



THE EFFECT OF WORK INVOLVEMENT, JOB SATISFACTION, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. AJS INDORAYA NUSANTARA IN BALIKPAPAN

PENGARUH KETERLIBATAN KERJA, KEPUASAN KERJA DAN MOTIVASI KERJA TERHADAP KINERJA KARYAWAN PADA PT. AJS INDORAYA NUSANTARA DI BALIKPAPAN

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Abstract

The topic of this research is Human Resources. This study aims to determine the effect of job engagement (X1), job satisfaction (X2), and work motivation (X3) on employee performance (Y) at PT. AJS Indoraya Nusantara in Balikpapan. Data were collected using a questionnaire administered to all 34 employees. The analysis tool used was multiple linear regression with the help of SPSS software. All questions were found to be valid and reliable. A multiple regression analysis was then conducted, and the results showed that X1, X2, and X3 had a significant effect, both partially and simultaneously. From the resulting regression equation, $Y = 5.528 + 0.475 X1 + 0.278 X2 + 0.225 X3$, it can be seen that the independent variable, work engagement (X1), is the most influential variable on employee performance (Y) compared to job satisfaction (X2) and work motivation (X3).

Keywords : HR, employees, multiple regression analysis.

Abstrak

Topik yang penulis ambil dalam penelitian ini adalah Sumber Daya Manusia. Penelitian ini bertujuan untuk mengetahui pengaruh keterlibatan kerja (X1), kepuasan kerja (X2), dan motivasi kerja (X3) terhadap kinerja karyawan (Y) pada PT. AJS Indoraya Nusantara di Balikpapan. Data dikumpulkan menggunakan kuisioener yang diberikan kepada seluruh karyawan yang berjumlah 34 orang. Alat analisis yang digunakan menggunakan regresi linier berganda dengan bantuan perangkat lunak SPSS. Seluruh butir pertanyaan dinyatakan valid dan reliabel. Selanjutnya dilakukan analisis regresi berganda dan hasilnya menunjukkan bahwa X1, X2, dan X3 berpengaruh signifikan baik secara parsial maupun simultan. Dari persamaan regresi yang dihasilkan yaitu $Y = 5,528 + 0,475 X1 + 0,278 X2 + 0,225 X3$ dapat dilihat bahwa variabel bebas keterlibatan kerja (X1) merupakan variabel yang paling berpengaruh terhadap kinerja karyawan (Y) dibandingkan kepuasan kerja (X2), dan motivasi kerja (X3).



Kata Kunci : SDM, karyawan, analisis regresi berganda.

1. INTRODUCTION

Companies aiming to achieve a competitive advantage amidst increasingly intense industrial competition must possess effective human resource (HR) management strategies. This is due to the fact that organizational success depends not only on technology and capital but is also significantly influenced by the quality and performance of employees. In this context, Human Resource Management (HRM) serves as a systematic approach to managing individuals within an organization so they can contribute maximally toward achieving company goals. According to Hasibuan (2020), HRM is the science and art of regulating the relationships and roles of the workforce so they are effective and efficient in helping to achieve organizational, employee, and societal goals. HRM focuses not only on personnel administration but also on developing human potential, work motivation, welfare, and harmonious labor relations.

The human resource issues faced by PT. AJS Indoraya Nusantara include low work engagement, reflected in fluctuating daily absenteeism rates indicating that employees are not yet fully connected emotionally. Job satisfaction is also a concern, as evidenced by high daily production delays. Furthermore, dissatisfaction with the work system and suboptimal work motivation have resulted in low daily work efficiency. This decline in employee performance is a direct result of low engagement, satisfaction, and work motivation.

Table 1. Employee Absenteeism at PT. AJS Indoraya Nusantara Year 2024

Month	Number of Absences (Persons)	Maximum Limit (Persons)
January	3	2
February	2	2
March	3	2
April	3	2
May	3	2
June	2	2
July	5	2
August	4	2
September	5	2
October	6	2
November	9	2
December	6	2

Source: HRD PT. AJS Indoraya Nusantara



The table above shows that average monthly employee absenteeism reaches 6-10 people, with an average of approximately 8 people each month. Compared to the total workforce of 34 employees, roughly 20–29% of employees are absent every month. This figure is quite significant, as nearly 1 out of every 4 employees is absent from work each month. Recurring absenteeism not only impacts daily operational processes but also serves as a signal that employees lack a sense of responsibility toward organizational tasks and goals. Thus, daily absenteeism rates can be used as a direct reflection of work engagement levels, which ultimately contributes to declining productivity and overall employee performance.

