

## THE INFLUENCE OF LEADERSHIP STYLE AND WORK MOTIVATION ON JOB ENGAGEMENT MEDIATED BY JOB SATISFACTION

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### KEYWORDS

Leadership Style, Work Motivation, Work Engagement, Job Satisfaction.

### ABSTRACT

The aim of this research aims to determine the influence of leadership style and work motivation on work engagement which is mediated by job satisfaction. Research methods and data were obtained from distributing questionnaires via Google Form. Samples were taken using purposive sampling technique. This research uses quantitative analysis techniques and is processed using PLS. This research uses the variables Leadership Style and Work Motivation as the dependent variable, Work Engagement as the independent variable, and Job Satisfaction as the Mediating variable. The results of this research show that Leadership Style has a positive and significant effect on Work Engagement, Work Motivation has a positive and significant effect on Work Engagement. Leadership Style has a positive and significant effect on Job Satisfaction, Work Motivation has a positive and significant effect on Job Satisfaction, Job Satisfaction has a positive and significant effect on work engagement, Job Satisfaction has a positive and significant mediating effect on Leadership Style on work engagement, Job Satisfaction has a positive and significant mediating effect Work Motivation on Work Engagement. It is hoped that the implications and recommendations from this research can be input for Medical Device companies in Jakarta to determine the influence of Leadership Style and Work Motivation on Job Engagement which is mediated by Job Satisfaction. So that later it will strengthen and expand the implications of health equipment companies in Jakarta

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## 1. Introduction

The pharmaceutical and medical device industry was chosen as a strategic industry in the implementation of Industry 4.0. With the outbreak of Covid-19 in Indonesia, the demand for vitamins, nutritional supplements, and immune drugs has increased. In line with the high demand in this industry, the government added medical devices and pharmaceuticals to the priority industries for Indonesia's transformation 4.0, as reported on the website of the Ministry of Industry of the Republic of Indonesia. Medical devices and pharmaceuticals are included in the high demand category amid the outbreak of Covid-19. From this basis, the government seeks to further improve the competitiveness of the medical device industry and the health industry promotion of digital technology. The Ministry of Industry conducted an assessment of the Industrial Readiness Index 4.

Competition between companies largely depends on the level of employee involvement. How to mobilize employee enthusiasm and increase the degree of employee engagement is not only a theoretical topic that has been discussed and studied by academics, but also a practical problem faced by business managers (Zhou et al., 2019). Employees as human resources are one of the values that cannot be replaced or duplicated by competitors and are treated as very valuable capital if properly regulated and included. One strategy for managing human resources is to focus on work engagement. Work engagement is an employee's response to the career and sharing in which they work. Practitioners and academics have for years agreed that the consequences of work engagement are positive. Total quality management is an important practice that can be used to systematically improve product quality to meet customer satisfaction.

It is important for organizations to engage employees because it is evident that such organizations are most likely to prosper and achieve total quality management (Boikanyo, Mishra, Ray, Mhlanga, & Mishra, 2019). According to (Li, Wang, Gao, & You, 2017), the employees involved will attend regularly. Today, no business can survive without work involvement. Work engagement can also be more productive, creative and loyal. Therefore, it is important to recognize the concept of engagement and its possible consequences. According to (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007), job demands are a factor influencing work engagement. Job demands include four factors, namely excessive workload, overwork, emotional demands, emotional dissonance, and organizational changes. Workload according to Diane Brannon (Qureshi et al., 2013) refers to the amount of work assigned to employees to complete a job. Glaser in Qureshi et al., 2013 found that there is a significant relationship between workload and turnover stress. This study assumes that stress plays a role as a mediator between workload and turnover.

Leadership style is the overarching pattern of actions of a leader, both visible and invisible to subordinates. So that the most appropriate leadership style is a style that can maximize job satisfaction, (Rivai & Sagala, 2011). Leaders need the right leadership style to be able to maximize the performance of all employees in achieving organizational goals. Thus leadership style can be a maximum provision in increasing employee job satisfaction. Employees who participate in the organization are more satisfied. People who want to act in a work activity that contributes and is meaningful to the achievement of the organization. In addition, interventions that create circumstances for work activities that increase employee capacity and are meaningful to participate in activities can have a positive influence on satisfaction (Macey, Schneider, Barbera, & Young, 2009). The positive value of employees towards their value system and work area is called a positive emotional bond for employees in their activities (Anitha, 2014). As part of the operational management of human resource HR, it is necessary to identify problems related to employee involvement that affect job satisfaction as the core to formulate policies related to human resource HR, which can improve organizational performance.

