



The Role of Work Motivation in Mediating the Influence of Work Engagement on Job Satisfaction of Cooperative Employees Consumers of Cu Sang Timur Banyuwangi

¹Benedictus Revan Krisnanto, ²Ni Wayan Mujiati

^{1,2}Management, Faculty of Economics and Business, Udayana University, Indonesia

Author's correspondence : benediktusrevan@gmail.com

Abstract. The role of work motivation as a mediator of the influence of work engagement on job satisfaction is important in the context of human resources. In today's globalization era, competition between companies is getting stronger, so that companies are asked to be able to get it and optimize these variables in arrange to make strides their execution and competitiveness. Hence, this inquire about points to analyze the relationship between work engagement, work motivation, and job satisfaction. This inquire about was conducted by the Shopper Agreeable of CU Sang Timur with a add up to test of 70 workers who were decided based on immersed inspecting. Information were collected through interviews that conveyed surveys to investigate subjects. Information were analyzed utilizing way examination strategies with SPSS. This inquire about points to analyze the mediating role of work motivation on the impact of work engagement on job satisfaction. The comes about of this think about demonstrate that work engagement and work inspiration altogether impact job satisfaction with a positive relationship course, work engagement essentially impacts work motivation with a positive relationship heading, and work motivation can be a arbiter of the impact of work engagement on job satisfaction in part. The suggestions of this investigate hypothetically back the discoveries of past investigate results. The practical implications of the Consumer Cooperative of CU Sang Timur are to maintain work satisfaction, work engagement, and work motivation owned by its employees.

Keywords: Job, satisfaction, work, engagement; work, motivation

1. INTRODUCTION

Human resources (HR) are the most important and strategic resources in an organization, because they have unique abilities and skills and can help achieve organizational goals (Sitorus, 2020). Good utilization of individual skills, capabilities, talents, and intelligence can make human resources capable of being the main driver in achieving organizational goals (Beniwal & Yadav., 2019). According to Nugraha et al.,(2022), efficient human resource management is important to ensure smooth operations within government organizations. Human resources are needed significantly in mobilizing other resources and have a strategic position with participation in organizing organizations that have competitive advantages (Magdalena & Wulandari, 2022).

This research was conducted on one of the cooperatives centered in the Regency Banyuwangi, namely the CU Sang Timur Consumer Cooperative which is located in Grajagan Highway No.49, Sidoagung, Karetan, Purwoharjo District, Banyuwangi Regency, East Java with 70 employees. CU Sang Timur is a cooperative that carries out activities for members in order to provide goods or services needed by members that have been established since 2007. CU Sang Timur's experience for more than 17 years has been a pioneer in providing easy services for members and member businesses to obtain the

goods they need (in the agricultural sector), and providing agricultural necessities at reasonable prices.

The questionnaire was distributed to 15 employees at CU Sang Timur. The questionnaire was distributed via google form with the link address (<https://forms.gle/EFmdPsR62ifYqbMe6>) containing a set of pre-survey statements related to job satisfaction. The results of the questionnaire regarding job satisfaction at the CU Sang Timur Consumer Cooperative can be seen in Table 1.

Table 1. List of Pre-Survey Statements

No	Statement	Answer	
		Yes	No
1	The basic salary I receive is affordable meet my daily needs.	10	5
2	The work assigned to me has been done according to my expertise.	7	8
3	I feel satisfied because I have colleagues who is able to makepleasant working situation.	6	9
4	I am happy with a boss who can provide support to employees. his subordinates.	9	6
5	I feel satisfied because there is an opportunity to get a promotion to a higher position. tall.	6	9
6	I am satisfied with the working environment physique which are given	7	8

Data sourceProcessed, (2024).

The pre-survey results in Table 1 show that there is a phenomenon of job dissatisfaction among CU Sang Timur employees, as seen from the high level of respondents choosing no as an answer, namely in 4 statements out of the 6 statements that have been given.

Interview resultsto three employees showed problems related to job satisfaction. One of the main obstacles is the low enthusiasm of employees in carrying out their work due to workloads that do not match their abilities and an unsupportive physical work environment. Another problem that arises is not getting the opportunity to

self-development or opportunities to improve skills and knowledge, and employees lose their enthusiasm for their work due to lack of support from coworkers. The contributing factors are the lack of employee development programs, and the lack of open communication with superiors regarding promotion opportunities.

