondents. These groups represent the majority as they are considered the generation with better technical knowledge and more open to new technologies. As shown in Table 1, most respondents are bachelor's degree holders (46.80%), whereas 28.20% of respondents were high school graduates who were either continuing at BSc or were already engaged in their profession. However, a minority of respondents had Ph.D. degrees (1.90%), yet their opinion is important due to their knowledge regarding the topic treated in this study.

RESULTS AND DISCUSSION

The actual external design test results are elaborated in the next part, illustrating the actual outer loading value using SmartPLS evaluation software.

Subsection Employee Performance

Since the minimum value of the loaded factor is 0.5, any value above 0.5 for a given indicator is considered valid. Table 2 presents the output generated by the SmartPLS software for the loading factor.

Table 2: Factor Loading and Reliability (Source: Author's research)

Indicators	α	Cronbach's alpha	Rho_A	Comp. reli.	AVE
EM1	0.704	0.874	0.874	0.900	0.426
EM2	0.671				
EM3	0.516				
EM4	0.725				
EM5	0.678				
EM6	0.678				
EM7	0.764				
EM8	0.743				
EM9	0.653				
EM10	0.664				
ES1	0.630	0.901	0.899	0.924	0.398
ES2	0.561				
ES3	0.689				
ES4	0.646				
ES5	0.696				
ES6	0.499				
ES7	0.531				
ES8	0.360				
ES9	0.591				
ES10	0.568				
ES11	0.622				
ES12	0.655				
ES13	0.753				

ES14	0.660				
ES15	0.685				
ES16	0.690				
ES17	0.664				
ES18	0.630				
ENG1	0.648	0.876	0.877	0.899	0.497
ENG2	0.723				
ENG3	0.721				
ENG4	0.670				
ENG5	0.739				
ENG6	0.660				
ENG7	0.730				
ENG8	0.744				
ENG9	0.740				
EP1	0.729	0.849	0.866	0.876	0.474
EP2	0.690				
EP3	0.449				
EP4	0.612				
EP5	0.814				
EP6	0.672				
EP7	0.419				
EP8	0.580				
EP9	0.736				
EP10	0.710				
EP11	0.550				
EP12	0.358				

To be more specific on each indicator and their impact on each given variable, a discussion on their impact is developed and elaborated. It is obvious within the results that the motivation variable associated with socialization with co-workers (EM7) covers a higher impact on motivation by 0.764, as well as EM3 (leave of employees due to sickness), which has a rather smaller impact, namely 0.516.

In the stage associated with work satisfaction, co-working between employees, which will be considered a positive relation (ES13 is 0.753), includes a major impact on work satisfaction. In contrast, impartial advancement (ES8 is at 0.360 level) is the lowest argument in enhancing job satisfaction.

Furthermore, the analysis results reveal that motivation has a stronger positive effect on employee performance compared to job satisfaction and employee engagement, with a value of 0.437, followed by job satisfaction at 0.319, and finally, employee engagement at 0.193, as shown in Table 2. It is worth noting that all variables have an indicator effect below 0.5.

Worker participation having a higher focus on carrying out work (ENG8 is 0.744) mainly impacts worker engagement, while ENG1 is at 0.648. Higher energy in carrying out duties may be the last indicator that impacts worker engagement. Additionally, the outcomes from the evaluation for every variable reveal which motivation positively impacts the actual development associated with overall worker performance compared with work satisfaction and worker engagement. Table 2 shows a good indicator impact on every variable beneath 0.5, specifically ES8 at 0.360, EP12 at 0.358, and EP7 at 0.4190.

Following the adoption of the actual indications, ES8, EP12, and EP7 tend to be no more carried out. The value from the loading factor associated with motivation elevated to 0.461 regarding overall worker performance, as the value associated with overall performance

reduced to 0.329, and the value associated with worker engagement reduced to 0.169. Nevertheless, to determine discriminant validity Fornell-Lacker criterium values, which are over 0.5, reveal to confirm only the engagement indicator. Consequently, the actual parameters examined besides worker engagement were not dependable or did not meet convergent validity requirements.

As shown in Table 3, the square root of the actual AVE for every construct includes a value more than the actual relationship rate; therefore, the concept of the study design is believed to possess great discriminant validity.

Table 3: Discriminant Validity (Fornell-Lacker Criterium) (Source: Author's research)

Variables	ENG	EP	ES	EM
ENG	0.710	–	–	–
EP	0.538	0.685	–	–
ES	0.424	0.670	0.639	–
EM	0.508	0.742	0.641	0.682

Section Reliability Test

Reliability testing is a statistical technique used to assess the consistency and stability of a measurement or test over time. It is an important tool in research, helping to ensure that the results obtained from a particular instrument or assessment are reliable and accurate. A reliable test produces consistent and stable results over time, which means that any conclusions based on the data collected from the test are more likely to be valid.

Table 4: Composite Reliability (Source: Author's research)

Variables	Composite Reliability
EM	0.900
ES	0.924
ENG	0.899
EP	0.876

Various reliability tests exist, such as test-retest reliability, inter-rater reliability, internal consistency reliability, and parallel-forms reliability. Each of these tests is specifically designed to assess different aspects of reliability. In general, conducting reliability testing is a crucial component of any research process that involves data collection through assessments or other measurement tools. Table 4 presents the composite reliability values obtained from the calculation, and a value exceeding 0.7 is considered satisfactory. Table 4 displays the composite reliability values calculated, with a value above 0.7 deemed acceptable.