Negussie and Demissie (2013) in (Alam & Monica, 2015) examined the relationship between leadership style and employee job satisfaction. The results of empirical research show that

leadership style has a clear positive influence on job satisfaction. (Gunawan & Adi, 2012) examined the relationship between employee engagement and leadership style with job satisfaction. According to his research, leadership style and work motivation have a positive and significant effect on employee job satisfaction.

However, the literature on job satisfaction and employee engagement does not show a clear pattern and there is no consensus on how structures and impacts each other, (Kim-Soon & Manikayasagam, 2015).

Customer satisfaction is expected to increase based on leadership style, work motivation and employee engagement, at a Medical Device Company in Jakarta, so this makes it very important for companies to know what things affect employee job satisfaction so that company goals can be achieved.

Based on the background and phenomena described above, the author is interested in conducting research with the aim of analyzing the influence and interaction between leadership style, work motivation, job satisfaction, and job involvement on employees in Medical Device Companies in Jakarta. After conducting research, it is hoped that the author can find out how the influence of leadership style on work involvement, the influence of work motivation on work involvement, the influence of leadership style on job satisfaction, the effect of work motivation on job satisfaction, the effect of job satisfaction on job involvement, the influence between leadership style and work involvement mediated job satisfaction, and the influence between work motivation and work involvement Mediated Job Satisfaction at Medical Device Company, Jakarta

## **2. Materials and Methods**

In this study, researchers used quantitative and positivistic research methods as research paradigms. Sampling and data collection in this study uses individual types of analysis units, because this research wants information with each person through research questionnaires that will be processed as separate information. This research applies the assessment of interval ratios and through the Likert ratio method. The Likert ratio design was used to test the answers from the questionnaire regarding the approval obtained to the explanation based on a ratio of five scores as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree (Sekaran & Bougie, 2017). Research and data collection of respondents were carried out using questionnaires through google forms which were distributed to employees of Medical Device Companies in Jakarta. For data processing, this study uses SmartPLS program version 3.29. In this study, researchers selected the population, namely all employees of Medical Device Companies in Jakarta totaling 236 people. This study used a purposive sampling research design which is part of nonprobability sampling. This study has 20 indicators consisting of 6 employee engagement indicators, 5 leadership style indicators, 3 work motivation indicators, and 6 job satisfaction indicators. Respondents in this study are 10 times the indicators owned, namely, 20 indicators x 10 = 200 respondents needed in this study.

Data analysis involves validity tests by checking convergent and discriminant validity, as well as reliability tests using Composite Reliability and Cronbach Alpha. Furthermore, the study also involved descriptive statistical analysis to provide a clear picture of the data, and inferential statistical analysis with a 95% confidence level. The analysis method uses Partial Least Squares (PLS) to explain the relationship between variables in the research model.

### 3. Result and Discussion

#### Descriptive Statistical Analysis

Item Code		Answer Response					Mean	Standard Deviation
		1	2	3	4	5		
<b>Leadership Style</b>		Min 1 & Max 5					<b>3.84</b>	
GK1	Leaders have a vision aimed at future goals company	3 2%	9 5%	41 21%	83 42%	64 32%	3.980	0.916
GK2	Leaders reward when employees achieve goals assigned	3 2%	16 8%	57 29%	78 39%	46 23%	3.740	0.950
GK3	Leaders do problem solving careful	2 1%	9 5%	73 37%	71 36%	45 23%	3.740	0.890
GK4	Leaders plan ways to achieve company goals	2 1%	13 7%	37 19%	94 47%	54 27%	3.925	0.894
GK5	The leader is responsible for every work achievement of the team his.	2 1%	13 7%	55 28%	80 40%	50 25%	3.815	0.917
Item Code		Answer Response					Mean	Standard Deviation
		1	2	3	4	5		
<b>Work Engagement</b>		Min 1 & Max 5					<b>3.86</b>	
KK1	When I wake up in the morning, I feel like leaving work	3 2%	12 6%	40 20%	77 39%	68 34%	3.975	0.956
KK2	At work I feel excited and don't feel tired	3 2%	12 6%	49 25%	80 40%	56 28%	3.870	0.940
KK3	I feel good when I work intensely	4 2%	11 6%	61 31%	67 34%	57 29%	3.810	0.977
KK4	I'm proud of the work I do	2 1%	13 7%	61 31%	65 33%	59 30%	3.830	0.960
KK5	When I work, I forget everything around me	2 1%	15 8%	56 28%	61 31%	66 33%	3.870	0.992
KK6	I can continue working for a long time, for a very long time old	4 2%	14 7%	58 29%	69 35%	55 28%	3.785	0.989