Yukongdi & Shrestha (2020) define job satisfaction as an individual's overall evaluation of their work. Damayanti & Suwandana (2021) explain that job satisfaction reflects a positive attitude towards good and healthy adaptation to work situations and conditions, including social, physical, psychological, and financial reward aspects. Susilo & Satrya (2019) emphasize that increasing employee job satisfaction is the key to success for organizations as a foundation for understanding employee needs and creating a work environment that can increase their dedication. Wijaya & Edwina (2021) define job satisfaction as an affective and emotional response to various aspects of the work done by individuals so that these aspects contribute to the level of satisfaction and fulfillment felt by individuals towards the work they do.

Work engagement(work engagement) refers to an individual's level of love, involvement, and high concentration in their work (Bakker & Albrecht, 2018).Dewantara & Wulanyani (2019) stated that work engagement, also known as work engagement, refers to the level of attachment felt by employees towards their work, which characterized by high levels of energy, devotion, and dedication while working.Engaged employees feel that the work they do has meaning and significance, this can be demonstrated by better performance in tasks, positively assessing the functions they perform and experiencing greater levels of satisfaction (Ramos & Almeida, 2017: 38).

Afandi & Bahri (2020) stated that work inspiration could be a crave that emerges from inside a individual or person since they are propelled, empowered, and motivated to carry out exercises with truthfulness, bliss, and genuineness so that the comes about of the exercises he carries out create great and qualityresults. According to Shofwani & Hariyadi (2019), work motivation is a combination of drives, efforts, and desires possessed by individuals that activate and provide energy, and direct individual behavior tocomplete tasks well within the scope of their work.According to Sitorus (2020), work motivation comes from a person's

desires which can arouse enthusiasm and desire and help direct and maintain behavior in order to achieve goals or desires that are in accordance with the scope of work.

In accordance with the two-factor theory developed by Frederick Herzberg in 1959 to find out what is the source of job satisfaction and dissatisfaction. Several conditions of a job cause employee dissatisfaction if these conditions are not present, which Herzberg calls hygiene factors, including company policies, supervision, interpersonal relationships with supervisors, subordinates and coworkers, salary, job security, personal life, working conditions, and status (Noermijati, 2020). This theory distinguishes two groups of factors, the first is related to the intrinsic aspects of the job called motivator factors, the second related to the work environment or extrinsic factors of work (Noermijati, 2020). Motivational factors or intrinsic factors as stated in Herzberg's 1959 Two Factor Motivation Theory refer to motivation that comes from within the individual himself (Yasa et al., 2020).

2. RESEARCH METHODS

The research design used a quantitative approach in the form of associative causality. The quantitative approach is an approach research whose variables are measured using numbers and statistical analysis (Sugiyono, 2022:7). The associative causality method is a research method that aims to determine the causal relationship (cause and effect) between variables (Sugiyono, 2022:37). This study tests the hypothesis that analyzes the effect of Work Engagement on job satisfaction, Work Engagement on Work Motivation, Work Motivation on job satisfaction, and the role of Work Motivation in mediating the effect of Work Engagement on job satisfaction.

This research was conducted at the CU Sang Timur Consumer Cooperative located at Jalan Raya Grajagan No.49, Sidoagung, Karetan, Purwoharjo District, Banyuwangi Regency, East Java Indonesia. This location was chosen because found problems related to the research topic to be discussed, namely job satisfaction. Consumer Cooperative CU Sang Timur Banyuwangi has 70 employees. This study uses all employees as the population, totaling 70 employees. Sampling was carried out using the nonprobability sampling method with a saturated sample technique. The sample in this study is the same as the research population, namely all employees of the Consumer Cooperative CU Sang Timur totaling 70. Data were analyzed using path analysis techniques with SPSS.

3. RESULTS AND DISCUSSION

Inferential Analysis

Analysis Results Path Analysis

This think about employments way examination strategies in seeing the impact of causal connections of each independent variable comprising of work engagement on subordinate factors comprising of work motivation and job satisfaction. This consider moreover tests the part of interceding factors, specifically work motivation in intervening the relationship between work engagement variables and job satisfaction.

Table 2. Path Analysis on Sub-structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5,609	1,775		3,160	0.002
work engagement	1,204	0,162	0.670	7,451	0,000

R2 : 0.449

Source: Appendix 8

The results of the path analysis in Table 2 formulate the following sub-structural equations.

$$Z = \beta_2 X + e_1$$

$$Z = 0.670 X + e_1$$

The sub-structural equation can be interpreted as follows:

The work engagement variable has a coefficient of 0.670, meaning that work engagement has a positive influence on work motivation. This means that if work engagement increases, work motivation will increase, and vice versa, if work engagement decreases, work motivation will decrease.

This study calculates the influence of work engagement and work motivation on job satisfaction through the SPSS 26.0 program.