Table 2. Production Delays at PT. AJS Indoraya Nusantara Year 2024

Month	Delay (Minutes)	Maximum Limit	Status
January	20 minutes	10 minutes	Exceeds limit
February	25 minutes	10 minutes	Exceeds limit
March	30 minutes	10 minutes	Exceeds limit
April	15 minutes	10 minutes	Exceeds limit
May	17 minutes	10 minutes	Exceeds limit
June	15 minutes	10 minutes	Exceeds limit
July	17 minutes	10 minutes	Exceeds limit
August	20 minutes	10 minutes	Exceeds limit
September	13 minutes	10 minutes	Exceeds limit
October	16 minutes	10 minutes	Exceeds limit
November	15 minutes	10 minutes	Exceeds limit
December	20 minutes	10 minutes	Exceeds limit

Source: HRD PT. AJS Indoraya Nusantara

The table above shows production delays during the working days from January to December. It is evident that every month exceeds the maximum delay tolerance limit (10 minutes). Average daily delays range from 13 to 25 minutes per month, with the highest figure occurring in February (25 minutes) and remaining no less than 20 minutes through September. These high daily delays directly disrupt the production process, reduce the efficiency of food distribution, and can affect customer trust and satisfaction.

Consistent production delays above the standard indicate recurring problems. This results in late food deliveries to clients, workload overloads during peak hours, and a decline in service reputation. These high production delay figures highlight potential issues in employee job satisfaction. Dissatisfaction lowers performance and active participation in fulfilling responsibilities, which ultimately impacts the achievement of operational targets.



Figure 1. Monthly Work Efficiency Graph of PT. AJS Indoraya Nusantara Year 2024

Source: HRD PT. AJS Indoraya Nusantara

The figure above illustrates the monthly work efficiency at PT. AJS Indoraya Nusantara for the year 2024. It is observed that all work efficiency values remain below the company's ideal standard of 85%, with averages ranging between 67% and 73%. This decline in work efficiency has occurred consistently on a near-daily basis, indicating underlying issues regarding discipline, concentration, or employee morale.

One factor that significantly influences work efficiency is the level of work motivation. Low work motivation causes employees to lack sufficient drive to perform optimally. Therefore, it is crucial for the company to identify the root causes of low motivation and design effective strategies to improve it.

This phenomenon indicates potential issues in the aspects of work engagement, job satisfaction, and work motivation, all of which directly impact employee performance. Employees who are not actively engaged tend to exhibit low morale, a lack of focus, and indifference toward their work outcomes. Dissatisfaction with the work environment, compensation systems, and interpersonal relationships among colleagues also contributes to high absenteeism and production delays. Furthermore, low work motivation—both intrinsic and extrinsic—leads to a lack of initiative and commitment in completing tasks, directly affecting overall efficiency and performance.

2. RESEARCH METHOD

a. Research Type

This study falls into the descriptive category with a quantitative approach (Amelia et al., 2023). The data collection method used is a questionnaire. A questionnaire serves as a procedure to gather data by providing a series of statements related to each variable to respondents for their feedback (Nugraha, 2025). This technique is considered efficient when the researcher already understands the variables to be measured and knows what is expected from the respondents' answers (Sugiyono in Sinaga, 2023).

b. Population and Sample

In this study, the sampling method used is saturated sampling (total sampling). Total sampling is a sample determination method where the entire population is taken as the sample. This type of sample belongs to the non-probability sampling category. The target sample for



this research includes all male and female employees working at PT. AJS Indoraya Nusantara, totaling 34 employees.

c. Data Collection Technique

In this study, information collection was conducted by providing written questions to respondents who were selected as samples from the employees of PT. AJS Indoraya Nusantara.

d. Data Analysis Techniques

1) Validity Test

A validity test is used to measure whether a questionnaire is legitimate or valid. A questionnaire is declared valid if the questions are capable of revealing something that the questionnaire intends to measure (Ghozali in Sani Gazali & Ardi Paminto, 2017). This validity testing is conducted to determine whether each instrument is valid, which can be expressed through the comparison between the value of each item and its total value.

2) Reliability Test

By utilizing comparison objects to obtain comparative data, the dependency test shows the extent to which the measurement results are consistent (Ghozali, 2022).