Item Code	Answer Response					Mean	Standard Deviation	
	1	2	3	4	5			
<b>Work Motivation</b>					Min 1 & Max 5	<b>3.79</b>		
	Awarding outstanding employees encourages employees to improve His work performance	1	14	47	91	47		
MK1		1%	7%	24%	46%	24%	3.845	0.878
	The working relationship between superiors and subordinates in the company is liquid and not rigid	1	20	55	85	39		
MK2		1%	10%	28%	43%	20%	3.705	0.910
	When making decisions, always consult with superiors and office associates	2	15	51	80	52		
MK3		1%	8%	26%	40%	26%	3.825	0.935
Item Code	Answer Response					Mean	Standard Deviation	
	1	2	3	4	5			
<b>Job Satisfaction</b>					Min 1 & Max 5	<b>3.81</b>		
	The basic salary I get is enough for daily needs-day	3	11	42	104	40		
KpK1		2%	6%	21%	52%	20%	3.835	0.859
	My job requires multifaceted (creative) skills	3	8	53	98	38		
KpK2		2%	4%	27%	49%	19%	3.800	0.843
	My colleagues have no difficulty in achieving the goals set by company	3	14	50	86	47		
KpK3		2%	7%	25%	43%	24%	3.800	0.927
	The supervisor gives clear instructions on how to achieve the goal set.	3	12	50	96	39		
KpK4		2%	6%	25%	48%	20%	3.780	0.878
	Clear promotion time period rules that apply in company	3	7	56	88	46		
KpK5		2%	4%	28%	44%	23%	3.835	0.871
	The space (table and chair) where I work is comfortable	4	11	50	92	43		
KpK6		2%	6%	25%	46%	22%	3.795	0.907

The average score of respondents is 3.79 The work engagement variable has a minimum value of 1 and a maximum of 5, with the average respondent score is 3.86, meaning that the average respondent agrees or falls into the good category of the work engagement variable.

The leadership style variable has a minimum value of 1 and a maximum of 5, with the average respondent score of 3.84, meaning that the average respondent agrees or falls into the good category of the leadership style variable.

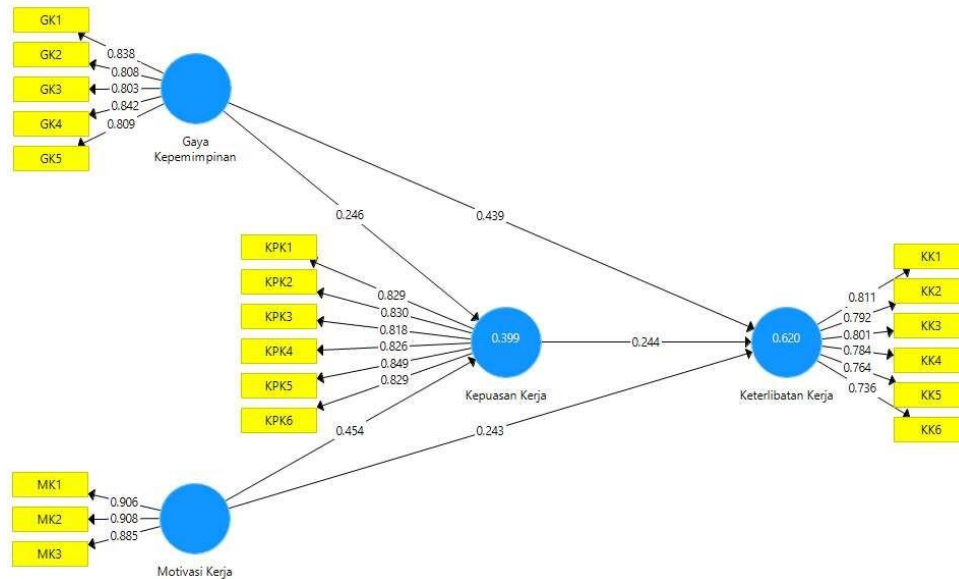
Work motivation variables have a minimum value of 1 and a maximum of 5, which means that the average respondent agrees or falls into the high category of work motivation variables.