The results of the path analysis formulate the following sub-structural equations.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0.304X + 0.475Z + e_2$$

The sub-structural equation can be interpreted as follows:

The work engagement variable has a coefficient of 0.304, meaning that work engagement has a positive influence on job satisfaction. This means that if work engagement increases, job satisfaction will increase, and vice versa, if work engagement decreases, job satisfaction will decrease.

Hypothesis testing

The testing criteria to explain the interpretation of the influence between each variable are as follows.

If $\text{sig} < 0.05$ then H_0 is rejected and H_a is accepted.

If $\text{sig} > 0.05$ then H_0 is accepted and H_a is rejected.

1) The influence of work engagement on job satisfaction

H_0 : Work engagement does not have a significant positive effect on job satisfaction.

H_a : Work engagement has a significant positive effect on job satisfaction.

The results of the Sub-structural path analysis 2 explain that work engagement has a Beta value of 0.304 and a Sig. value of 0.010, so it can be said that H_a is accepted because the Sig. value is $0.010 < 0.05$, so it can be concluded that work engagement has a significant positive effect on job satisfaction. This shows that the better the work engagement felt by the Employees of the CU Sang Timur Consumer Cooperative, the higher the job satisfaction of the Employees of the CU Sang Timur Consumer Cooperative, and vice versa, the worse the work engagement, the lower the job satisfaction of the Employees of the CU Sang Timur Consumer Cooperative. So the first hypothesis is accepted.

2) The influence of work engagement on work motivation

H_0 : Work engagement does not have a significant positive effect on work motivation.

H_a : Work engagement has a significant positive effect on work motivation.

The results of the Sub-structural path analysis 1 explain that work engagement has a Beta value of 0.670 and a Sig. value of 0.000, so it can be said that H_a is accepted because the Sig. value is $0.000 < 0.05$. So it can be concluded that work engagement has a significant positive effect on work motivation. This shows that the better the work engagement felt by the Employees of the CU Sang Timur Consumer Cooperative, the higher the work motivation of the Employees

of the CU Sang Timur Consumer Cooperative, and vice versa if the work engagement is worse, the work motivation of the Employees of the CU Sang Timur Consumer Cooperative decreases. So the second hypothesis is accepted

3) The influence of work motivation on job satisfaction

H0: Work motivation does not have a significant positive effect on job satisfaction.

Ha Motivation work has a significant positive effect on job satisfaction

The results of the Sub-structural 2 chain analysis show that work motivation has a Beta value of 0.475 and a Sig. value of 0.000, so it can be said that Ha is accepted because the Sig. value of 0.000 < 0.05. So it can be concluded that Work motivation has a significant positive influence on job satisfaction. This shows that if work motivation increases, the job satisfaction of CU Sang Timur Consumer Cooperative Employees will increase, and vice versa, if the level of work motivation decreases, the job satisfaction of CU Sang Timur Consumer Cooperative Employees will decrease so that the third hypothesis is accepted.

Table 3. Direct Influence, Indirect Influence of Work Engagement (X), on Work Motivation (Z) and Job Satisfaction (Y).

Influence of variables	Direct influence	Indirect influence via Z	Total Influence	Std. Error	Sig.	Results
X→Y	0.304	0.318	0.622	0.265	0.010	Significant
X→Z	0.670		0.670	0.162	0,000	Significant
Z→Y	0.475		0.475	0.147	0,000	Significant

Source: Data processed in 2024

Table 3 displays the summary results of the values of each direct and indirect influence path between variables and the error values in each Sub-structural equation produced through path analysis techniques. The meaning of the values in Table 3 will be explained as follows.

1) The influence of work engagement on job satisfaction

Research conducted on employees of the CU Sang Timur Consumer Cooperative on the influence of work engagement on job satisfaction, the results showed that work engagement has a direct influence on job satisfaction of a positive value of 0.304 and a significance of 0.010.

- 2) The influence of work engagement on work motivation
 Research conducted on employees of the CU Sang Timur Consumer Cooperative regarding the influence of work engagement on work motivation, the results obtained show that work engagement has a direct influence on work motivation of positive 0.670 and a significance value of 0.000.
- 3) The influence of work motivation on job satisfaction
 Research conducted on employees of the CU Sang Timur Consumer Cooperative regarding the influence of work motivation on job satisfaction, the results obtained showed that work motivation has...direct influence on positive job satisfaction of 0.475 and a significance value of 0.000
- 4) Work motivation in mediating the influence of work engagement on job satisfaction
 Research conducted on employees of the CU Sang Timur Consumer Cooperative on the role of work motivation in mediating the influence of work engagement on job satisfaction, the results showed that work engagement has a direct influence on job satisfaction of 0.304 and a positive indirect influence of 0.318 with a total positive influence of 0.622.