The actual outcomes in Table 4 confirm that parameters satisfy the preferred amalgamated dependability worth, which is over 0.7, meaning that all variables tend to be realistic and representative in their meaning of representation.

Table 5: Cronbach's Alpha (Source: Author's research)

Variables	Cronbach's Alpha
EM	0.874
ES	0.901
ENG	0.876
EP	0.849

Table 5 exhibits that the suggested worth is over 0.6, as Cronbach's alpha is greater than 0.6, and the lowest value is 0.849; therefore, this fulfills the required criteria.

Structural Model Testing (Inner Model)

After verifying the performance of the outer model, the estimated model is tested to evaluate the structural model (inner model). The R-Square values for each construct are presented in Table 6, indicating the goodness of fit for the model. Once the external model's performance is confirmed, the estimated model is tested to assess the internal structure (inner model). Table 6 displays the R-Square values for each construct, which indicate the model's goodness of fit.

Table 6: R-Square (Source: Author's research)

Variables	R-Square	R-Square Adjusted
ENG	0.274	0.259
EP	0.635	0.624

The outcomes demonstrate how the parameters associated with employee motivation and work satisfaction impact overall performance at 63.50%, whereas engagement remains less influential.

Table 7: Fit Summary (Source: Author's research)

Variables	R-Square	R-Square Adjusted
ENG	0.274	0.259
EP	0.635	0.624

The significance value among the constructs, t-statistics, and p-values are determinants when the hypothesis is tested, which may result as accepted or even declined in line with the significance that those parameters have revealed. Using the assessment outcomes, standard errors, and measurement estimations tend to be no more determined depending on statistical presumptions. In the bootstrap resampling technique, the hypothesis is considered valid when the t-value's significant value exceeds 1.96 and the p-value is below the designated threshold of 0.05. If these criteria are met, the hypothesis is accepted. Conversely, the hypothesis is rejected if the p-value is greater than 0.05. Certain criteria must be met to validate a hypothesis

using the bootstrap resampling technique. Specifically, a significant t-value exceeding 1.96 and a p-value below the designated threshold of 0.05 are required for the hypothesis to be considered valid. Meeting these criteria leads to the acceptance of the hypothesis, whereas if the p-value exceeds 0.05, the hypothesis is rejected.

Table 8: Structural Model Summary (Source: Author's research)

Measurement	Saturated model	Estimated model
SRMR	0.102	0.102
d_ULS	11.029	11.029
d_G	6.048	6.048
Chi-Square	2339.920	2339.920
NFI	0.420	0.420

The outcomes associated with testing the hypothesis from the impact of employee motivation (H1) and employee work satisfaction (H2) upon overall performance tend to be proven, as seen in Table 8. Furthermore, Table 8 implies that work satisfaction does not impact overall employee performance in which the t-statistic value is 1.110 (and is less than the given value of 1.96). The unique test yielded an estimated value of 0.029, indicating a positive correlation between employee motivation and overall performance, with a favorable impact. The corresponding probability value was 0.271, less than the set threshold of 0.05. Therefore, H2 is rejected, as there is no discernible effect of motivation on worker performance, as evidenced by a t-statistic value of 2.169, exceeding the given value of 1.96.

The original model's projected value is 0.069, demonstrating a positive correlation between motivation and overall worker performance. The associated probability value of 0.029 is lower than the preset threshold of 0.05. As substantial evidence supports the notion that employee engagement notably impacts overall employee performance, H1 is considered valid and accepted.

Testing the effect of the results associated with worker engagement mediation upon overall employee performance (H3) is proven through the structural design within Table 3, in which the value associated with t-statistics is based on the output through SmartPLS.

As seen in Table 2, the outcomes from the analysis display how the inclusive indicator is actually over 5, which significantly proves that it may impact the actual variable. Regarding the motivation variable, the greatest value is EM7, whereas, in the same table, it is indicated that the lowest value is EM3. Concerning work satisfaction, the revised results indicate that the highest value is actually ES13, and also the lowest value is ES6. Concerning worker engagement, it can be seen that the highest value is ENG9, whereas the level is ENG4. Concerning workers' overall performance and the results they give within their working environment, the greatest value is EP5; for the same indicator, the lowest value shown in Table 2 is EP11. Therefore, it may be stated that motivation has a higher impact on worker engagement than employee satisfaction.

CONCLUSION

Empirical results demonstrated how the motivation variable positively impacts workers' overall performance parameters; however, overall work satisfaction has a low influence. Both work motivation and job satisfaction significantly and positively influence employee performance. The actual immediate connection associated with employees does not impact workers' overall performance; however, mediating the result via motivation and work satisfaction may considerably impact workers' overall performance. The outcomes of the research make available strategies for organization administration; within growing higher worker engagement, worker motivation must be urged to become much more energetic as well as revolutionary, as well as to support the actual accomplishment associated with preferred outcomes, produce new innovative suggestions, as well as overall performance enhancement programs to assist workers in creating abilities which increase their productivity. The organization conveys anticipation and stimulates staff conducts to attain essential objectives for that improvement plan to ensure that staff with this particular enthusiasm may take advantage of workers' overall performance. Active employee participation must be urged to make available work satisfaction and motivation based on worker anticipation available to ensure that enthusiasm concerning production is higher and overall performance accomplishment could be optimum.

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