The job satisfaction variable has a minimum value of 1 and a maximum of 5, with the average score of respondents is 3.81 which means that the average respondent agrees or falls into the category of satisfied with the job satisfaction variable.

**Test Instruments**

**Evaluation of the Measurement Model (Outer Model)**

The measurement model for validity and reliability tests for equation models can be obtained by implementing the *PLS Algorithm* process in *SmartPLS 3.29* software. The display results of the *Algorithm PLS* process can be seen in Figure 1 below:



**Figure 1 Algorithm PLS Output Display**  
Source : *SmartPLS Output*

**Validity Test**

**Table 2 Test Convergent Validity (Loading Factor)**

	Leadership Style	Work Motivation	Job Satisfaction	Work Engagement	Role of Tumb	Criterion
<b>GK1</b>	0,838					Valid
<b>GK2</b>	0,808					Valid
<b>GK3</b>	0,803					Valid
<b>GK4</b>	0,842					Valid
<b>GK5</b>	0,809					Valid
<b>MK1</b>		0,906				Valid
<b>MK2</b>		0,908				Valid
<b>MK3</b>		0,885				Valid
<b>KPK1</b>			0,829			Valid
<b>KPK2</b>			0,830			Valid
<b>KPK3</b>			0,818			Valid

Leadership Style	Work Motivation	Job Satisfaction	Work Engagement	Role of Tumb	Criterion
KPK4		0,826			Valid
KPK5		0,849			Valid
KPK6		0,829			Valid
KK1			0,811		Valid
KK2			0,792		Valid
KK3			0,801		Valid
KK4			0,784		Valid
KK5			0,764		Valid
KK6			0,736	> 0,70	Valid

Source: *SmartPLS* Output 3.29

Based on the results of the *convergen validity* test in Table 2 shows that all statement indicators of the variables emotional intelligence, transformational leadership, work motivation and organizational citizenship behavior are valid. So that all these indicators can be used to continue processing data. Next, analyze the discriminant validity value based on the value Average Variance Extracted (AVE).

Based on the Rule of Thumb Table of Evaluation of the Measurement Model (Outer Model), the value of Average Variance Extracted (AVE) that must be met to be said to be valid is above 0.5. The AVE value of the research results can be seen in Table 3 below:

**Table 3 Values Average Variance Extracted (AVE)**

	Average Variance Extracted(AVE)	Role of Tumb	Information
<b>Leadership Style</b>	0,673		Valid
<b>Work Motivation</b>	0,810		Valid
<b>Job Satisfaction</b>	0,689		Valid
<b>Work Engagement</b>	0,611	> 0,50	Valid

Sumber: *Output SmartPLS* 3.29

From table 3 it can be seen that the Average Variance Extracted from each variable qualifies > 0.50. The next step is to test the validity of the discriminant using *Fornell-Lacker* (square root of Average Variance Extracted) in table 4 below:

**Table 4 Validity Test Results Diskriminan Fornell-Lacker (Square root of Average Variance Extracted (AVE))**

	Leadership Style	Work Motivation	Job Satisfaction	Work Engagement
<b>Leadership Style</b>	<b>0,820</b>			
<b>Work Motivation</b>	0,596	<b>0,900</b>		
<b>Job Satisfaction</b>	0,516	0,600	<b>0,830</b>	
<b>Work Engagement</b>	0,710	0,651	0,616	<b>0,782</b>

**Note: numbers in italics and bold = discriminant value**

Source: *SmartPLS* Output 3.29

In carrying out discriminant validity in the measurement model, if each construct is greater than the correlation between the construct and other constructs, it can be said to meet the Fornell-Lacker discriminant validity requirements (square root of AVE).