Classical Assumption Test

- 1) Normality test

Table 3. Normality Test

Equality	Asymp. Sig. (2-tailed)Kolmogorov-Smirnov Z
Sub-structural 1	0.200
Sub-structural 2	0.200

Source: Appendix 9

The normality test using the One-Sample Kolmogorov-Smirnov Test shown in Table 3 shows that the value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is 0.200 and 0.200. The value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is greater than the alpha value of 0.05, indicating that the data used in this study is normally distributed, so it can be stated that the model meets the assumption of normality.

2) Multicollinearity test

Table 4. Multicollinearity Test

	Model	Collinearity Statistics	
		Tolerance	VIF
Sub-structural 2	Work engagement	0.551	1,816
	Work motivation	0.551	1,816

Source: Appendix 9

Table 4 shows that there are no independent variables that have a tolerance value of less than 0.10 and there are also no independent variables that have a VIF value of more than 10. Therefore, the regression model is free from multicollinearity symptoms.

3) Heteroscedasticity test

Table 5. Heteroscedasticity Test

Equality	Model	T	Sig.
Sub-structural 1	Work engagement	-1,830	0.072
Sub-structural 2	Work engagement	0.717	0.476
	Work motivation	-0.694	0.490

Source: appendix 9

Table 5 shows that each model has a significance value greater than 5 percent (0.05). This shows that the independent variables used in this study do not significantly affect the dependent variable, namely the absolute residual. This study is free from heteroscedasticity symptoms.

Sobel test

Testing the mediation hypothesis can be done using the Sobel Test. The Sobel test is used to test the strength of the indirect influence of the work engagement variable (X) on job satisfaction (Y) through the work motivation variable (Z). The indirect effect of work engagement (X) on the job satisfaction variable (Y) through the work motivation variable (Z) is calculated by multiplying the path coefficient of X to Z (a) by the path coefficient of Z to Y (b) or ab. The standard error of the coefficients a and b are written as Sa and Sb, the magnitude of the indirect standard error (indirect effect). If the Z calculation value is greater than 1.96 (with a 95 percent confidence level), then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable, indicating that Ho is rejected and Ha is accepted.

Ho: Work motivation does not mediate the influence of work engagement on job satisfaction

Ha: Work motivation mediates the influence of work engagement on job satisfaction.

The results of the Sobel Test show that the result of $Z = 2.501 > 1.96$, which means that it can be concluded that Ha is accepted, which means that the work motivation variable is a mediating variable with a significant influence between work engagement on the job satisfaction of CU Sang Timur Consumer Cooperative Employees, so that the fourth hypothesis is accepted.

VAF Test

There are criteria for the form of mediation influence using VAF values (Sholihin & Ratmono, 2013: 82), namely:

- 1) If the VAF value is above 80 percent, it indicates the role of mediation as a full mediator (full mediation).
- 2) If the VAF value is between 20 – 80 percent, then it can be categorized as partial mediation.
- 3) If the VAF value is less than 20 percent, it indicates almost no mediation effect.

The VAF test was calculated at 51.14 percent, with a value between 20 percent - 80 percent, so it can be categorized as partial mediation (Sholihin & Ratmono, 2013: 82), so it can be concluded work motivation partially mediate work engagement on the job satisfaction of CU Sang Timur Consumer Cooperative Employees.

4. DISCUSSION OF RESEARCH RESULTS

The influence of work engagement on employee job satisfaction at the CU Sang Timur Consumer Cooperative

The first hypothesis test in this study found that work engagement has a positive and significant effect on the job satisfaction of CU Sang Timur Consumer Cooperative Employees, this result can be interpreted that the better the work engagement felt by CU Sang Timur Consumer Cooperative Employees, the better it will be to increase the job satisfaction felt by CU Sang Timur Consumer Cooperative Employees, and vice versa if the worse the work engagement felt by CU Sang Timur Consumer Cooperative

Employees, the worse it will be to decrease the job satisfaction of CU Sang Timur Consumer Cooperative Employees. So the first hypothesis in this study is declared accepted.

Work engagement(work engagement) refers to an individual's level of love, involvement, and high concentration in their work (Bakker & Albrecht, 2018).Dewantara & Wulanyani (2019) stated that work engagement, also known as work engagement, refers to the level of attachment felt by employees towards their work, which is characterized by high levels of energy, devotion, and dedication while working.Engaged employees feel that the work they do has meaning and significance, this can be demonstrated by better performance in tasks, positively assessing the functions they perform and experiencing greater levels of satisfaction (Ramos and Almeida, 2017: 38).

