
Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5"

Work Stress and Employee Engagement on Employee Performance with Job Satisfaction as Intervening Variable**Muhammad Irfan Nasution¹, Nuraisyah Lubis¹, Welni Lubis¹,
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Jl. Kapten Mukhtar Basri No. 3 Medan, Sumatera Utara, Indonesia*Email: muhammadirfan@umsu.ac.id**ABSTRACT**

Study This aim is to know and analyze the influence of *work stress* and *employee engagement* on *performance* and *employee satisfaction*. Work as variable *intervening* with PT. Jetindo Nagasaki Transexpress engaged in the field expedition delivery package. The sample used in the study These are 30 employees of PT. Jetindo. Method research used in the study are descriptive and verification analysis methods. The data analysis technique used in the questionnaire was measured using a Likert scale. To test the validity and reliability used in the study, This is an SMPLS4 application. Result of the study: This shows a positive and significant influence between work stress and satisfaction with work; there is an influence significantly between employee engagement and satisfaction work, an influence significantly between work stress to performance employees, influence significantly between employee engagement to performance employee. Work stress will be influential to satisfaction with work and performance. If an employee feels stressed for a specific moment, work becomes a no-focus and causes the employee not to get satisfied with work. Employee engagement matters to satisfaction and performance employee because. Good employee engagement within a company and with the employee will create excellent and increased performance, giving optimal results for the company if the employee is already performing his Good so will create satisfaction work for him.

Keywords: Job Stress, Work Engagement; Satisfaction; performance

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INTRODUCTION

Every perpetrator entrepreneurs aspire to build a successful business that is constantly growing. Business development is closely related to the progress of its people in the workplace. A company's future success depends on the performance and behaviour of its employees there. A company expects good results from good human resources. The company still faces many obstacles. Identifying the company's problems starting from the consequences of excessive working hours, the company has to hold overtime because production results do not match the company's targets as well as customer complaints about quality standards and their impact on delivery delays causing company leaders to worry about claims and resulting in financial losses.

Inside a organization or company, source power man not again only as tool production between the company and its employees However is something important element in the achievement process of the objective company. Development source power is human namely the process of improving the employee's performance, showing the ability of a member to work and complete each job (Jufrizen & Hutasuhut, 2022; Perangin-Angin et al., 2020).

For maximum results, the company wants its employees' performance to be optimal to get the expected results. The company will put pressure on employees, which can be in the form of long working hours or even excessive overtime, which can be in the form of strict regulations so that the pressure exerted by the company on employees will cause employee physical fatigue to increase so that it can trigger work stress on employees.

To increase quality source power man no only needed for change individual his just but also for enhancement of quality system in something company the. Change can start with changes from the company formerly like parts from the company, for example, rules existing in the company, structure organization and improvement in institutional something company the especially first, so formed condition possible company can make source Power the human adapt self in rule work his. Because if workers cannot obey regulations determined by the company, they will get sanctions that the company has made.

In something organization or company, certain will raise various problems that make workers feel work stress. One possible problem taken in the company is a high turnover rate, the turnover or replacement power work is formed real from turnover intention (the tendency or intention of employees to stop working from their jobs or move from one workplace to another according to their own choice) that can become problem Serious for company. Substitution employees can cause work stress for still employees working in the company because certain will There is an employee new yet understands with work, so that becomes work addition for old employees and become a new and deeper problem matter. This can bother the effectiveness and activity company.

Work stress is reactions you have and feels to somebody to circumstances or situations. According to him excessive in a manner physical and mental, both internally and externally, Because of the pressure and demands job. Work stress, namely heavy and light, can influence no job maximum and no happen enhancement in work. Work stress often happens Because often holding employees _ in several positions yet, of course, is part of work, so the employee is no longer efficient in carrying out their work (Wibowo et al., 2021).

According to Sariwulan et al (2019), work stress, a factor that humans feel, often occurs and is experienced by workers when they face the burden of work. Circumstances environment Work Good physique or the non-physical amount he can say, tend conducive to raises psychological, physiological and problems attitude somebody or a bunch of employees. Work

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stress can make employees not motivated and frustrated and reduce performance because they Already feel stressed at work for a long time.

