



Factors that Affect Employee Engagement in The Workplace

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Abstract

This research aims to determine the effect of servant leadership and work motivation on employee engagement through job satisfaction on employees as a mediating variable of organization. The data was collected using an online questionnaire via google form method. The population in this study are employees of PT. BPR Surya Yudhakencana Banjarnegara Head Office as many as 80 employees. The sampling technique used in this research is using a saturated sample technique by taking the whole entire population of 80 respondents. Meanwhile, the data analysis method is using the Structural Equation Model-Partial Least Square (SEM-PLS) with the SmartPLS version 3.0 analysis tool. The results showed that service leadership had a significant effect on employee engagement and job satisfaction. However, work motivation is not significant to employee engagement and has a significant effect on job satisfaction. In addition, the effect of job satisfaction is able to mediate the effect of the relationship between servant leadership and work motivation on employee engagement. Suggestions for employees of organization is be brave to convey and sounds the aspirations to the company according to relevant procedures and also establishing a good relationships with leaders and co-workers. Furthermore, organization provide an adequate work facility, then provide bonuses for high-performing employees, and increase the employee salaries according to regulations and conducting promotions.

INTRODUCTION

In the current situation and conditions which is globalization, the organizational environment changing rapidly then it's getting tighter and of course, increasing the competitiveness may leads to the organization that must be able to face various kinds of challenges that will emerge in purpose to survive and continue to grow. One of the most important things in an organization or company is in the management of employees or members, it is important to pay attention to the survival of an organization or company (Matofani & Djastuti, 2016). However, still there is a lot of problem in companies or organizations that are related to employees or members, such as being unable to raise work motivation in the com-

pany or organization due to a lack of good engagement between employees and the company.

Companies should be able to properly retain their employees in the right way by being able to improve the employee engagement. For that, organizational management is required to create a strategy that is able to produce employees who are bound to the organization (Raharjo & Witiastuti, 2016). Every employee should be able to have a sense of engagement and a sense of enthusiasm and a sense of belonging to the work in the company.

Employee engagement can be explained by the level to which employees feel bounded with the company, feel satisfied, and enthusiastic about the work they are doing (Robbins & Judge, 2016). Employees who engage to the company

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can be emotionally and intellectually committed to their work and can do their best to exceed the predetermined target (Mujiasih, 2015). Employee engagement can be characterized by someone who has the characteristics of enthusiasm for work, dedication, and appreciation (Schaufeli et al., 2006).

Employees who already have an engagement will always be enthusiastic about what they are doing, employees will do everything with high enthusiasm, have a dedication to the interests of the organization (Anisa & Martono, 2019).

Employee engagement can be influenced by several factors; one of the factors is Servant Leadership, such as the recent research conducted by Zeeshan et al. (2021) that show results of Servant Leadership influences employee engagement. One of the challenges within the company's scope is leadership, how to develop and maximize the strengths in the company that related to human resources with created an engagement between the employee and the company. A leader is responsible conscientiously for serving as a servant to his employees. Servant leadership in an organization has an important role in employee relations with the employee's overall feeling towards an organization (Kaur 2018).

In addition to servant leadership, work motivation is also a determining factor for employee engagement (Rachmatullah et al., 2015). Motivation is a really important thing in an organization or company that is useful for increasing work motivation for employees so that it will have a good impact on the sustainability of the organization or company itself. Even a high or low employee's work motivation can have an impact on their work. Thus, providing work motivation from the company must have a direct impact on employee work engagement in an organization or company.

Job satisfaction also has an important role for the employees, means that without a job satisfaction which owned by an employee or an individual, it will not shows the employee's engagement rate that is obtained in the workplace.

An employee from an existence of servant leadership and work motivation. In previous research, job satisfaction could mediate between the variables of service leadership and engagement (Kaur, 2018). And servant leadership on employee engagement, job satisfaction variables can mediate the effect of work motivation on employee engagement (Fatmasari et al., 2018). Thus, this study will re-examine the role of job satisfaction as a mediating variable that is assumed to affect service leadership and employee engagement

work motivation.