Research resultThis is in line with research conducted by Irwandi & Sanjaya(2022) who stated that work engagement is significantly related to employee job satisfaction, with high work engagement having a positive impact on job satisfaction levels. Santi (2023) also showed that there is a positive and significant relationship between work engagement and job satisfaction. Nurdayanti (2022) observed that work engagement has a positive and significant effect on job satisfaction, as found in the research of Hirma et al. (2021).Zainiah & Herlambang's (2024) research also found that work engagement has a positive and significant influence on job satisfaction.

The Influence of Work Engagement on Work Motivation of Employees of the CU Sang Timur Consumer Cooperative

The second hypothesis test in this study found that work engagement has a positive and significant influence on work motivation, this result can be interpreted that the better the work engagement felt by the Employees of the CU Sang Timur Consumer Cooperative, the more it will have an impact on increasing the level of work motivation of the Employees of the CU Sang Timur Consumer Cooperative, likewise if the worse the work engagement felt by the Employees of the CU Sang Timur Consumer Cooperative, the lower the level of work motivation of the Employees of the CU Sang Timur Consumer Cooperative. So that the second hypothesis in this study is declared accepted.

Work engagement(work engagement) refers to an individual's level of love, involvement, and high concentration in their work (Bakker & Albrecht, 2018).Dewantara & Wulanyani (2019) stated that work engagement or what is known aswork engagement, refers to the level of attachment felt by employees to their work, characterized by high levels

of energy, devotion, and dedication while working. Afandi & Bahri (2020) stated that motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do produce good and quality results. Meanwhile, according to Shofwani & Hariyadi (2019), motivation is a combination of drives, efforts, and desires possessed by individuals that activate and provide energy, and direct individual behavior to complete tasks well within the scope of their work.

The results of this study are in line with research conducted by Suranti et al. (2024) stated work engagement has a positive and significant influence on work motivation. Hirma et al. (2021) revealed that work engagement has a significant influence on work motivation. Zainiah & Herlambang (2024) shows that there is a positive and significant influence between work engagement and work motivation. According to Mashadi (2022) revealed Work engagement has a significant effect on work motivation. Asmul Hirma et al. (2021) also revealed that work engagement has a positive and real impact on increasing work motivation.

The influence of work motivation on the job satisfaction of employees of the CU Sang Timur Consumer Cooperative

The third hypothesis test in this study found that work motivation has a positive and significant influence on job satisfaction, this result can be interpreted that the higher the work motivation felt by the Consumer Cooperative Employees of CU Sang Timur, the higher the job satisfaction felt by the Consumer Cooperative Employees of CU Sang Timur, and vice versa if the work motivation felt by the Consumer Cooperative Employees of CU Sang Timur decreases, the lower the job satisfaction felt by the Consumer Cooperative Employees of CU Sang Timur. So the third hypothesis in this study is declared accepted.

Motivation is the drive that drives an individual to act or behave, and can come from various factors that influence a person's decision to do or not do something, this is often related to the desire to achieve higher status, power and recognition in life. Motivation is considered the foundation for achieving success in various aspects of life by improving one's abilities and desires. According to Wardan (2020), work motivation is a person's drive and desire to take action and use their abilities to achieve certain goals. Meanwhile, Mohtar (2019) defines motivation as the drive that arises in a person to behave in achieving predetermined goals. Work motivation is a driver or stimulus that helps increase an individual's work

enthusiasm. This motivation can arise from within or from outside the individual and can influence a person's actions both consciously and unconsciously. This drive is used to achieve certain goals and is an important factor in an individual's efforts to achieve high job satisfaction.

The results of this study are in line with research conducted by Yohana et al. (2022), shows that work motivation has a positive and significant impact on job satisfaction. In addition, according to Nur & Khotibul (2020), work motivation also has an influence significant on job satisfaction. According to Shinta et al. (2023), there is significant evidence that work motivation plays a positive role in increasing employee job satisfaction.

This shows the importance of recognizing and paying attention to work motivation factors in the corporate environment. Apriliani & Hidayah (2020) found that there is a positive influence between work motivation and job satisfaction.

The Role of Work Motivation in Mediating the Influence of Work Engagement on Job Satisfaction of Employees of the CU Sang Timur Consumer Cooperative.

The results of the fourth hypothesis test in this study indicate that work motivation is able to mediate the influence of work engagement on the job satisfaction of employees of the CU Sang Timur Consumer Cooperative with the mediation of work motivation, so that work motivation is a partial mediating variable for the influence of work engagement on job satisfaction, this shows that the better the work engagement felt by the CU Sang Timur Consumer Cooperative Employees, the more it will be able to increase the work motivation of the CU Sang Timur Consumer Cooperative Employees, with the increase work motivation will be able to increase the job satisfaction of the Consumer Cooperative Employees of CU Sang Timur. So that the fourth hypothesis in this study is declared accepted.