3) Normality Test

According to Anthony Christino (2020), the Normal P-Plot is used to test the normality of residuals in the regression model. The results show that the dots on the plot are spread around the diagonal line and follow its direction, indicating that the residuals are normally distributed. Thus, it can be concluded that the residuals are normally distributed. Conversely, if the dots deviate far from the diagonal line, the residuals are not normally distributed. SPSS will produce an output in the form of a Normal P-Plot of Regression Standardized Residual graph.

4) Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is an inequality of variance from the residuals of one observation to another in the regression model (Ghozali, 2020:120). In this study, to detect the presence of heteroscedasticity in the data, the scatter plot graph is observed.

5) Multicollinearity Test

Multicollinearity can be identified through the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is less than 10 and the Tolerance value is more than 0.10, it can be concluded that multicollinearity does not occur in the regression model used (Sahir, 2022:40).

6) Multiple Linear Regression Analysis

Multiple linear regression analysis is a modeling approach for the relationship between one dependent variable and more than one independent variable. In a regression model, the independent variables explain the dependent variable (According to Ghozali in Sinaga, 2023). In multiple linear regression analysis, the relationship between variables is linear, where changes in variables X_1 , X_2 , dan X_3 will be followed by a constant change in the Y variable.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e_i$$



7) Coefficient of Determination (R^2)

The coefficient of determination measures how much variation in Y can be explained by variation in the independent variable.

8) Partial Test (t)

This test is used to determine whether the independent variable has a significant partial effect on the dependent variable (Sahir, 2023).

- ✓ H_a is accepted and H_o is rejected if the calculated t value is greater than the table t value, meaning that the independent variable has a significant partial effect on the dependent variable.
- ✓ H_a is rejected and H_o is accepted if the calculated t value is less than the table t value, meaning that the independent variable has no significant partial effect on the dependent variable.

9) Simultaneous Test (F Test)

The F test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. This study used SPSS software as a calculation tool (Sahir, 2023).

3. RESULTS AND DISCUSSION

a. Validity Test

Ghozali, as cited in Amanda (2024), used to determine whether the questionnaire used was valid. If the validity coefficient is greater than ($>$) or equal to ($=$) 0.5, the item is considered valid. However, if the validity coefficient is less than ($<$) 0.5, the item is considered invalid.

Table 3 Validity Test Results

Variable	Description
X_1	Valid
X_2	Valid
X_3	Valid
Y	Valid

Source: SPSS Processing Results

Based on Table 3, it can be concluded that all statement items in these factors have high validity. Statement validity is a measure of the extent to which a statement is reliable and factual. In this study, statement validity was measured using the calculated R and R table formulas. If the calculated R value is greater than the R table, then the statement is considered valid and worthy of analysis. In Table 4.4, the calculated R value for each statement item is greater than the R table, which is 0.338. This means that all statement items are valid and can be used in research.

b. Reliability Test

According to Ghozali in Asmi & Mardatillah (2021), reliability is a tool for measuring a questionnaire as an indicator of a variable. A questionnaire is said to be reliable if a person's



answers to the questions are consistent or stable over time. If the Alpha value is > 0.60 , it is reliable. The method often used in research to measure the range scale (such as the Likert scale 1-5) is Cronbach Alpha (Priyatno in Asmi & Mardatillah, 2021).

Table 4. Reliability Test

No	Variable	Alpha	Description
1.	Work Engagement	0.735	Reliable
2.	Job Satisfaction	0.754	Reliable
3.	Work Motivation	0.784	Reliable
4.	Employee Performance	0.733	Reliable

Source: SPSS Processing Results

Table 4 shows that each Cronbach's alpha for the work engagement variable is 0.735, job satisfaction 0.754, work motivation 0.784, and employee performance 0.733, all of which are greater than 0.60.

c. Classical Assumption Test

a. Normality Test

According to Anthony Christino (2020), a Normal P-Plot was used to test the normality of residuals in a regression model. The results show that the points on the plot are spread around the diagonal line and follow the direction of the line, indicating that the residuals are normally distributed. Therefore, it can be concluded that the residuals are normally distributed.

✓ Normal P-P Plot

The basis for decision-making using a Normal P-P Plot is that if the points are spread out and follow the direction of the diagonal line, and conversely, if the points are spread away from the diagonal line, the data is not normal.