In a company, employee engagement is essential for maximum performance results per the company's expectations. Employee engagement is defined as the connection between an employee to a position in a place he works and expresses himself reasonably physically, cognitively and emotionally (Kahn, 1990), engaged employees in work, that is, people who care about the success of something company, will contribute more than what the space requires work (Lianto et al., 2018)

Employer engagement has a meaning that is involvement characteristic of workers _ faint Good among researchers, academics and circles practitioners who use them in conversation with clients. Involvement beyond satisfaction simply with work arrangement or loyalty base for workers is about passion and commitment. They will invest themselves and become good in helping a successful company (Macey & Schneider, 2008).

Company success can also be seen from the performance of an employee who plays a role and is an essential factor in a company's sustainability (Riyanto et al., 2021). The company's success is also seen in employees' satisfaction with their work experience. With job satisfaction felt in the organization, it positively impacts the company itself. The positive impact in question can be in the form of employees contributing to the productivity and stability of the company so that employee performance results are achieved by what is expected by the company (Titien, 2017). Satisfaction employees are gathering positive/negative perceived by a person himself with his work. Satisfaction Work is part of a happy life, someone p That is the amount related to pleasure and satisfaction with the world of work. Suri Mesepny et al. (2016) satisfaction Work is one of the most popular topics for research in a manner broad the field of psychological organization/company. Satisfaction work is also something fun and positive because of circumstances of the resulting emotion from evaluation work and experience Work someone.

Satisfaction work has studied good as a consequence from Lots his characteristics individual and environment work as something that has to happen for produce new stuff. to increase the performance of employees, the company needs to give a reward in the form of a bonus on wages salary received by employees every month. If an employee has to feel satisfaction Work, indeed later pu performance of an employee will increase the company.

From Most satisfaction work with serve appropriate resemblance with attitude because from satisfaction work considered as attitude (Ceroni & Di Ludovico, 2020); (Farisi, 2021). Moreover, satisfaction work can be stated that satisfaction every owned individual different about his work. With results, their perception do about work they will own mark satisfaction alone for employee, besides that can influence involved level emotional refers to feelings positive, neutral or negative attitude from every individual about something object attitude individual. In the work moment, This gets a response affective nature unidimensional and in general satisfied or no satisfied with work they besides belief work the (Aydogdu & Asikgil, 2011).

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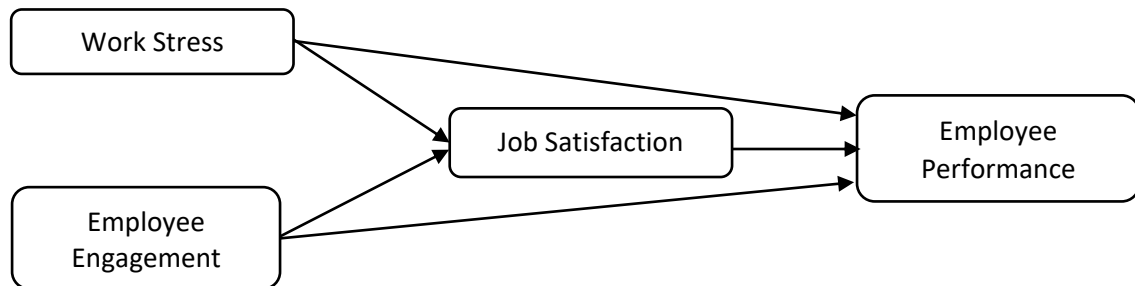


Figure 1 Conceptual Framework

The hypothesis that can be given in this study explains the relationship between the variables X1 work stress, X2 employee engagement on Y1 employee performance and the Z variable job satisfaction as shown in Figure 1, which explains H1: the variables work stress and employee engagement affect employee performance. H2: Work stress and employee engagement variables affect job satisfaction. H3: The variables of job stress and employee engagement impact employee performance, with job satisfaction as an intervening variable for these three variables.