Work engagement (work engagement) refers to an individual's level of love, involvement, and high concentration in their work (Bakker & Albrecht, 2018). Dewantara & Wulanyani (2019) stated that work engagement or what is known as work engagement, refers to the level of attachment felt by employees to their work, characterized by high levels of energy, devotion, and dedication while working. Work motivation is the drive that drives individuals to act or behave, and can come from various factors that influence a person's decision to do or not do something, this is often related to the desire to achieve higher status, power and recognition in life. This motivation can arise from within or from outside

the individual and can influence a person's actions both consciously and unconsciously. This drive is used to achieve certain goals and is an important factor in an individual's efforts to achieve high job satisfaction.

Zainiah & Herlambang (2024) proves that work motivation mediates the relationship between work engagement and job satisfaction. According to Laoli & Ndraha (2022) that work motivation is the provision of driving force or encouragement that gives someone enthusiasm, so that they are willing to work together, work effectively and integrate with all their abilities to achieve job satisfaction. Yasa et al., (2019) also revealed that motivation to succeed is a mediating variable. Irwan et al. (2020) revealed that employee job satisfaction can mediate the effect of work motivation on employee performance. Suifan & Taghrid (2019). Mentioned that work motivation mediates the relationship between environmental factors work and job satisfaction.

5. CONCLUSION

The research results obtained concluded the following four conclusions.

- 1) Work engagement has a positive and significant effect on the job satisfaction of the Consumer Cooperative Employees of CU Sang Timur. This result can be interpreted that the better the work engagement felt by the Consumer Cooperative Employees of CU Sang Timur, the more it will have an impact on increasing the job satisfaction felt by the Consumer Cooperative Employees of CU Sang Timur.
- 2) Work engagement has a positive and significant effect on Work motivation of Consumer Cooperative Employees of CU Sang Timur. This result can be interpreted that the better the work engagement felt by Consumer Cooperative Employees of CU Sang Timur, the more it will have an impact on increasing the level of work motivation of Consumer Cooperative Employees of CU Sang Timur.
- 3) Work motivation has a positive and significant effect on the job satisfaction of the Consumer Cooperative Employees of CU Sang Timur. This result can be interpreted that the higher the work motivation felt by the Consumer Cooperative Employees of CU Sang Timur, the higher the job satisfaction felt by the Consumer Cooperative Employees of CU Sang Timur.
- 4) Work motivation is a partial mediating variable of the influence between work engagement and job satisfaction of CU Sang Timur Consumer Cooperative Employees. This shows that the better the work engagement felt by CU Sang Timur

Consumer Cooperative Employees, the better the work motivation of CU Sang Timur Consumer Cooperative Employees. With increased work motivation, it will increase the job satisfaction of CU Sang Timur Consumer Cooperative Employees.

BIBLIOGRAPHY

- Adinata, MC, and Turangan, JA (2023). The influence of work motivation, work stress, and work environment on employee job satisfaction at PT X. *Journal of Managerial and Entrepreneurship*. 5(1): 195-201.
- Afandi, A., and Bahri, S. (2020). The Influence of Leadership, Motivation and Work Discipline on Employee Performance of the Asia Muslim Charity Foundation (AMCF) North Sumatra. *Scientific Journal of Master of Management*. 3(2): 235– 246.
- Alam, A., and Asim, M. (2019). Relationship Between Job Satisfaction and Turnover Intention, *International Journal of Human Resource Studies*. 9(2): 163- 194.
- Apriliani, E., and Hidayah, N. (2020). The Relationship between Remuneration and Work Motivation with Nurses' Job Satisfaction at PKU Muhammadiyah Gamping Hospital. *Scientific Journal of Batanghari Jambi University*. 20(1): 137–140.
- Asmul Hirma, Mukhlis and Said Musnadi. (2021). The Effect of Work Engagement and Job Satisfaction on Work Motivation snf Its Impact on Career Development of Regional Secretariat Employee in Simeulue District. *International Journal of Business Management and Economic Review*. 4(4): 45-53
- Bakker, A.B., and Albrecht, S. (2018). Work Engagement: Current Trends. *Career Development International*. 23(1): 4–11.
- Basalamah, MSA, and As'ad, A. (2021). The Role of Work Motivation and Work Environment in Improving Job Satisfaction. *Golden Ratio of Human Resource Management*. 1(2): 94-103.
- Beniwal, R., and Yadav, A. (2019). Organizational Climate and Effectiveness Relationship in IT Sector: Mediating Effect of Organizational Commitment. *International Journal of Innovative Technology and Exploring Engineering*. 8(11): 3640–3646.
- Damayanti, N., and Suwandana, I. (2021). The Influence of Flexible Work Arrangement and Job Satisfaction on the Productivity of Freelancers in Bali Province. *E-Journal of Economics and Business, Udayana University*. 10(9): 817-828.
- Dewantara, MT, & Wulanyani, NMS (2019). The Influence of Job Satisfaction and Organizational Justice on Employee Engagement at Private Hotel X in Bali. *Udayana Psychology Journal*. 6(02): 312–319.
- Dewi, NKY, and Ardana, IK (2022). The Role of Work Motivation in Mediating the Effect of Compensation on Employee Performance. *E-Journal of Management*, 11(1): 230–254.