This research is interesting to conduct because several previous studies have found that servant leadership and work motivation can affect employee engagement (Rachmatullah et al., 2015; Kaur 2018; Fatmasari et al., 2018; Zeeshan et al., 2021). However, other studies have found that servant leadership and work motivation do not affect employee engagement (Yulianto, 2017; Ramaditya & Nazzario 2020). So that research still has puzzles and research results are still inconsistent.

This research was conducted at PT. BPR Surya Yudhakencana Banjarnegara Head Office. The reason that underlies the selection of this object is due to the preliminary studies that have been carried out related to employee engagement at PT. BPR Surya Yudhakencana Banjarnegara Head Office is still not perceived by employees. Therefore, PT. BPR Surya Yudhakencana Banjarnegara Head Office needs to improve employee engagement properly so that it is beneficial for the company itself.

Hypotheses Development

The Effect of Servant Leadership on Employee Engagement

Servant Leadership can make employees feel inspired towards the achievement of higher company goals and also serve directly to employees. Employee engagement can be affected by service leadership. Research conducted by Kaur (2018) found that service leadership has a positive and significant effect on employee engagement. The same results from Zeeshan et al. (2021) research show that servant leadership has an effect on employee's engagement. Leaders as role models for their employees to be able to provide a good attitudes and behavior in serving their employees in order to create good engagement. So, it can be concluded that the higher the servant leadership in the company, the higher the employee's attachment to his work. Based on this explanation, the following hypothesis can be formulated:
H1: Servant leadership has a positive and significant effect on employee engagement.

The Effect of Work Motivation on Employee Engagement

Providing a continuous and good encouragement in the form of motivation from leaders to employees can build a good relations between the leaders and the employees. High work motivation that exists in employees may leads to employees will do what needs to be done without being ordered in advance, employee will enjoy and be

happy when working without any pressure and be able to provide the best results for the company. Employees who are motivated feel more empowered and appreciated, then employee engagement will grow. Empirical support has also been widely carried out by several researchers. In research from Rachmatullah et al. (2015) and Made et al. (2018) with the results of a positive and significant influence between work motivation and employee engagement. Research from Fatmasari et al., (2018) found the same result that work motivation has a positive and significant relationship to employee engagement. Based on this explanation, the hypothesis can be formulated as follows; H2: Work motivation has a positive and significant effect on employee engagement.

The Effect of Servant Leadership on Job Satisfaction

Servant leadership focuses on helping the employees to serve, to encourage integration and help explore potential (Yang et al., 2017). The servant leadership style in leaders can help serve employees by providing support and encouragement in the form of good relationships, empowering employees, creating a culture of mutual respect, building teamwork, prioritizing the fulfillment of employee needs and listening to colleagues and employees. Leaders who show servant leadership are preferred and trusted by their employees because they really value employees at work. This can have an impact on employee job satisfaction.

The explanation above related servant leadership can affect job satisfaction is supported by previous research by Akdol and Arikboga (2017) with the results of Servant Leadership having a positive and significant influence on job satisfaction. Research from Al-Asadi et al. (2019) found the same result that servant leadership has a positive and significant effect on job satisfaction. Based on this explanation, the following hypothesis can be formulated;

H3: Servant leadership has a positive and significant effect on job satisfaction

The Effect of Work Motivation on Job Satisfaction

Lack of motivation from leaders can result in employees being dissatisfied with their work. Providing work motivation can have an impact on employee job satisfaction which is able to create a sense of responsibility and a sense of enthusiasm to work. In addition, the interests of employees must be considered by the company related to the motivation that affects job satisfi-

on. Companies can also approach not only direct approaches to employees, but also their families and environment to find out what motivational factors are needed by employees (Tarigan 2017).

