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Exploring the Relationship Between Job Satisfaction and Employee Engagement in Dynamic Work Environments in Era Industry 4.0

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Abstract. Employee engagement is a crucial problem within the Company, and it is still important to research because it has great potential for employees to deliver their work results. The research method used is descriptive quantitative, with questionnaires distributed to respondents as the basis for data processing. Based on the results of data processing using smart PLS, all independent variables and the dependent variable have a positive and significant relationship. This research produces findings that employee engagement can be created well if it is supported by several Leadership Styles, Organizational Culture, Employee Benefits, and Job Satisfaction variables. Employee engagement is a critical factor in ensuring organizational success, particularly in the fast-paced and competitive logistics industry. This study aims to optimize the employee engagement program within a logistics company by identifying key drivers and implementing targeted strategies. Using a mixed-method approach, data were collected through surveys, interviews, and company performance metrics to analyze the relationship between engagement levels and organizational outcomes. The findings reveal that clear communication, recognition, and opportunities for professional development are the primary factors influencing employee engagement. Based on these insights, a tailored engagement program was developed and tested, resulting in improved employee satisfaction, productivity, and retention rates. This study provides practical recommendations for logistics companies seeking to enhance employee engagement and highlights the importance of aligning organizational goals with employee needs to foster a sustainable and motivated workforce.

Keywords: Employee Benefits, Employee Engagement, Job Satisfaction, Leadership Style, Organizational Culture.

1. INTRODUCTION

With today's competitive businesses, companies across a variety of industries recognize the importance of employee engagement in driving organizational success. Among these, the logistics sector is becoming an arena where employee efficiency and commitment directly affect operational effectiveness and customer satisfaction. We'll explore the journey of a leading logistics company that strives to optimize employee engagement for better performance and sustainable growth (Mdletshe, 2023). Initially, the company identified employee engagement as a strategic imperative that was essential to achieve its primary objectives of operational excellence and customer-oriented service provision (Fahrizal et al., 2023). Recognizing that engaged employees are more committed, productive, and aligned with organizational goals, the company embarked on a comprehensive initiative to foster a culture of engagement at all levels of the organization.

The first step in this endeavor involves a thorough assessment of the factors influencing employee engagement within the company's unique scope. Through surveys, interviews, and focus groups, companies gain valuable insights into the drivers and barriers to engagement among its workforce (Mdletshe, 2023). It became clear that while employees appreciated the company's commitment to providing up-to-date logistics solutions, there was an opportunity to increase their sense of ownership, recognition, and empowerment within the organization (Jeon et al., 2022). In the bustling industrial hub of Bekasi, Indonesia, where the logistics sector is booming amid rapid urbanization and economic growth, optimizing employee engagement has emerged as a critical imperative for companies striving to remain competitive and sustainable in an ever-evolving market landscape.

In various logistics companies in Bekasi, leadership style plays a key role in influencing employee engagement levels. In some organizations, an authoritarian leadership approach dominates, characterized by top-down decision-making and limited employee involvement in strategic planning and decision-making processes (Sukmawati & Hubeis, 2023). This leadership style often causes employees to feel unvalued and lack the opportunity to meaningfully contribute to the direction of the company (Haryanto et al., 2023). In contrast, companies that embrace participatory and transformational leadership styles, where leaders inspire and empower their teams through shared vision, collaboration, and mentorship, tend to foster higher levels of employee engagement (Lui et al., 2023). In organizations like these, employees feel valued, motivated, and aligned with company goals, which results in increased productivity, innovation, and job satisfaction.

The dominant organizational culture in logistics companies in Bekasi significantly influences employee engagement results. In companies where a culture of trust, transparency, and open communication thrives, employees are more likely to feel connected to their work, co workers, and the organization as a whole. These companies give priority to employee well-being, recognize and reward contributions, and provide opportunities for professional growth and development. As a result, employees feel a sense of ownership and commitment to the company's success, which results in higher levels of engagement and retention. Conversely, in organizations where a culture of fear, micromanagement, or bureaucracy dominates, employees may feel powerless, disengaged, and demotivated, ultimately affecting their performance and morale (Alsomaidaee, 2023).