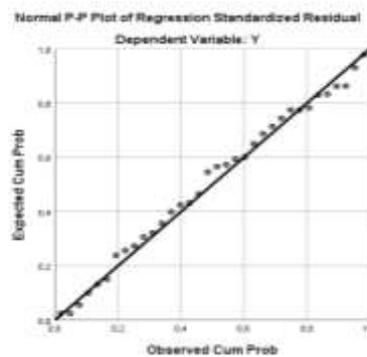


Figure 3. Normality Test Results

Source: SPSS 26 Processing Results

Figure 3 shows that the points are spread around the diagonal line and follow the direction of the diagonal line. Therefore, it can be concluded that all data are normally distributed.

2) Multicollinearity Test

The results of the multicollinearity test can be seen in the following table. Multicollinearity can be identified through the Variance Inflation Factor (VIF) and Tolerance



values. If the VIF value is less than 10 and the Tolerance value is more than 0.10, it can be concluded that there is no multicollinearity in the regression model used. (Sahir, 2022:40)

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1	,816	1,225
2	,710	1,408
3	,780	1,283

Source: SPSS 26 Processing Results

Based on Table 5 above, the multicollinearity test results show a tolerance value of 0.816 for work engagement (X1) with a VIF of 1.225, a tolerance value of 0.710 for job satisfaction (X2) with a VIF of 1.408, and a tolerance value of 0.780 for work motivation (X3) with a VIF of 1.283. Therefore, it can be concluded that all three variables—work engagement, job satisfaction, and work motivation—have tolerance values above 0.10 (tolerance > 0.10) and VIF values less than 10 (VIF < 10).

3) Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is unequal variance in the residuals from one observation to another in the regression model (Ghozali, 2020:120). In this study, the detection of heteroscedasticity in the data was performed by examining a scatter plot.

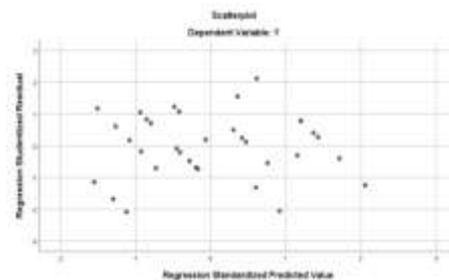


Figure 4. Heteroscedasticity Test Results

Source: SPSS Processing Results

Based on Figure 4, it can be concluded that the scatterplot graph shows that the points are randomly distributed and spread both above and below the 0 value and on the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity in this study.

4) Coefficient of Determination (R2) Test

The coefficient of determination in this study is 0.840. This means that 84% of the variation in Y can be explained by the independent variables (X1, X2, and X3). The remaining 16% is explained by other variables outside the model.

Table 6. Results of the Coefficient of Determination (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,917 ^a	,840	,824	,897

Source: SPSS Data Results

5) Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the effect of two or more independent variables on the dependent variable. The following are the results of the multiple linear regression analysis:

Table 7. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,528	2,209		2,503	,018
1A	,475	,079	,484	5,993	,000
2A	,278	,055	,439	5,066	,000
3A	,225	,073	,254	3,077	,004

Dependent Variable: Y1A

Source: SPSS Processing Results

Multiple linear regression is a linear regression equation model using more than one independent variable (Kurniawan in Jatmiko, 2024). The following multiple linear equations were applied in this study. Based on Table 7, after conducting the multiple linear regression test, the following equations are obtained:

$$Y = 5,528 + 0,475 X_1 + 0,278 X_2 + 0,225 X_3$$

b. Hypothesis Testing

1) t-Test (Partial Test)

This study utilizes the t-test to evaluate the partial relationship between the independent variable (X) and the dependent variable (Y). Each analysis result will be compared with a table obtained at a 5% significance level or $\alpha = 0.05$ (Ghozali, 2018). If the calculated T is greater than the T-table, then the independent variable has a significant effect on the dependent variable.