Based on the explanation above, this research is supported by previous research conducted by Said et al. (2021) show that work motivation has a positive and significant effect on job satisfaction. The findings of Angreni and Ardana (2020) also found the same results which showed that work motivation had a positive and significant effect on job satisfaction. The motivation given by high superiors to subordinates can affect or increase job satisfaction of employees. So, it can be concluded that work motivation can affect job satisfaction. Based on this explanation, the following hypothesis can be formulated:

H4: Work motivation has a positive and significant effect on job satisfaction.

The Effect of Job Satisfaction on Employee Engagement

In today's competitive business environment, one way to retain employees is to fully involve employees. Employees who feel bounded to the company are one of the factors that the employee is satisfied with the work he does. This is indicated by a reciprocal attitude towards the company. With high job satisfaction, it will have an impact on high work on employee engagement as well. However, it will be reversed if employee job satisfaction is at a low level, it will also lower work engagement.

In the results of research from Ali and Farooqi (2014) with research results there is a positive and significant influence between job satisfaction and employee engagement. Another study that is in line with the previous explanation is by Tepayakul and Rinthaisong (2018) with the results of a positive influence on employee engagement. Based on this explanation, the following hypothesis can be formulated:

H5: Job satisfaction has a positive and significant effect on employee engagement.

The Effect of Servant Leadership on Employee Engagement through Job Satisfaction as a Mediation Variable

The behavior of the servant leader can be beneficial for subordinates' employees because subordinates can be cared for and served well, which leads into the high engagement will arise. The effect of Servant Leadership on employee engagement is largely dependent on the intermediary variable of job satisfaction, because employee attitudes and their behavior are mainly influenced

by psychological experiences and organizational perceptual effects (Babin et al., 2000). This explains that Servant Leadership has an influence on employee engagement through job satisfaction.

Based on the explanation above, the researcher proposes that job satisfaction has an important role in mediating between Servant Leadership and employee engagement. The same result is also the research from Kaur (2018) with the results of Servant Leadership on employee engagement mediated by job satisfaction. Based on this explanation, the following hypothesis can be formulated:

H6: Job satisfaction mediates the effect of servant leadership on employee engagement.

The Effect of Work Motivation on Employee Engagement through Job Satisfaction as a Mediation Variable

Based on research by Fatmasari et. (2018), it was found that there was an indirect effect of work motivation on employee engagement through job satisfaction significantly. Therefore, job satisfaction has been proven to be a mediator in the relationship between work motivation and employee engagement. Work motivation that is given well can also have an impact on high job satisfaction with his work, which will ultimately increase employee engagement. Based on this explanation, the following hypothesis can be formulated:

H7: Job satisfaction mediates the effect of work motivation on employee engagement.

Based on the development of the hypothesis, the research model can be formed as follows:

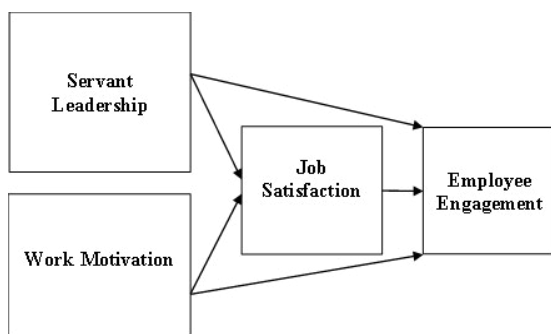


Figure 1. Research Model

METHODS

The method that used in this research is descriptive research. Moreover, the design of this research is quantitative research. Sources of data

used in this study are primary data collected directly through field surveys with an online questionnaire method via google form by filling out a Likert scale of 1 to 5 and secondary data sourced from documents provided by PT. BPR Surya Yudhakencana.

The populations in this study are employees of PT. BPR Surya Yudhakencana Banjarnegara Headquarters with a whole population of 80 employees. The sampling technique used in the study is using a saturated sample technique by taking the entire population of 80 respondents. In this study, the data analysis method used is the Structural Equation Model- Partial Least Square (SEM-PLS) with the SmartPLS version 3.0 analysis tool.