- Dziuba, S.T., Ingaldi, M., and Zhuravskaya, M. (2020). Employees' jobsatisfaction and Their Work Performance as Elements Influencing Work Safety. *System Safety: Human – Technical Facility – Environment*. 2(1): 18- 25.
- Ghozali, I. (2018). *Multivariate Analysis Application SPSS 25 (9th ed.)*. Semarang: University Diponegoro. Taken from http://slims.umn.ac.id/index.php?p=show_detail&id=19545
- Herzberg, F. (1964). The Motivation-Hygiene Concept and Problems of Manpower. *Administrator Personnel*. 27(1): 3-7.
- Hirma, A., Mukhlis, & Musnadi, S. (2021). The Effect Of Work Engagement And Job Satisfaction On Work Motivation And Its Impact On Career Development Of Regional Secretariat Employee In Simeulue District. *International Journal Of Business Management And Economics*. 4(4): 45–53.
- Irwan, A., Mahfudnurnajamuddin, Najum, S., and Mangkona, S. (2020). The Effect of Leadership Style, Work Motivation and Organization Culture on Employee Performance Mediated by Job Stasfaction. *International Journal of Multicultural and Multireligious Understanding*. 7(8): 2364–5369.
- Irwandi, FY, and Sanjaya, A. (2022). The Influence of Work-Life Balance and Work Engagement on Employee Performance Through Job Satisfaction (Study at Bankaltim tara Syariah, Jl. A Yani Samarinda Branch). *Journal of Business Management Education (JBME)*. 7(2): 1-7.
- Khan, A.J., Bhatti, M.A., Hussain, A., Ahmad, R., & Iqbal, J. (2021). Employee job satisfaction in higher educational institutes: A review of theories. *Journal of South Asian Studies*. 9(3): 257-266.
- Laoli, ES, & Ndraha, T. (2022). The Influence of Management Control Systems on Employee Performance. *Journal of Accounting, Management and Economics*. 1(1): 15–20.
- Magdalena, M., & Wulandari, K. (2022). Human Resource Management Training in Improving Human Resource Quality on Employee Performance at Pandanaran University. *Senarsis (National Seminar on Economic and Business Research*, 1(7): 210-214
- Mashadi, AI (2022). Analysis of performance influenced by work environment and work engagement with work motivation as an intervening variable. *FADZAT: Journal of Islamic Economics*. 3(1): 2746-7872
- Mohtar, I. (2019). The Relationship Between Work Motivation and Work Experience with Madrasah Teacher Performance(Print Pe). *Uwais Inspiration of Indonesia*. Pages 14-22.
- Muhidin, B. (2020). The Concept of Employee Engagement and Strengthening Employee Work Motivation. Kuningan: Goresan Pena. Pages 7-8
- Nabawi, R. (2019). The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance. *Maneggio: Scientific Journal of Master of Management*. 2(2): 170–183.

Noermijati, N., Soelton, M., Vizano, N., Parmariza, Y., Abadi, YB, & Zulfriadi,

Nugraha, DA, Nadeak, B., Martini, N., & Suyaman, DJ (2022). The Influence of Career Development, Compensation, and Job Satisfaction on Performance of Civil Servants of the Maritime Affairs and Fisheries Service of West Java Province. *At-Tadbir: Scientific Journal of Management*, 6(1): 81-93

Nurdayanti, T. (2022). The Influence of Work Engagement on Job Satisfaction of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Purworejo Regency. *PROSPECT (Journal of Management and Accounting)*. 21(3): 1-14.

Paais, M., & Pattiruhu, J.R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*. 7(8): 577–588.

Pancasila, I., Haryono, S., & Sulisty, BA (2020). Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*. 7(6): 387-397.