METHOD

The method used in this research is descriptive and verification analysis method. Researchers use this method to describe facts related to the material under study and analyze the relationship between variables or how one variable mediates other variables. The population in this study are employees who work at PT. J etindo N agasakti Transexpress _ whose amount is known. This study uses a probability sampling technique in the form of simple random sampling because the number of samples has been determined to be 30 samples. Data collection in this study used a questionnaire measured using a Likert scale. The Likert scale is used to measure the level of the subject agrees or disagrees with the statement, which has five choices in the order: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2); Strongly Disagree (1). Hypothesis testing was carried out using the PLS (Partial et al.) based SEM (Structural Equation Model) approach, which aims to test whether there is a relationship and influence between variables. Questions on work stress with four (4) indicators and employee performance with three (3) indicators (Emny et al., 2021), job satisfaction variables with three (3) indicators (Riyanto et al., 2021) and employee engagement variables with six (6) indicators (Titien, 2017).

RESULTS AND DISCUSSION

Respondent Profile

From the results of distributing questionnaires that researchers did at PT. Jetindo Nagasaki Transexpress and have been recorded and determined, with 30 respondents who have met the criteria so that the data can be further processed. From the data processed, a demographic of respondents can be produced with specifications. Namely, the majority of the sex or *gender* respondents are female (53.33%), and *the gender* of the male respondents is (46.67). By ages 20 to 25 (80%), 26 to 30 (16.7%) and 30 to 35 (3.3%). For more details, the profiles of respondents can be seen in Table 2 below.

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Validity and Reliability Test

In assessing the quality of *the outer model*, it is necessary to test the reliability of internal consistency and the validity of both convergent and discriminatory. The internal consistency reliability test is a form of measurement as the reliability is used to assess the extent to which different test items by investigating the same construct produce the same results. *Cronbach Alpha (CA)* is a form of estimation based on the intercorrelation of each indicator of latent variables. With this method, the research variable is declared reliable if the value of $CA \geq 0.60$. In this case, apart from using CA analysis, it is also necessary to conduct *Composite Reliability (CR)* analysis to measure and conduct reliability tests. CR has a value between 0 to 1; the accepted CR value is ≥ 0.7 (Marivan & Masnita, 2022); the higher the CA and CR values, the higher the reliability. If seen from the CA value in Table 3 shows a value that is greater than 0.6, which is between 0.799 to 0.971. Likewise, the CR value in Table 3 is more significant than 0.7, which is between 0.819 to 0.973. Based on these results, it can be ascertained that each item in the variable is reliable so that the answers from the questionnaire can be relied upon as a parameter describing the relationship between variables or hypotheses.

Then to carry out a validation test consisting of convergent validity and discriminant validity, you can go through the *Average Variance Extracted (AVE)* test with an acceptable value of > 0.5 . If you look at the AVE value in Table 3, it shows that the research items have a reasonable correlation.

Convergent validity testing can be seen in the value of the loading factor. The acceptable loading factor value is 0.6 and preferably above 0.7. If you look at the loading value in Table 3, it shows that the loading factor value is more significant than 0.7. With these results, each indicator is appropriate and meets the convergent validity requirements.

Table1 . Outer Loading (*Measurement Model*)

Constructs	Items	Loading	CA	CR	AVE
Work Stress			0.919	0.927	0.640
	X1.1	0.768			
	X1.2	0.742			
	X1.3	0.799			
	X1.4	0.765			
	X1.5	0.884			
	X1.6	0.724			
	X1.7	0.776			
	X1.8	0.921			
<i>Employee Engagement</i>			0.877	0.906	0.735
	X2.1	0.842			
	X2.2	0.913			
	X2.3	0.951			
	X2.4	0.703			
Job Satisfaction			0.799	0.819	0.831
	Z1	0.929			
	Z2	0.894			
Employee Performance			0.971	0.973	0.745

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Constructs	Items	Loading	CA	CR	AVE
	Y1	0.862			
	Y2	0.927			
	Y3	0.830			
	Y4	0.881			
	Y5	0.808			
	Y.6	0.898			
	Y.7	0.898			
	Y.8	0.866			
	Y.9	0.919			
	Y.10	0.705			
	Y.11	0.932			
	Y.12	0.887			
	Y.13	0.782			

We can use the *Average Variance Extracted* (AVE) square root criteria to evaluate discriminant validity. Theoretically, the correlation between indicators of different latent variables must be small. Suppose there are 2 (two) latent variables, and each of the latent variables has 4 (four) indicators. In that case, the indicator of the latent variable 1 (one) has a more negligible correlation than the indicator variable 2 (two) (no multicollinearity). For testing, you can see the value of the AVE parameter and its correlation with latent variables. You can use the ratio approach Fornell-Larcker Criterion to perform and complete the discriminant validity test. The bolded diagonal column must always be greater than the correlation between each latent variable in the same column either above or below it. As seen in Table 4, the results meet the requirements to pass discriminant validity.