RESULTS AND DISCUSSION

Instrument Validity

Convergent validity test refers to the value of factor loading > 0.7. According to Ghozali and Latan (2015), the value of factor loading ranging from 0.5 to 0.7 is sufficient to prove valid data. The AVE (Average Variance Extracted) value must be > 0.5 (Ghozali & Latan, 2015). According to Abdillah and Jogiyanto (2015), discriminant validity refers to the measuring of indicator construct and correlation between each of it. The correlation can be high, low, or there is no correlation between the indicator and other construct. Discriminant validity can be seen from the AVW value of each variable squared > the correlation of the latent variables.

Instrument Reliability

A reliable instrument is an instrument that can be used several times to test on the same object, and produce the same data (Sugiyono 2016). The reliability test can be seen from the value of Cronbach's Alpha and the value of Composite Reliability. To be said to be a reliable construct, the Cronbach's Alpha value must be > 0.6 and the Composite Reliability value must be > 0.7 (Abdillah and Jogiyanto 2015).

Table 1. Cronbach's Alpha

Variable	Cronbach's Alpha
Employee Engagement	0.939
Servant Leadership	0.937
Work Motivation	0.934
Job Satisfication	0.859

Table 2. Composite Reliability

Variable	Composite Reliability
Employee Engagement	0.949
Servant Leadership	0.945
Work Motivation	0.942
Job Satisfaction	0.905

Based on the results of table 1 and table 2, it can be concluded that the value of Cronbach's Alpha and Composite Reliability in all variables has a value of > 0.7. This means that the instrument that can be used in the study has good reliability criteria.

Variant Analysis (R2) or Determination test

The R² analysis or determination test is carried out to measure how much the model's ability to explain the dependent variable, the R-Square is spread between the values of 0 until 1. According to Ghazali (2008) the Rule of thumb value of R-square in the structural model is 0.67; 0.33; and 0.19 which can be interpreted as a good, moderate, and weak coefficient of determination.

Table 3. Coefficient Determination Value

Variable	R ²
Job Satisfaction	0.569
Employee Engagement	0.679

Predictive-relevance value obtained by formula in follows:

$$\begin{aligned}
 &= 1 - (1-1) \times (1-) \\
 &= 1 - (1-0.569) \times (1-0.679) \\
 &= 1 - (0.431) \times (0.321) \\
 &= 1 - 0.138 \\
 &= 0.862
 \end{aligned}$$

Based on the calculation results above, it can be seen that the result of is 0.862, which means much more than 0. So, it can be concluded that the endogenous constructs in this research model have good predictive relevance.

Hypothesis Test

Hypothesis testing in this study using SmartPLS 3.0 software. Hypothesis testing is carried out by paying attention to the t-statistics and p-values of each variable in the direct and indirect effects. In this study, the t-statistic value was > 1.68 and the p-value was 0.05 (5%). The results of hypothesis testing using SmartPLS 3.0 are as follows:

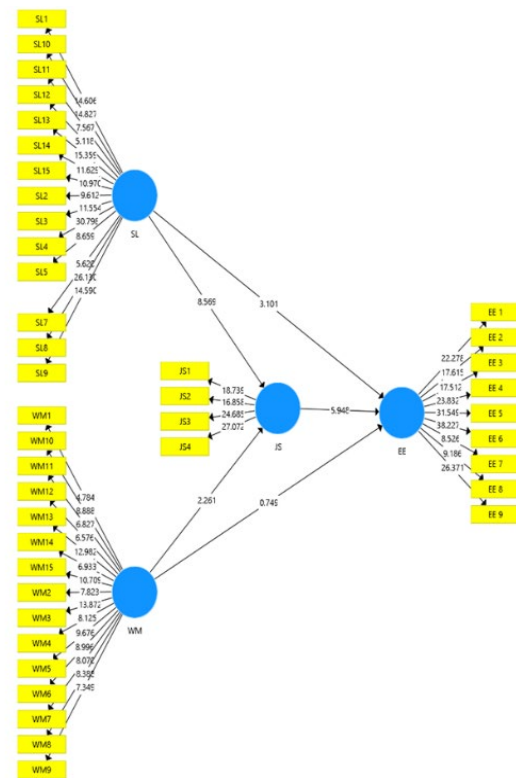


Figure 2. Partial Least Square Model

Table 4. Path Coefficient Value (Direct Effect)