Potu, J., Lengkong, VPK, & Trang, I. (2021). The Influence of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at PT. Air Manado. 9(2): 387-394.

Rahyuda, K. (2019). *Business Research Methods Revised Edition 2019*. Denpasar: Udayana University Press. Retrieved from <http://penerbit.unud.ac.id>

Ramos, A.O., & Almeida, H.D. (2017). Work Engagement, Social Support, and Job Satisfaction in Portuguese Nursing Staff: A Winning Combination. *Applied Nursing Research*, 36: 37-41.

Riduwan & Kuncoro. (2011). *How to Use and Apply Path Analysis*. Bandung: Alfabeta.

Robbins, SP, & Judge, TA (2019). *Organizational Behavior*. Jakarta: Salemeba Empat. Pages 44-52

Rulianti, E., & Nurpriadi, G. (2023). The Influence of Work Motivation, Work Environment and Career Development on Employee Job Satisfaction. *Jesya (Journal of Economics and Islamic Economics)*. 6(1): 849-858.

S. (2020). Recognizing the Role of Job Satisfaction in Predicting the Relationship Between Political Organization, Organizational Climate, and Organizational Culture on Organizational Citizenship Behavior on Liquor Distributor Companies in Indonesia. *European Journal of Business and Management*. 12(13): 2222-1905.

Santi, S. (2023). The Influence of Work Stress and Work Environment on Job Satisfaction with Work Engagement as a Mediating Variable. *Journal of Prima Management Business Economics*. 4(2): 98-110.

Schaufeli, W. B. & Bakker, A. B. (2004). "Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study". *Journal of organizational behavior*. 25(1): 293–315.

- Schaufeli, W.B., Salanova, M., GonzalezRoma, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*. 3(1): 71–92.
- Shofwani, SA, & Hariyadi, A. (2019). The influence of compensation, motivation and work discipline on employee performance at Muria Kudus University. *Jurnal Stie Semarang (Electronic Edition)*. 11(1): 52-65.
- Sitorus, RMT (2020). *The Influence of Interpersonal Communication of Leaders on Work Motivation*. Surabaya: Scopindo Media Pustaka. Pages 69-74
- Sugiyono. (2022). *Research Methods: Quantitative, Qualitative, and R&D*. Alfabeta (2ed.). Bandung: Alfabeta. Pages 156-164
- Suifan, & Taghrid, S. (2019). The Effects Of Work Environmental Factors On Job Satisfaction: The Mediating Role Of Work Motivation. *Business: Theory and Practice*. 20: 456–466.
- Suranti, TK, Sumarni, S., & Kurniawan, D. (2024). The Influence of Work Relatedness on Employee Performance with Motivation as an Intervening Variable at the Jambi Provincial DPRD Secretariat. *Journal of Accounting, Finance, Taxation and Corporate Governance*. 1(3), 68-76.
- Susilo, J., & Satrya, IH (2019). The Effect of Job Satisfaction on Turnover Intention Mediated by Organizational Commitment of Contract Employees. *E-Journal of Management*. 8(6): 3700–3729.
- Tripathi, S. K., & Chaturvedi, R. K. (2023). How Job Satisfaction is Influenced by Work Place Environment: An Empirical Study. *Management Journal for Advanced Research*. 3(5): 57-67.
- Utama, M. (2016). *Textbook of Quantitative Analysis Applications (sixth edition)*. Denpasar: CV Sastra Utama.
- Wardan, K. (2020). *Teacher Work Motivation in Learning*. Indonesian Science Media. National Faculty of Psychology Education, State University Malang. <https://doi.org/http://conference.um.ac.id/index.php/psi/article/view/1147/586>
- Wijaya, A. (2018). The effect of workload on job satisfaction with work stress as a mediating variable on workers at the Maxone Hotel in Malang City. *Parsimonia-Journal of Economics and Business*. 4(3): 278-288.
- Wijaya, P., & Edwina, TN (2021). The Influence of Work Life Balance and Job Satisfaction on Employee Work Engagement. In *National Seminar on Psychology and Humanities (SENAPIH)*. 1(1): 243-250.
- Yasa, IGR, & Dewi, AASK (2019). The Influence of Job Stress on Job Satisfaction with Work Motivation as a Mediating Variable. *E-Journal of Management Unud*. 8(3): 1203 – 1229.
- Yukongdi, V, Shrestha, P. (2020). The Influence of Affective Commitment, Job Satisfaction and Job Stress on Turnover Intention: A Study of Nepalese Bank Employees, *Review of Integrative Business and Economics Research*. 9(1): 88-98.