

The Effect of Work Motivation and Job Satisfaction on Employee Engagement at Joglo Printing in Bekasi City

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ABSTRACT

This research aims to determine the effect of work motivation and job satisfaction on employee engagement at Joglo Printing in Bekasi City. The type of research used in this study is quantitative research. The population in this study was 97 employees, the sampling technique used a saturated sampling technique through a questionnaire created via google form with respondent form all 97 Joglo Printing employees. The data analysis method used multiple linear regression. The data was processed using IMB SPSS Statistics 25. The results of this study indicate that (1) Work motivation has a significant effect on employee engagement at Joglo Printing in Bekasi City. (2) Job satisfaction has a significant effect on employee engagement at Joglo Printing in Bekasi City. (3) Work motivation and job satisfaction have a simultaneous effect on employee engagement at Joglo Printing in Bekasi City.

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1. INTRODUCTION

Employees are one of the most important resources in a company, because employees are human resources that are really needed by the company and are the determinant of success in a company (Nafis et al., 2023). Employees who do not feel comfortable in carrying out their work, are not appreciated, are not given enough attention, cannot develop their potential, and do not have good relationships between workers and with their superiors, will automatically have difficulty focusing and concentrating fully on their work (Nafis et al., 2023).

One important aspect of human resource management is employee engagement. Employee engagement is a positive attitude held by employees toward the organization where they work,

manifested in the form of initiative, effort, and persistence that lead to the achievement of organizational goals and is done voluntarily to demonstrate their presence in the organization (Rahman et al., 2023).

The factors that receive attention are work motivation and job satisfaction, because both have the potential to influence employee engagement which can ultimately impact productivity, retention, and service quality (Zaid et al., 2024). Work motivation is an encouragement that comes from within or outside oneself to have enthusiasm in working to achieve individual or group goals, organizations also have an important role in motivating their employees (Maulia et al., 2024). Motivation is a driving force from within a person's heart to do or achieve a goal (Fikri et al., 2022).

Another factor influencing employee engagement is job satisfaction. Job satisfaction is an employee's feeling of loyalty to their job, regardless of whether they are happy or unhappy, whether they like it or not, and whether they are related to their interactions with the job, as well as their evaluation of the work they do. Employees will feel satisfied with their jobs if their job aspects and needs are met (Utama & Hasan, 2024).

Joglo Printing, a printing company in Bekasi City, also faces challenges. Failure to create a work environment that supports employee motivation and job satisfaction has resulted in low employee engagement. Therefore, it's crucial for companies like Joglo Printing to thoroughly understand how these two factors influence employee engagement. Based on this background, this study aims to analyze the influence of work motivation and job satisfaction on employee engagement at Joglo Printing.

2. METHODS

Research design is a systematic activity aimed at exploring and discovering the truth about a problem through the collection of relevant data. This research uses quantitative methods, which are often considered scientific methods because they meet scientific guidelines, such as being objective, systematic, factual, measurable, and rational. Quantitative research is research that uses mathematical calculations or statistical results to describe the background of the problem, the dynamics that form the basis of the hypothesis, the calculation and determination of the number of respondents, the measurements, and the process of conducting hypothesis testing (Hutahean & Perdini, 2023). This research uses explanatory research. Explanatory research aims to explain causal relationships between variables through hypothesis testing. This approach is used to determine the effect of independent variables on dependent variables based on data obtained from respondents (Sugiyono, 2023). The independent variables in this study are work motivation (X1) and job satisfaction (X2), while the dependent variable is employee engagement (Y). The study was conducted in April at Joglo Printing in Bekasi City.

The population in this study was all 97 Joglo Printing employees. The sampling technique used saturated sampling. Saturated sampling is a sampling technique when the entire population is used as a sample (Sugiyono, 2023). So the number of samples in this study was 97 respondents. The data collection technique was carried out by distributing questionnaires using a four-level Likert scale, starting from 1 strongly disagree (STS) to 4 strongly agree (SS). The research instrument was compiled based on the indicators of each variable obtained from previous theories and research. Data analysis was carried out using Statistical Product and Service Solutions (SPSS) version 25. The analysis stages included validity tests, reliability tests, classical assumption tests (normality tests, multicollinearity tests, and heteroscedasticity tests), multiple linear regression analysis, partial tests (t), simultaneous tests (f), and coefficient of determination (R²) to determine the magnitude of the influence of work motivation and job satisfaction on employee engagement.