Then in the validity of the discriminant, the value of the Heterotrait-Monotrait Ratio (HTMT) or correlation between variables is also seen with the condition that the correlation number is  $\leq 0.85$ , along with the value of the Heterotrait-Monotrait Ratio (HTMT) in table 5 below:

**Table 5 Discriminant Validity Test Results (Heterotrait-Monotrait Ratio (HTMT))**

	Leadership Style	Work Motivation	Job Satisfaction	Work Engagement
Leadership Style				
Work Motivation	0,673			
Job Satisfaction	0,572	0,666		
Work Engagement	0,807	0,738	0,687	

Information: Threshold value  $< 0,85$  (Henseler et al., 2015)

Source: created from the results of managing the latest research data of 200 employees (2023)

It can be noted that discriminant validity has been achieved, the overall construct validity testing in this research to test the measurement of the PLS-SEM model has been achieved by meeting the stipulated conditions.

**Reliability Test**

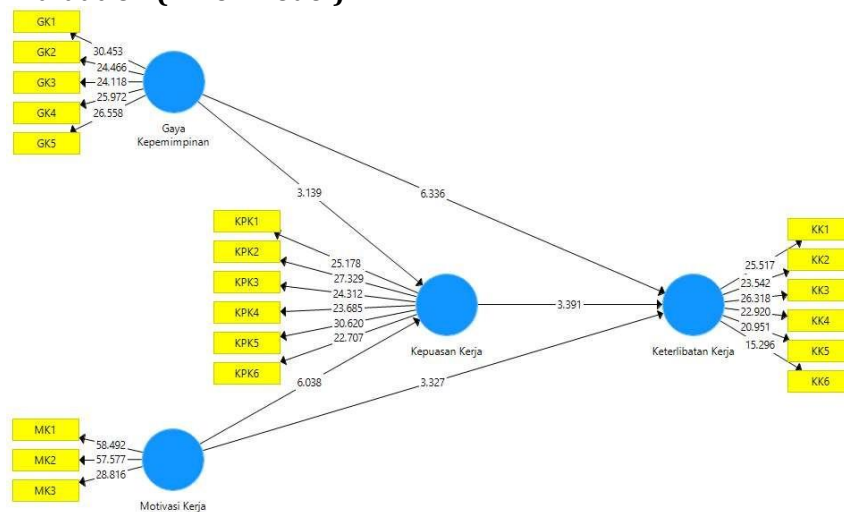
**Table 6 Reliability Test Results of Each Variable**

	Cronbach' sAlpha	Composite Reliability	Role of Tumb	Information
Leadership Style	0,878	0,911		Reliabel
Work Motivation	0,883	0,927		Reliabel
Job Satisfaction	0,910	0,930		Reliabel
Work Engagement	0,873	0,904	$> 0,70$	Reliabel

Source: *SmartPLS* Output 3.29

So based on Table 6 it can be seen that the value of *Cronbach's alpha* of each variable has a value of more than 0.70 and the composite reliability of each variable has a value of more than 0.70 so it can be concluded that all constructs in this study are reliable .

**Structural Model Evaluation (Inner Model)**



**Figure 2 Bootstrapping Output Display**

Source : *SmartPLS* Output 3.29



The inner model is also called the R Square value, T-Statistic hypothesis test, the influence of direct and predictive variables (Q Square value).

### R Square value (R<sup>2</sup>)

**Table 7 R-Square Values**

Variable	R-Square
Job Satisfaction	0,399
Work Engagement	0,620

Source: SmartPLS Output 3.29

From table 7 variables of job satisfaction the R-square value is 0.399 which means that 39.9% of the variations can be explained by the variables of leadership style and work motivation while the remaining 60.1% is explained by other variables outside the variables used in the study, the R-square value of 0.399 is included in the medium / moderate category.

Then the variable of work involvement R-square value of 0.620 which means that 62.0% of the variations can be explained by variables of leadership style, work motivation and job satisfaction while the remaining 38.0% is explained by other variables outside the variables used in the study, the R-square value of 0.620 is included in the medium / moderate category.