	Original Sample	T Statistics	P Value	Information
SL → EE	0,243	3,101	0,001	Positive Significant
WM → EE	0,051	0,749	0,227	Positive Non-Significant
SL → JS	0,663	8,569	0,000	Positive Significant
WM → JS	0,193	2,261	0,012	Positive Significant
JS → EE	0,605	5,948	0,000	Positive Significant

Table 5. Path Coefficient Value (Indirect Effect)

				Original Sample	T Statistics	P Value	Information	
SL	→	JS	→	EE	0.401	5.142	0.000	Positive Significant
WM	→	JS	→	EE	0.117	2.104	0.018	Positive Significant

(2021) that the results show that servant leadership has a positive and significant effect on employee engagement.

Based on the descriptive analysis on the variable of service leadership, it shows that the influence of servant leadership is felt by employees. This explanation can be seen from the average index value of the servant leadership variable of 75.90% which is classified as high criteria. Thus, judging from the average index value, it means that most employees of PT. BPR Surya Yudhakencana have experienced the servant leadership style of the employee work unit leader that has been applied in the field.

This study shows that employees at PT. BPR Surya Yudhakencana who is influenced by servant leadership will encouraged and be motivated to work much better in doing his job. Efforts that have been made by PT. BPR Surya Yudhakencana to increase employee engagement which by the leaders in the that the vision of a company that has been made can be achieved together. When employees experience problems in their work, the leader tries to provide suggestions for dealing with these problems. Thus, with the efforts made by the leaders of PT. BPR Surya Yudhakencana can make employees feel confident in their work, which then leads to a high attachment to PT. BPR Surya Yudhakencana.

The Effect of Servant Leadership on Employee Engagement

Based on the test results, the value of the original sample is 0.243 and the t-statistic value is 3.101 > 1.658. Furthermore, for the p-value of 0.001 < 0.05. So, the results of H1 are accepted that leadership has a positive effect on employee engagement at PT BPR Surya Yudhakencana and significant influence. This means that employees of PT. BPR Surya Yudhakencana considers that the work unit leader or top management applies a good servant leadership style in the work unit and directly has a major influence in increasing employee engagement. Empirically, previous research conducted by Kaur (2018) and Zeeshan et al. (2021).

The Effect of Work Motivation on Employee Engagement

Based on the test results, the value of the original sample was 0.051 and the t-statistic value was 0.749 < 1.658. Furthermore, for the p-value of 0.277 > 0.05. Then the results of H2 are rejected, that means work motivation has a positive effect on employee engagement at PT. BPR Surya Yudhakencana. On the other hand, it had no significant effect. It means, PT. BPR Surya Yudhakencana has made an effort related to work motivation for employees, but the direct impact of work motivation does not have a major influence on employee engagement.

Empirically, previous research conducted by Afkar and Sayekti (2020) and Rachmatullah et al., (2015) found that work motivation had a positive and significant effect on employee engagement. However, in the case of the object of this research at PT. Surya Yudhakencana found that work motivation has a positive but not significant effect on employee engagement. This result is in line with research by Ramaditya and Nazzario (2020) which found that work motivation has a positive, but not significant, effect on employee engagement.

Based on the results of the average value of descriptive analysis on the indicators of work motivation variable is 73.10%, which is included in the moderate criteria. Thus, it can be interpreted that the employees of PT. BPR Surya Yudhakencana still does not feel the motivation given by the company. Thus, it provides work motivation for PT. BPR Surya Yudhakencana felt by employees was not strong enough to increase employee work engagement.