Table 2 . Fornell-Larcker Criterion

	Employee Engagement (X2)	Job Satisfaction (Z)	Employee Performance (Y)	Work Stress (X1)
Work Stress (X1)	0.663	0.631	0.752	0.800
Employee Engagement (X2)	0.857			
Job Satisfaction (Z)	0.655	0.912		
Employee Performance (Y)	0.908	0.657	0.863	

Hypothesis test

To verify the hypothesis, the inner model test or the structural model is used by looking at the relationship between the variables from the R-Square value of the model study. Using the Smart PLS model, the assessment begins by looking at the R-Square for each latent dependent variable. The results of the value on the R-square can be used to judge the influence of certain exogenous latent variables on latent androgen variables that have substantive influence. Following This is the analysis of the results of the evaluation test goodness of fit already done.

Based on the results of the goodness of fit evaluation test, it can be seen that the purchase intention model obtained the coefficient of determination, namely the adjusted R square of 0.854, which means the independent variable or variable X, namely job satisfaction and employee engagement, can explain the variation of the dependent variable, namely employee

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performance variables and intervening variables of 0.461 namely job satisfaction variable. The PLS model can be seen in Figure 2 below:

Tabel 3. Path Coefficient

<i>Hipotesis</i>	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standart Deviation (STDEV)</i>	<i>T-Statistics</i>	<i>P-Value</i>
WK→ JS	0.351	0.361	0.176	1.997	0.046
WK → EP	0.268	0.257	0.109	2.460	0.014
EE → JS	0.422	0.435	0.177	2.378	0.017
EE→ EP	0.730	0.737	0.102	7.158	0.000

Note: EE: employee engagement; WK : Work Stress; JS: Job satisfaction; EP; employee performance

From Table 2. above, it can be seen that

- The t statistics value for employee engagement on job satisfaction is 2.378, with a p-value of 0.017. Compared with the significant level of 5%, the p-value is worth smaller, so H0 is rejected. Thus, there is a significant influence from employee engagement to job satisfaction of 0.177. The positive path coefficient indicates that the higher the employee engagement, the more satisfied the employee will be with his work.
- The t statistics value for employee engagement on employee performance is 7,158 with a p-value of 0,000. Compared with the significant level of 5%, the p-value is worth smaller, so H0 is rejected. Thus, there is an influence of significant employee engagement on employee performance is 0.730. The positive path coefficient indicates that the higher the employee engagement, the better the employee's performance.
- The t statistics value for work stress on job satisfaction is 1.997 with a p-value of 0.046. Compared with the significant level of 5%, the p-value is worth smaller, so H0 is rejected. Thus, there is an influence significant of work stress on job satisfaction of 0.351. A positive path coefficient indicates that the more stressed the employee is with his work, the less satisfied he is with his job
- The t statistics value for work stress on employee performance is 2,460 with a p-value of 0.014. Compared with the significant level of 5%, the p-value is worth smaller, so H0 is rejected. Thus, the significant difference between work stress to employee performance is 0.268. The path coefficient, which has a positive value, indicates that the more stressed the employee is with his work, the less his performance will be.

Discussion

The Effect of Employee Engagement on Job Satisfaction

The t statistics value for employee engagement on job satisfaction is 2.378, with a p-value of 0.017. Compared with the significant level of 5%, the p-value is worth smaller, so H0 is rejected. Thus, there is a significant influence from employee engagement to job satisfaction of 0.177. The positive path coefficient indicates that the higher the employee engagement, the more satisfied the employee will be with his work at PT. Jetindo Nagasaki Transexpress. The magnitude of the influence of employee engagement on job satisfaction is shown by the results of a positive value, which means that the higher the employee engagement of an employee, the

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more satisfied the employee will be with his work. This is supported by previous research (Vorina et al., 2017), the results of his research state that there is a positive relationship to employee engagement.