### Predictive Relevance (Nilai Q-Square)

**Tabel 8 Q<sup>2</sup> Relevansi Prediktif**

Variabel	Q Square	Rule of Thumb	Category
<b>Job Satisfaction</b>	0,266	> 0	Relevance
<b>Work Engagement</b>	0,369	> 0	Relevance

Source: *SmartPLS* Output 3.29

Based on table 8, the values from Q<sup>2</sup> described show that the dependent variables are job satisfaction of 0.266 and job engagement of 0.369, where the value is greater than 0, therefore the predictive relevance of *path analysis* is strongly supported. In addition, there is a relative influence derived from changes in Q<sup>2</sup> values on the research model as predictive of relevance with the following rules of thumb 0.02, 0.15, and 0.35 indicate that the model is weak, medium, and strong. Based on the calculation of predictive relevance obtained in this study, it can be concluded that the research model is in the medium and strong categories.

### Results of Hypothesis Testing & Discussion

#### H1 : Leadership style affects work engagement.

From the results of testing the hypothesis above, it was found that the *p* value for the influence of leadership style on work engagement = 0.000 with *t statistics* value = 6.336 and path coefficient value of 0.439. This means that job satisfaction has a positive and significant effect on job engagement. Thus the hypothesis that leadership style has a positive and significant effect on Work engagement is accepted.

Leadership style according to Hersey and Blanchard is a pattern of behavior when someone seeks to influence others and they accept it (Rana, Malik, & Hussain, 2016). While work involvement in this study is the extent to which a person is psychologically connected to work and considers his level of achievement important for self-esteem (Wokas, Dotulong, & Saerang, 2022).

When related to the condition of the Medical Device Company in Jakarta where the research was conducted, there are several conditions that influence why the first hypothesis of this study is accepted, namely that the situation and conditions in the

Company which at this time can be concluded are quite comfortable and conducive, employee work involvement with the Company is also high, so that employees have the perception that all of it is influenced by how the leaders, in this case top management manages the Company's employees well. This positive perception ultimately affects how employees work involved in the Company.

The results of this study are consistent with previous research conducted by (Dewi & Ariati, 2014), (Ali, Lestari, & Putri, 2021) and (Soedarsono & Wulan, 2017), (Matondang, Siagian, & Putra, n.d.), and (Raharjo & Witiastuti, 2016), in (Anggraini, Rosyihuddin, & Desembrianita, 2021) the results stated that transformational leadership style has a significant effect on work engagement.

### **H2 : Work motivation affects work engagement.**

From the results of testing the hypothesis above, it was found *that p* value for the effect of work motivation on work involvement = 0.000 with *t statistics* value = 3.327 and path coefficient value of 0.243. This means that work motivation has a positive and significant effect on work engagement. Thus the hypothesis stating that work motivation has a positive and significant effect on work engagement is accepted.

According to Suwatno and Priansa (2018: 171) in (Suriyanti, 2020), work motivation refers to the willingness to work hard to achieve organizational goals, which depends on the satisfaction of certain individual needs. While work involvement in this study is the extent to which a person is psychologically connected to work and considers his level of achievement important for self-esteem (Wokas et al., 2022).

This means that if the leadership of a Medical Device Company in Jakarta can increase work motivation, it will experience a high increase in work involvement in Medical Device Companies in Jakarta.

The results of this study are consistent with previous research conducted by Goodboy et al, in (Xu et al., 2022), when studying the relationship between workplace bullying and job engagement, using satisfaction of basic work-related psychological needs and intrinsic work motivation as mediating variables.

### **H3 : Leadership Style Affects Job Satisfaction.**

From the results of testing the hypothesis above, it was found *that p* value for the influence of leadership style on job satisfaction = 0.001 with *t statistics* value = 3.139 and path coefficient value of 0.246. This means that leadership style has a positive and significant effect on job satisfaction. Thus the hypothesis stating that leadership style has a positive and significant effect on job satisfaction is accepted.

Leadership style according to Hersey and Blanchard is a pattern of behavior when someone seeks to influence others and they accept it (Rana et al., 2016). While satisfaction or dissatisfaction is something that cannot be separated from everyone's life, because feelings of satisfaction or dissatisfaction are closely related to human needs, while the existence of human needs shows that humans are still alive. In doing their job, not every employee may have needs such as security, support from colleagues, attention and support needs from superiors, a comfortable workplace, etc., Suparyadi (2015: 436) in (Suriyanti, 2020).