Work motivation has not been able to influence employee engagement at PT. BPR Surya Yudhakencana well. In addition to the work motivation given by PT. Surya Yudhakencana for employees. Indirectly PT. BPR Surya Yudhakencana also needs to include aspects of job satisfaction in order to increase employee engagement.

In addition, it is not only a theoretical explanation for the direct influence of work motivation on employee engagement, but can also be seen from the managerial explanation that occurs in the field. Based on the results of an interview

with Rose (August 25, 2021) Promotions are not always available and are not based on years of service or achievements, filling positions only when the position is vacant or when needed, related to bonuses or awards given only once a year. Thus, it can be seen that the cause of work motivation has a positive but not significant effect on employee engagement. First, PT. BPR Surya Yudhakencana in the implementation of employee's promotions has not been balanced with the years of service and there are still few employees who excel in promotions. Second, the lack of provision of bonuses or rewards for employees. Because employees think that the bonus or reward they receive feels valued for their tenure.

This study shows that the work motivation given by PT. BPR Surya Yudhakencana is still relatively sufficient. Efforts that have been made by PT. BPR Surya Yudhakencana to increase employee engagement through work motivation by giving bonuses or awards for employees who excel and promotions for employees who have more performance. So, with these efforts, it can create enthusiasm for work, which then leads to high engagement rate to PT. BPR Surya Yudhakencana.

The Effect of Servant Leadership on Job Satisfaction

Based on the test, the original sample value was 0.663 and the t-statistic value was 8.569 > 1.658. Furthermore, for the p-value of 0.000 < 0.05. So, the results of H3 are accepted that the servant leadership has a positive effect on job satisfaction of PT. BPR Surya Yudhakencana and significant influence. That is, employees of PT. BPR Surya Yudhakencana assumes that the work unit leader or top management applies a good servant leadership style in the work unit and has a direct influence on increasing job satisfaction.

Empirically, in previous research conducted by Akdol and Arikboga (2017) and Al-Asadi et al. (2019), both of them shows that servant leadership has a positive and significant effect on job satisfaction. So, it is proven that the existence of servant leadership can affect the increase in job satisfaction.

Based on the descriptive analysis on the variable of servant leadership, it shows that the influence of servant leadership is felt by employees. The explanation, it can be seen from the average index value of the servant leadership variable of 75.90% which is classified as high criteria. Thus, according to the average index value, it means that most employees of PT. BPR Surya Yudhakencana has felt the servant leadership style from the leader of the employee work unit that has been

applied in the field to increase job satisfaction.

This research shows that the employees at PT. BPR Surya Yudhakencana which is influenced by good servant leadership from leaders can increase employee job satisfaction. The form of the application of servant leadership felt by employees of PT. BPR Surya Yudhakencana to increase job satisfaction by the way which the leaders trying to establish good relationships with employees, namely by greeting or inviting them to discuss. In addition, leaders receive input, suggestions and criticism from employees for the better in the future. Thus, with the efforts made by the leaders of PT. BPR Surya Yudhakencana can make employees feel satisfied with their work as employees at PT. BPR Surya Yudhakencana.

The Effect of Work Motivation on Job Satisfaction

Based on the test, the value of the original sample was 0.193 and the t-statistic value was 2.621 > 1.658. Furthermore, for the p-value of 0.012 < 0.05. So, the results of H4 are accepted that work motivation has a positive effect on employee engagement at PT. BPR Surya Yudhakencana and had a significant effect. This means that employees of PT. BPR Surya Yudhakencana are satisfied with his work from the work motivation given by the company to affect job satisfaction.

Empirically, in previous research conducted by Said et al. (2021) and Angreni and Ardana (2020), both of which showed that work motivation had a positive and significant effect on job satisfaction. So, it is proven that the existence of work motivation can affect the increase in job satisfaction.