3. FINDINGS AND DISCUSSION

Respondent Characteristics

In this study, the characteristics of respondents involved were based on gender, age, and length of service.

Table 3.1 Respondent Characteristics

Category		Amount	Percentage (%)
Age	< 20 Years	15	15.5%
	20-40 Years	79	81.4%
	>40 Years	3	3.1%
Gender	Man	79	81.4%
	Woman	18	18.6%
Last education	Junior High School	0	0%
	Senior High School	87	89.7%
	Diploma	4	4.1%
	Bachelor	6	6.2%
Years of service	<5 Years	15	15.5%
	5-10 Years	79	81.4%
	>10 Years	3	3.1%

Source: Processed Primary Data, 2026

In the table above, there are 97 respondents with characteristics, namely based on age, which is dominated by 20-40 years old, as many as 79 people, gender which is dominated by men as many as 79 people, the last education which is dominated by high school graduates as many as 87 people, work period which is dominated by 5-10 years for 79 people.

Data Quality Test

Validity Test

Table 3.2 Work Motivation Validity Test (X1)

Correlation Between	R count	R table	Conclusion
Statement 1	0.808	0.1996	Valid
Statement 2	0.699	0.1996	Valid
Statement 3	0.757	0.1996	Valid
Statement 4	0.790	0.1996	Valid
Statement 5	0.667	0.1996	Valid
Statement 6	0.773	0.1996	Valid
Statement 7	0.692	0.1996	Valid
Statement 8	0.703	0.1996	Valid
Statement 9	0.796	0.1996	Valid
Statement 10	0.758	0.1996	Valid
Statement 11	0.786	0.1996	Valid
Statement 12	0.744	0.1996	Valid

Source: SPSS Data Processing Version 25, 2026

From table 3.2, it can be seen that the calculated r value obtained by each variable question has a calculated r value > r table which has a value of 0.1996, so it can be concluded that the 12 statement items in the work motivation variable are declared valid.

Table 3.3 Job Satisfaction Validity Test (X2)

Correlation Between	R count	R table	Conclusion
Statement 1	0.794	0.1996	Valid
Statement 2	0.767	0.1996	Valid
Statement 3	0.792	0.1996	Valid
Statement 4	0.818	0.1996	Valid
Statement 5	0.812	0.1996	Valid

Statement 6	0.730	0.1996	Valid
Statement 7	0.797	0.1996	Valid
Statement 8	0.745	0.1996	Valid
Statement 9	0.814	0.1996	Valid
Statement 10	0.795	0.1996	Valid
Statement 11	0.806	0.1996	Valid
Statement 12	0.749	0.1996	Valid
Statement 13	0.770	0.1996	Valid
Statement 14	0.758	0.1996	Valid
Statement 15	0.823	0.1996	Valid

Source: SPSS Data Processing Version 25, 2026

From table 3.3 above, it can be seen that the calculated r value obtained by each variable question has a calculated r value > r table which has a value of 0.1996, so it can be concluded that the 15 statement items in the job satisfaction variable are declared valid.

Table 3.4 Validity Test of Employee Engagement (Y)

Correlation Between	R count	R table	Conclusion
Statement 1	0.678	0.1996	Valid
Statement 2	0.717	0.1996	Valid
Statement 3	0.713	0.1996	Valid
Statement 4	0.791	0.1996	Valid
Statement 5	0.811	0.1996	Valid
Statement 6	0.747	0.1996	Valid
Statement 7	0.792	0.1996	Valid
Statement 8	0.678	0.1996	Valid
Statement 9	0.687	0.1996	Valid

Source: SPSS Data Processing Version 25, 2026

From table 3.4 above, it can be seen that the calculated r value obtained by each variable question has a calculated r value > r table which has a value of 0.1996, so it can be concluded that the 9 statement items in the employee engagement variable are declared valid.

Reliability Test

Table 3.5 Reliability Test

NO	Variables	Cronbach's Alpha	Criteria	Information
1.	Work motivation	0.928	0.60	Reliable
2.	Job satisfaction	0.955	0.60	Reliable
3.	Employee Engagement	0.892	0.60	Reliable

Source: SPSS Data Processing Version 25, 2026

Table 3.5 shows that the Cronbach's Alpha value for the work motivation variable is 0.928, job satisfaction is 0.955, and employee engagement is 0.892. Therefore, it can be concluded that the statements in this questionnaire are reliable because they have a Cronbach's Alpha > 0.60.