Based on the t-test results in the table above, the following conclusions can be drawn:

$$T_{\text{tabel}} = a : (df=n-k)$$

$$= 0,05 ; (df= 34-4)$$



$$= 0,05 ; (df= 30)$$

$$T_{\text{tabel}} = 1.697$$

Based on the calculations obtained in the table above, it shows that the t table value is 1.697. With the results of the t test statistics in Table 7, work engagement (X1) sig value = 0.000 < 0.05 and t count value 5.993 > t table 1.697, then the work engagement variable (X1) has a coefficient value that significantly influences the employee performance variable (Y). In the test results obtained for the job satisfaction variable (X2) sig value = 0.000 < 0.05 and t count value 5.066 > t table 1.697, then the job satisfaction variable (X2) has a coefficient value that significantly influences employee performance (Y). Furthermore, based on the test results obtained for the work motivation variable (X3), the sig. 0.004 < 0.05 and the calculated t value of 3.077 > t table 1.697, the work motivation variable (X3) has a coefficient value that significantly influences the employee performance variable (Y).

2) F Test (Simultaneous Test)

The F test, or ANOVA (Analysis of Variance), is used to test whether the independent variables simultaneously influence the dependent variable. The decision in the F test depends on the comparison between the calculated F value and the table F value or using the significance value. In this study, SPSS 26 software was used as a calculation tool for the test. Simultaneous testing with the F test is as follows:

With the formula:

$$F_{\text{tabel}} = F(k;n-k-1) = F(4;3-34-1) = 2,92.$$

Table 8. Simultaneous Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	126,850	3	42,283	52,589	,000 ^b
Residual	24,121	30	,804		
Total	150,971	33			

Dependent Variable: Y

Source: SPSS Data Processing Results

Based on Table 8 above, it can be concluded that the calculated f-value > f-value, with a value of 52.589 > 2.92, and a significance value of 0.000 < 0.05. This means that the variables of job engagement, job satisfaction, and work motivation simultaneously have a significant effect on employee performance at PT. AJS Indoraya Nusantara in Balikpapan.

3) Most Influential Variables

Table 7 shows that the significant values are for the variable job engagement (X1) at 0.000 < 0.05, job satisfaction (X2) at 0.000 < 0.05, and work motivation (X3) at 0.004 < 0.05. These values indicate that all independent variables significantly influence employee



performance. However, based on the β coefficient value which is increasingly far from 0 (Zero) or has the most significant influence on employee performance (Y), namely work engagement with a value of 0.475, job satisfaction with a value of 0.278 and work motivation with a value of 0.225. So it can be concluded that the most dominant independent variable is work engagement, second is job satisfaction and the last is work motivation.

4) The Influence of Work Engagement on Employee Performance

Based on the research results, the work engagement variable (X1) has a calculated $t = 5.993 > t_{table} 1.697$ and a significance value of $0.000 < 0.05$. Therefore, the first hypothesis indicates that work engagement has a significant partial effect on employee performance. The partial effect of work engagement on employee performance is 0.473.

Based on the results of the descriptive analysis, the Work Engagement variable shows a significant influence on the performance of employees at PT. AJS Indoraya Nusantara. This indicates that the higher an employee's level of engagement in their work, the greater their contribution toward achieving company goals, which in turn leads to higher performance. At PT. AJS Indoraya Nusantara, employees who are actively engaged—emotionally, physically, and cognitively—tend to demonstrate high dedication and responsibility. Employees who perceive their work as meaningful and aligned with their personal values work more diligently and enthusiastically. Work engagement significantly affects team effectiveness, particularly as the company operates in a dynamic industry requiring rapid responses. Furthermore, employees who feel their work is important and are involved in decision-making tend to be more accountable and productive. Therefore, the company needs to continue fostering a work environment that supports active participation, open communication, and provides space for employees to contribute further toward organizational goals. These results reflect that employees with a high sense of responsibility, enthusiasm in carrying out tasks, and a sense of purpose in their work tend to show better performance. This is also evident in specific work units within the company that show high output because team members actively provide input, maintain full attendance, and are willing to go beyond formal requirements.

Previous research by Sutrisno (2020) mentions that work engagement has a direct impact on improving performance quality. Engaged employees do not just perform their core duties but are also willing to exert extra effort for the organization's success. Therefore, work engagement is a vital factor that cannot be ignored in human resource management, especially in creating a work environment that supports optimal performance achievement.

5) The Influence of Job Satisfaction on Employee Performance

Based on the research results, it is known that the Job Satisfaction (X2) variable has a $t_{count} = 5.066 > t_{table} = 1.697$ and a significance value of $0.000 < 0.05$. This means the second hypothesis is accepted, indicating that job satisfaction partially has a significant effect on employee performance. The magnitude of the partial influence of job satisfaction on employee performance is 0.278.