Based on the descriptive analysis of the work motivation variable, it shows that the influence of work motivation is strongly felt by employees. The explanation, it can be seen from the average index value of the work motivation variable of 73.10% which is classified as medium criteria. Thus, judging from the average index value, it means that some employees of PT. BPR Surya Yudhakencana still does not get good work motivation from the company that can affect job satisfaction.

This research shows that the employees at PT. BPR Surya Yudhakencana, which is influenced by the work motivation that provided by the company, can work by their will and desire and can be satisfied with his work. The form of efforts that have been made by PT. BPR Surya Yudhakencana to increase job satisfaction is by providing allowances and salaries in accordance with the work unit, providing health insurance,

adequate workplace facilities and awarding outstanding employees at PT. BPR Surya Yudhakencana. So, with the efforts made by PT. BPR Surya Yudhakencana can make employees comfortable with their work, which then leads to job satisfaction of PT. BPR Surya Yudhakencana.

The Effect of Job Satisfaction on Employee Engagement

Based on the test, the value of the original sample is 0.605 and the t-statistic value is $5.948 > 1.658$. Furthermore, for the p-value of $0.000 < 0.05$. Then the results of H5 are accepted that job satisfaction has a positive effect on employee engagement at PT. BPR Surya Yudhakencana and significant influence. This means that employees of PT. BPR Surya Yudhakencana felt that the results of job satisfaction from his work could increase employee engagement.

Empirically, in previous studies conducted by Ali and Farooqi (2014) and Tepayakul and Rinthaisong (2018), both of them showed that job satisfaction had a positive and significant effect on employee engagement. So that it is proven that job satisfaction can affect employee engagement.

Based on the descriptive analysis on the job satisfaction variable, it shows that the effect of job satisfaction is felt by employees. This explanation can be seen from the average index value of the job satisfaction variable of 74.70% which belongs to the high criteria. Thus, judging from the average index value, it means that most employees of PT. BPR Surya Yudhakencana is satisfied with the work given by the company and can be accepted by the employees.

This research shows that the employees at PT. BPR Surya Yudhakencana which is influenced by job satisfaction will be more comfortable, enthusiastic and motivated to work better in doing their jobs. Efforts that have been made by PT. BPR Surya Yudhakencana to increase employee engagement by providing adequate workplace facilities and providing salaries and salary increases according to the rules and benefits in accordance with the conditions of employees. So that, with the efforts made by PT. BPR Surya Yudhakencana can make employees feel comfortable with their work, which then leads to a high engagement rate to PT. BPR Surya Yudhakencana.

The Effect of Servant Leadership on Employee Engagement with Job Satisfaction as Mediation

Based on the test, the value of the original sample was 0.401 and the t-statistic value was

$5.142 > 1.658$. Furthermore, for the p-value of $0.000 < 0.05$. So, the results from H6 are accepted that servant leadership has a positive effect on employee engagement mediated by job satisfaction at PT. BPR Surya Yudhakencana and significant influence. That is, the leader of the work unit of PT. BPR Surya Yudhakencana applying a good servant leadership style can increase employee engagement and the effect will be stronger if employees of PT. BPR Surya Yudhakencana feel high job satisfaction with the work he does.

Empirically, in previous research conducted by Kaur (2018) and Ulfa (2020) that the results show job satisfaction is able to mediate the effect of servant leadership on employee engagement. So that it is proven that job satisfaction can affect employee engagement. It means, if the leadership of PT. BPR Surya Yudhakencana has a high servant leadership style so it can increase employee engagement, and the effect will be stronger if employees of PT. BPR Surya Yudhakencana has good job satisfaction or the results of this study can be considered that servant leadership affects employee engagement through job satisfaction with a total mediation model.