Classical Assumption Test

Normality Test

The purpose of the normality test is to examine the data distribution pattern of the variables used in the research. Ideal data for research has a suitable normal distribution (Ghozali, 2021).

The results of the Normality Test using the SPSS version 25 program are as shown on the following page:

**Table 3.6 Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		97
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	1.99617479
Most Extreme Differences	Absolute	.069
	Positive	.041
	Negative	-.069
Test Statistics		.069
Asymp. Sig. (2-tailed)		.200 ^{c,d}

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

Source: SPSS Data Processing Version 25, 2026

In the analysis results of table 3.6 above, the sig value (2-tailed) obtained was $0.200 > 0.05$, which indicates that the data is normally distributed.

Multicollinearity Test

The multicollinearity test was conducted to test whether the regression model found a correlation between independent variables (Ghozali, 2021).

The following are the results of multicollinearity on the next page:

**Table 3.7 Multicollinearity Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	9,993	2,264		4,414	.000		
Work Motivation (X1)	.233	.039	.446	5,965	.000	.993	1,007
Job Satisfaction (X2)	.223	.029	.568	7,588	.000	.993	1,007

- a. Dependent Variable: Employee Engagement (Y)

Source: SPSS Data Processing Version 25, 2026

Based on the results of the analysis of the table above, the tolerance values obtained for X1 (0.993) and X2 (0.993) > 0.10 , while the VIF values for X1 (1.007) and X2 (1.007) < 10 . So it can be concluded that there are no symptoms of multicollinearity.

Heteroscedasticity Test

This test is used to determine or state that a good regression model is one that does not experience heteroscedasticity (Ghozali, 2021).

Table 3.8 Heteroscedasticity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1.(Constant)	1,704	1,420		1,200	.233
Work Motivation (X1)	.002	.024	.009	.088	.930
Job Satisfaction (X2)	-.005	.018	-.027	-.266	.791

a. Dependent Variable: Abs_Res

Source: SPSS Data Processing Version 25, 2026

Based on the results of table 3.8 on the previous page, the Sig values of X1 (0.930) and X2 (0.791) were > 0.05. Therefore, it can be concluded that there is no heteroscedasticity problem.

Multiple Linear Regression Analysis

The purpose of multiple linear regression analysis is to learn about the impact of one variable on another variable, we use dependent variables for the variables that are influenced and independent variables for the variables that influence (Ghozali, 2021).

Table 3.9 Results of Multiple Linear Regression Analysis Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1.(Constant)	9,993	2,264		4,414	.000
Work Motivation (X1)	.233	.039	.446	5,965	.000
Job Satisfaction (X2)	.223	.029	.568	7,588	.000

a. Dependent Variable: Employee Engagement (Y)

Source: SPSS Data Processing Version 25, 2026

The results of multiple linear regression analysis produce the equation:

$$Y = 9.993 + 0.233 X1 + 0.223 X2 + e$$

The positive regression coefficient value indicates that work motivation and job satisfaction have a unidirectional influence on employee engagement.

Hypothesis Testing

Partial Test (t-Test)

The t-test is a test carried out to determine the relationship between independent variables and related variables partially (Ghozali, 2021).

Table 3.10 Partial Test Results (t-Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1.(Constant)	9,993	2,264		4,414	.000
Work Motivation (X1)	.233	.039	.446	5,965	.000
Job Satisfaction (X2)	.223	.029	.568	7,588	.000

a. Dependent Variable: Employee Engagement (Y)

Source: SPSS Data Processing Version 25, 2026

From the results of data processing in table 3.10 above, it can be seen that the calculated $t > t$ table with $sig. 0.000 < 0.05$. Therefore, both work motivation variables (X1) and job satisfaction (X2) partially have a significant influence on employee engagement (Y).

Simultaneous Test (f Test)

Table 3.11 Simultaneous Test Results (f Test)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	350,107	2	175,053	43,016	.000 ^b
Residual	382,533	94	4,069		
Total	732,639	96			

- a. Dependent Variable: Employee Engagement (Y)
 - b. Predictors: (Constant), Job Satisfaction (X2), Work Motivation (X1)
- Source: SPSS Data Processing Version 25, 2026

Based on the results of the analysis of the table above, the calculated f value (43.016) > f table (3.942) and sig (0.000) < 0.05 were obtained. Therefore, it can be concluded that there is a positive and significant influence of the work motivation (X1) and job satisfaction (X2) variables simultaneously on employee engagement (Y).