If you look at the positive value of employee involvement, it will positively influence job satisfaction and will also encourage increased job satisfaction for employees. Moreover, in the analysis, it was found that some of the respondents' answers were satisfied with employee engagement at PT. Jetindo Nagasaki Transexpress provides equipment supporting work, comfortable facilities and additional incentives. Moreover, most of the respondents feel satisfied with the other supports provided by the company for employees.

The effect of Employee engagement on employee performance

The t statistics value for employee engagement on employee performance is 7,158 with a p-value of 0,000. Compared with the significant level of 5%, the p-value is worth smaller, so H_0 is rejected. Thus, significant employee engagement's influence on employee performance is 0.730. The path coefficient with a positive value indicates that the higher the employee engagement, the better the performance (Prayogi & Fahmi, 2021). Moreover, in the results of the descriptive analysis, the majority of respondents answered or gave responses in agreement with each indicator, namely the level of a person's seriousness in doing the job; there is totality in contributing to completing work, there is a sense of pride in achieving high work targets. This shows that the majority of respondents feel that the employee engagement given by the company is by the expectations desired by employees so that they can make it easier to complete work or take responsibility by procedures at PT. Jetindo Nagasaki Transexpress. Moreover, there are demands to complete work on time. There is cooperation; the company carries out supervision to oversee the achievement of performance results. This is very important to achieve company goals and increase cohesiveness so they are excited to work and improve their performance.

Effect of work stress on job satisfaction

The t statistics value for work stress on job satisfaction is 1.997 with a p-value of 0.046. Compared with the significant level of 5%, the p-value is worth smaller, so H_0 is rejected. Thus, there is an influence significant of work stress on job satisfaction of 0.351. A positive path coefficient indicates that the more stressed employees are with their work, the less satisfied they are. Moreover, this research has been previously studied by (Baker & Yusof, 2017). Every individual who has excessive pressure tends to find their work less satisfying. Some of them have intrinsic needs. Moreover, extras can be thwarted or inadequately fulfilled. Research from some respondents also revealed the same thing, namely with lower job satisfaction found to experience more stress in the form of work objects and physical working conditions causing work stress which lowers the level of satisfaction at work.

Effect of work stress on employee performance

The t statistics value for work stress on employee performance is 2,460 with a p-value of 0.014. Compared with the significant level of 5%, the p-value is worth smaller, so H_0 is rejected. Thus, there is an influence significant of work stress on employee performance of 0.268. The positive path coefficient indicates that the more stress the employee has with his work, the less his performance. The stress factors considered in this study show an increase in factors that increase the prospects for decreased employee performance due to stress levels

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workload that there is much pressure at work by the company at PT. Jetindo Nagasaki Transexpress.

CONCLUSION

From the analysis of the results that have been discussed before, then can pull the conclusion as follows: there is a positive and significant influence _ between employee engagement on performance employees and job satisfaction with Pt Jetindo. Because deep company employee engagement is critical in the process of the working effect, this will be very necessary. At pt jetindo, employee engagement is something connection an employee in a position on the spot work. It expresses itself with good physical, cognitive and emotional well-being and repaired performance. To increase performance through employee engagement, the company must do things like company must guard quantity and quality, ensure employees who work endure long enough, etc. So employees will feel satisfied working for the company's place of work. There is a significant influence _ between work stress and to performance of Employees Because they perceive high work stress _ and the employee performance will be too influential down. If an employee's stress level in the company Keep going tall, so needs to be immediately overcome _ by lowering her stress level in various ways and solutions for performance, the employee can Keep going, improve, and achieve company targets. There is a significant influence _ of stress Work on satisfaction Work Because if an employee feels stress inside work, his satisfaction Work No will be felt Because stress work is higher. Everyone who has pressure, either internal or excessive external, tends not to find their work and feels not enough to be satisfied with work.

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