When related to the condition of the Medical Device Company in Jakarta where the study was conducted, there are several conditions that influence why the third hypothesis of this study is accepted, namely that leaders are very concerned about the work of their employees and value it. Leaders can make their employees proud. Leaders observe high labor standards and ethics and often provide advice to employees if needed.

The results of this study are consistent with previous research conducted by (Ruvendi, 2005) and (Baihaqi & SUHARNOMO, 2010) in (Alam & Monica, 2015), empirically proving that there is a positive and significant relationship between leadership style variables and job satisfaction. It was also revealed that an effective leadership style is leadership that is adapted to situations and conditions (contingency).

#### **H4 : Work Motivation Affects Job Satisfaction.**

From the results of testing the hypothesis above, it was found *that p* value for the effect of work motivation on job satisfaction = 0.000 with *t statistics* value = 6.038 and path coefficient value of 0.454. This means that work motivation has a positive and significant effect on job satisfaction. Thus the hypothesis stating that work motivation has a positive and significant effect on job satisfaction is accepted.

Motivation is a person's willingness to work hard to achieve organizational goals (Irwan et al., 2020). Therefore, the intensity and quality of such efforts are necessary and in accordance with the goals of the organization. Needs are internal states that give rise to wants, whereas unsatisfied needs create tension that stimulates impulses from within the individual. This effort encourages search behavior to find a specific target. When needs are met, stress is reduced.

According to (Armstrong, Takimoto, Schindler, Hayes, & Kauffman, 2016) by (Suriyanti, 2020), high work motivation and meeting employee expectations will have an impact on employee job satisfaction. An employee who is dissatisfied with his job can be motivated to grow and develop better. Thus, high work motivation reflects a sense of responsibility and enthusiasm at work, thus encouraging the desire to work and give the best effort.

This condition also occurs in the company where this research was conducted, namely at the Medical Device Company in Jakarta. The Company's comfortable and conducive situation and conditions indirectly motivate every employee and encourage them to excel.

The results of this study are consistent with previous research conducted by (Ruvendi, 2005) and (Baihaqi & SUHARNOMO, 2010) in (Alam & Monica, 2015), empirically proving that there is a positive and significant relationship between leadership style variables and job satisfaction. It was also revealed that an effective leadership style is leadership that is adapted to situations and conditions (contingency).

#### **H5 : Job satisfaction affects job engagement.**

From the results of testing the hypothesis above, it was found *that p* value for the effect of job satisfaction on job involvement = 0.000 with *t statistics* value = 3.391 and path coefficient value of 0.244. This means that job satisfaction has a positive and significant effect on job engagement. Thus the hypothesis stating that job satisfaction has a positive and significant effect on job engagement is accepted.

Employee job satisfaction is an employee's attitude towards his job, which affects work engagement. An employee who is satisfied with his job will have good work engagement. Work involvement raises self-confidence because employees are involved in issuing ideas or opinions in the company causing a relationship that is intertwined with the company so as to increase job satisfaction.

The job satisfaction felt by employees of Medical Device Companies in Jakarta is in accordance with employee expectations so that it will affect the high level of work engagement.

The results of this study are consistent with previous research conducted by (Juniantara & Riana, 2015) and Ria et al. 2011 in (Alam & Monica, 2015), empirically proving that motivation has a positive and significant effect on job satisfaction.

#### **H6: Job Satisfaction Mediates the Influence of Leadership Style on Work Engagement**

From the test results above, it was found that  $p$  value for the influence of leadership style on job engagement through job satisfaction = 0.003 with  $t$  statistics value = 2.731 and path coefficient value of 0.060. This means that leadership style has a positive and significant effect on job engagement through job satisfaction. Thus the hypothesis stating that leadership style has a positive and significant effect on job engagement mediated by job satisfaction is accepted.