Therefore, in addition to the direct influence previously mentioned that servant leadership has a positive and significant effect on employee engagement; it can be further strengthened by the presence of job satisfaction as mediating. Because managerially in the field, if the job satisfaction of the employees of PT. BPR Surya Yudhakencana can be fully felt by employees directly, which is implemented by the company in a good organizational manner by providing salaries and benefits that are in line with expectations and providing opportunities for employees to express their opinions regarding problems in the company, so that it can indirectly affect servant leadership significantly towards employee engagement. Employees who have high satisfaction, because of the influence of servant leadership received at work will affect employee engagement.

Servant Leadership implemented by PT. BPR Surya Yudhakencana can show job satisfaction for its employees. Leader of PT. BPR Surya Yudhakencana has served and is ready to help if in carrying out his work he finds difficulties and there are problems. As well as the leader of PT. BPR Surya Yudhakencana can also increase employee engagement in doing a job by paying attention to complaints from employees. Another effort for optimizing work motivation and job satisfaction, especially on the lowest indicator, is that the leadership prioritizes the humility aspect to employees.

The Effect of Work Motivation on Employee Engagement with Job Satisfaction as Mediation

Based on the test, the value of the original sample was 0.117 and the t-statistic value was $2.104 > 1.658$. Furthermore, for the p-value of $0.018 < 0.05$. So, the results from H7 are accepted that work motivation has a positive effect on employee engagement mediated by job satisfaction of PT. BPR Surya Yudhakencana and significant influence. It means, if employees of PT. BPR Surya Yudhakencana has high work motivation so it can increase employee engagement and the effect will be stronger if employees of PT. BPR Surya Yudhakencana feels high job satisfaction in his work.

Empirically, in a previous study conducted by Fatmasari et al., (2018) that the results show job satisfaction is able to mediate the effect of work motivation on employee engagement. So, it is proven that job satisfaction can affect employee engagement. It means, if employees of PT. BPR Surya Yudhakencana having high work motivation can increase employee engagement, and the effect will be stronger if employees of PT. BPR Surya Yudhakencana have good job satisfaction or the results of this study can be addressed that work motivation affects employee engagement through job satisfaction with a total mediation model.

Therefore, in addition to the direct effect previously mentioned that work motivation has a positive but not significant effect on employee engagement, it can be broken by the presence of job satisfaction which mediates total between work motivation and employee engagement. Because managerially in the field related to job satisfaction of employees of PT. BPR Surya Yudhakencana can be felt fully by employees directly which is implemented by the company by coordinating or establishing good relations between employees and the company and providing development opportunities for employees to improve skills with training, so that it can indirectly affect work motivation significantly on employee engagement. Employees who have high satisfaction, because of work motivation it will affect employee engagement.

Work motivation which is applied by PT. BPR Surya Yudhakencana can show the existence of job satisfaction for its employees. PT. BPR Surya Yudhakencana has provided a form of motivation for employees in the form of carrying out training for employees, supporting facilities and infrastructure in the workplace, giving awards to employees who excel and providing equal oppor-

tunities for all employees in promotions, Other efforts to optimize work motivation and job satisfaction, especially at the lowest indicator is by paying attention to salaries and benefits provided must be on time in order to increase employee engagement.

CONCLUSION AND RECOMMENDATION

The results of the study indicate that servant leadership has a significant effect on employee engagement and job satisfaction. In addition, work motivation does not have a significant effect on employee engagement and significantly affects job satisfaction. In indirect testing, the results show that job satisfaction can mediate the relationship between servant leadership and work motivation on employee engagement.

Suggestions for employees of PT. BPR Surya Yudhakencana are they have to be brave to convey aspirations to the company according to procedures and establish good relationships with leaders and co-workers. Suggestions for PT. BPR Surya Yudhakencana is by providing adequate work facilities, providing bonuses for high-performing employees, increasing employee salaries according to regulations and conducting promotions. Suggestions for further research are expected to be able to re-examine employee engagement by expanding objects or respondents such as employees who work in the transportation, health, or education sectors. So that the research results are more generalizable.

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