Coefficient of Determination (R²) Test

Table 3.12 Results of the Determination Coefficient (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.691 ^a	.478	.467	2,017

- a. Predictors: (Constant), Job Satisfaction (X2), Work Motivation (X1)
- Source: SPSS Data Processing Version 25, 2026

Based on the table above, the adjusted R-square value is 0.467, or 46.7%. This means that 46.7% of the employee engagement variable can be explained by variations in the two independent variables: work motivation and job satisfaction. The remaining 53.3% is explained by factors outside the regression model.

Discussion

The Influence of Work Motivation on Employee Engagement

Based on the test results and data analysis, the results obtained are that the Work Motivation variable significantly influences Employee Engagement. It is known that the work motivation variable has a calculated t value of 5.965 > 1.98525 (t-table) with a significance level of 0.000 < 0.05 or the value is smaller than 0.05, so it can be concluded that work motivation has a positive and significant effect on employee engagement at Joglo Printing.

Work motivation plays a crucial role, especially in facing job demands that require precision, speed, and adaptability. Employees with high work motivation tend to be more active in completing tasks, avoid procrastination, and take the initiative to assist in the production process. Conversely, if work motivation is low, employees tend to work passively, waiting for instructions, and showing less involvement in their work.

The Influence of Job Satisfaction on Employee Engagement

Based on the test results and data analysis, the results obtained are that the Job Satisfaction variable significantly influences Employee Engagement. It is known that the job satisfaction variable has a calculated t value of 7.588 > 1.98525 (t-table) with a significance level of 0.000 < 0.05 or the significance

value is smaller than 0.05, so it can be concluded that job satisfaction has a positive and significant effect on employee engagement.

Job satisfaction significantly influences employee attitudes and behaviors at work. Satisfied employees tend to feel more comfortable, more focused on completing tasks, and have better working relationships with coworkers and superiors. Conversely, job dissatisfaction can lead to employees performing less than optimally, feeling less ownership of the company, and less enjoyment of their work.

The Influence of Work Motivation and Job Satisfaction on Employee Engagement

Based on the test results and data analysis, the results obtained are that the variables of work motivation and job satisfaction significantly influence the variable of employee engagement. It is known that the calculated f value is $43.016 > 3.942$ f table with a significance level of $0.000 < 0.05$. This value indicates that work motivation and job satisfaction together have a positive and significant effect on employee engagement. This means that employee engagement is not only influenced by one factor, but is the result of a combination of work motivation and job satisfaction felt by employees. These two variables complement each other in shaping the level of employee engagement within the company.

In reality, work motivation plays a role in encouraging employees to work more actively, take initiative, and strive to achieve work targets. Meanwhile, job satisfaction contributes to a sense of well-being, appreciation, and positive feelings about work. When these two factors are met, employees are more likely to be fully engaged in their work.

Thus, increasing work motivation and job satisfaction together is very important for the company, especially in increasing employee engagement which has an impact on the smoothness and effectiveness of operational activities at Joglo Printing.

4. CONCLUSION

Based on the results and discussion of the research, regarding the influence of work motivation and job satisfaction on employee engagement at Joglo Printing in Bekasi City, the following conclusions can be drawn. Based on the results of multiple linear regression analysis using SPSS version 25, it shows a relationship between the variables of work motivation, job satisfaction, and employee engagement. The results of the partial test (t test) show that work motivation has a positive and significant effect on employee engagement with a calculated t value of $5.965 > 1.98525$ (t table) and a significance value of $0.000 < 0.05$. In addition, job satisfaction also has a positive and significant effect on employee engagement with a calculated t value of $7.588 > 1.98525$ (t table) and a significance value of $0.000 < 0.05$. The results of the simultaneous test (f test) show that work motivation and job satisfaction together have a positive and significant effect on employee engagement, with a calculated f value of $43.016 > 3.942$ (f table) and a sig of $0.000 < 0.05$. Based on the results of the coefficient of determination (Adjusted R Square), a value of 0.467 or 46.7% was obtained, indicating that employee engagement in Joglo Printing can be explained by the variables of work motivation and job satisfaction by 46.7%, while the remaining 53.3% is influenced by other factors outside this research such as the work environment, leadership, organizational culture, compensation, career development, and work-life balance.

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