The indirect influence through the three mediating variables shows that job satisfaction is among the variables that contribute greatly. This relationship means that the high job satisfaction caused by transformational leadership will cause higher leader involvement. The high job satisfaction of employees is explained by the high satisfaction on the job itself includes: the basic salary is sufficient for daily needs, the work includes multifaceted, colleagues have no difficulty in achieving the goals that the company has set, supervisors give clear instructions on how to achieve the goals that have been set, clear rules of promotion time periods that apply in the company and the space where work is comfortable.

When related to the condition of the Medical Device Company in Jakarta where the research was conducted, it can be illustrated that after all, employee perceptions of leadership style ultimately have a direct impact on how job satisfaction will affect job engagement. In this case, the conducive situation created by the Company turned out to be the key to employee comfort and became their benchmark for satisfaction with their work in general, and this created high work involvement with the Company. This seems to be indirectly one of the factors that make employees work well and without burden, and not solely pursue achievements at work.

The results of this study are consistent with previous research conducted by (Nurtjahjani et al., 2020) which stated that job satisfaction mediates the influence of transformational leadership on job engagement significantly.

#### **H7: Job satisfaction mediates the effect of work motivation on job engagement**

From the test results above, it was found that  $p$  value for the effect of work motivation on work involvement through job satisfaction = 0.005 with  $t$  statistics value = 2.568 and path coefficient value of 0.111. This means that work motivation has a positive and significant effect on job engagement through job satisfaction. Thus the hypothesis stating that work motivation has a positive and significant effect on job engagement mediated by job satisfaction is accepted.

First, for the motivation variable, the highest indicator is that the working relationship between superiors and subordinates in the company is fluid and not rigid (MK2), and the lowest is When making decisions, always consult with superiors and office colleagues (MK3). Secondly, regarding job satisfaction, the highest indicator is the clear promotion time period rules applicable in the company (KPK5), and the lowest is My colleagues have no difficulty in achieving the goals set by the company (KPK3). Third, for work engagement, the highest indicator is When I wake up in the morning, I feel like going to work (KK1), and the lowest is that I can continue working for a long time, for a very long time (KK6).

When related to the condition of the Medical Device Company in Jakarta where the research was conducted, it can be illustrated that after all, employee perceptions of work

motivation ultimately have a direct impact on how job satisfaction will affect job engagement. In this case, employees have morale, have initiative and creativity and already have a sense of responsibility in carrying out work, and also employees are satisfied with their work, salary, opportunities and promotions, labor supervisors, and colleagues. It means employees feel that they are actively engaged, that their work is their top priority, and that their work is important in their professional lives. Based on its effect on work engagement, it can be said that job satisfaction has a more significant influence, which is 0.244, on work involvement when compared to work motivation of 0.243.

#### **4. Conclusion**

The results of the analysis of the hypothesis data showed a number of important findings. First, leadership style has a positive and significant influence on work involvement in Medical Device Companies in Jakarta. Employees perceive that a good leadership style, embodied in management that cares and communicates well, has a positive impact on the level of work engagement. In addition, work motivation also plays an important role in increasing work engagement, with good relationships between superiors and subordinates in the company affecting high work motivation.

Second, leadership style also has a positive and significant effect on job satisfaction at Medical Device Companies in Jakarta. Leaders who care and value employees and provide necessary advice, create conducive conditions that increase job satisfaction. High work motivation also contributes to job satisfaction, indicating that work is the top priority of employees and providing enthusiasm for work.

Third, job satisfaction has a positive and significant influence on job engagement. Employees who are satisfied with their jobs tend to be actively engaged and have high responsibility for their work. The results of the analysis also showed that job satisfaction mediates the influence of leadership style and work motivation on job engagement, which indicates the importance of adequate working conditions and levels of job satisfaction to encourage employee engagement.

As a recommendation, future studies are recommended to use a larger sample and consider other factors that influence work engagement, such as organizational culture, intellectual intelligence, and work discipline. In addition, the study could be expanded to include other branches of Medical Device Companies in Jakarta to compare the results. Medical Device Companies in Jakarta are also advised to increase work involvement by providing rewards or bonuses as incentives to achieve company targets. Likewise, companies can increase job satisfaction through the fulfillment of clear promotion time period rules, so that company goals are achieved. Lastly, this study has limitations in terms of time and data collection methods, and future studies are expected to overcome these limitations for more accurate results.



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