Descriptive analysis shows that job satisfaction significantly influences the performance of employees at PT. AJS Indoraya Nusantara. Service quality depends heavily on individual



attitudes, behavior, and performance. Therefore, increasing job satisfaction is not merely an internal company issue but a strategy to maintain competitiveness. PT. AJS Indoraya Nusantara can strengthen employee job satisfaction through award programs for service achievements, communication skills training, clear career development, and fostering a work culture that prioritizes teamwork. Thus, high job satisfaction will contribute directly to improved service quality, customer retention, and overall company performance.

According to Robbins and Judge (2020), job satisfaction is an individual's positive attitude toward their work formed from the evaluation of various job aspects, such as salary, facilities, development opportunities, relationships with colleagues, and the quality of supervision. They emphasize that in the context of a service company, job satisfaction plays a crucial role because employees do not only perform technical tasks but also interact directly with customers and represent the company's image. Satisfied employees will be friendlier, more responsive, and willing to provide service that exceeds customer expectations, thereby indirectly increasing consumer loyalty.

6) The Influence of Work Motivation on Employee Performance

Based on the research results, it is known that the **Work Motivation (X3)** variable has a $t_{\text{count}} = 3.077 > t_{\text{table}} = 1.697$ and a significance value of $0.004 < 0.05$. Thus, the third hypothesis is accepted, showing that partially, work motivation has a significant effect on employee performance. The magnitude of the partial influence of work motivation on employee performance is 0.225.

Descriptive analysis indicates that the work motivation variable significantly influences employee performance at PT. AJS Indoraya Nusantara. Employees who have clear work targets, receive recognition, and feel valued show higher morale compared to those who lack motivational support. They respond faster to customer requests, take more initiative in offering solutions, and demonstrate a positive work attitude. Therefore, the company needs to maintain and increase employee motivation through fair rewards, training and development opportunities, and creating a work environment that encourages achievement. With the right motivation strategy, employee performance can continue to improve and ultimately have a positive impact on the overall success of the company.

According to Sutrisno (2020), work motivation is an internal and external drive that causes a person to act to achieve certain goals. Sutrisno explains that proper motivation will encourage employees to work harder, take initiative, and be responsible for their work results. In the context of a service company like PT. AJS Indoraya Nusantara, high work motivation is essential as employees are the spearhead of service determining the quality of the customer experience; thus, the higher the motivation, the higher the performance they demonstrate.

7) Discussion: The Most Influential Variable

Test results show that the coefficient for Work Engagement (X1) is 0.475. This indicates that work engagement has the greatest influence at PT. AJS Indoraya Nusantara Balikpapan. The work engagement variable shows a significant influence on employee performance, meaning that the higher the level of work engagement, the higher the resulting performance.



High work engagement is reflected in employee enthusiasm in completing tasks, discipline, and willingness to provide maximum contribution to the organization. Sutrisno (2020) states that work engagement is the extent to which employees actively participate and identify themselves with their work.

Employees who are emotionally and cognitively engaged will be more enthusiastic and responsible in completing their work, enabling them to provide more optimal results. Similarly, Mangkunegara (2020) points out that work engagement is a crucial factor in encouraging employees to work at their maximum capacity and increase productivity. Therefore, these findings emphasize the importance of strategies to increase work engagement—such as creating a supportive work environment, providing rewards, and involving employees in decision-making—as an effort to drive sustainable improvement in employee performance.

4. CONCLUSION

Based on the research results and discussion on the influence of job engagement, job satisfaction, and work motivation on employee performance at PT. AJS Indoraya Nusantara in Balikpapan, the researcher can conclude the following:

- a. Job engagement (X1) partially significantly influences employee performance at PT. AJS Indoraya Nusantara in Balikpapan.
- b. Job satisfaction (X2) partially significantly influences employee performance at PT. AJS Indoraya Nusantara in Balikpapan.
- c. Work motivation (X3) partially significantly influences employee performance at PT. AJS Indoraya Nusantara in Balikpapan.
- d. Simultaneously, the variables of job engagement, job satisfaction, and work motivation significantly influence employee performance at PT. AJS Indoraya Nusantara in Balikpapan.
- e. Based on the results of the research conducted, the most influential variables are work involvement (X1) with a coefficient β value of 0.475, while job satisfaction (X2) has a value of 0.278 and work motivation (X3) has a value of 0.225.

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