Employee benefits, including compensation, facilities, and incentives, play an important role in shaping the

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level of employee engagement in logistics companies in Bekasi. Companies that offer competitive salaries, comprehensive health benefits, and performance-based incentives tend to attract and retain top talent, fostering a positive work environment where employees feel valued and motivated to thrive (Susanto et al., 2023). Benefits such as flexible working arrangements, employee discounts, and professional development opportunities also contribute to higher levels of job satisfaction and employee engagement (Owusu et al., 2023). However, companies that fail to prioritize employee benefits risk losing talent to competitors and experiencing lower morale and productivity among their workforce.

Job satisfaction serves as an intervening variable that mediates the relationship between leadership style, organizational culture, employee benefits, and employee engagement in logistics companies. Employees who are satisfied with their work roles, responsibilities, and work environment are more likely to feel engaged and committed to their organization. Job satisfaction is influenced by factors such as work-life balance, opportunities for advancement, recognition, and autonomy in decision-making (Heimerl et al., 2020). Companies that prioritize employee well-being, offer opportunities for career growth, and recognize and reward performance tend to experience higher levels of job satisfaction and, consequently, greater employee engagement. Employee engagement, the final outcome variable in this case study, reflects the extent to which employees are emotionally engaged, motivated, and committed to their work and organization (Noorzad, 2023). In logistics companies in Bekasi, employee engagement is influenced by a combination of leadership style, organizational culture, employee benefits, and job satisfaction. Engaged employees show higher levels of productivity, creativity, and loyalty, which results in improved customer service, operational efficiency, and organizational performance. Therefore, optimizing employee engagement is very important for logistics companies in Bekasi to remain competitive, retain talent, and achieve long-term success in a dynamic and competitive market environment.

From the explanation above, the existing phenomena are that logistics companies in Bekasi face pressure to provide fast, reliable, and affordable services to meet the needs of the growing market, the second phenomenon is competition between logistics companies is also increasing (Salko et al., 2020). These companies compete with each other for market share and maintain their competitive advantage. This creates new challenges for companies to improve their operations and increase employee engagement to stay competitive in this competitive market, and the third phenomenon found is that technological developments and innovations in the logistics industry create new opportunities to improve operational efficiency (Salama et al., 2023).

The gap in this study is in terms of technology skills among employees in logistics companies in Bekasi, although technology is constantly evolving, some employees may not have the necessary knowledge or skills to adopt and utilize it effectively (Saha & Ghosh, 2023). This can lead to bottlenecks in the implementation of new technologies and slow down operational progress. In addition, the gap states that a culture that does not support employee engagement, innovation, or collaboration can hinder efforts to increase employee engagement and achieve competitive advantage (Hooi & Chan, 2023). So the proposed novelty of the phenomenon and gap is to start adopting innovative approaches to increase employee engagement, leverage technology to provide interactive engagement platforms, or implement results- and reward-oriented employee programs, and start updating their organizational culture to create a more inclusive, employee-oriented, and innovative environment (Kumar, 2023). This may involve the introduction of new values, changes in policies and procedures, or initiatives to improve communication and collaboration between teams (Mdletshe, 2023).

The purpose of this study is to explore the dynamics of employee engagement in logistics companies in Bekasi, Indonesia, and identify factors that influence this engagement. Against the backdrop of rapid economic growth and high urbanization in Bekasi, the logistics industry is becoming increasingly important as a support for the distribution of goods and services. However, to remain competitive in an increasingly tight market, logistics companies need to ensure high employee engagement, as engaged employees tend to be more productive, creative, and loyal. We wanted to understand how leadership style, organizational culture, and employee benefits affect employee engagement levels, interested in exploring whether participatory leadership styles and organizational cultures that support employee engagement can improve employee performance and satisfaction. In addition, we wanted to find out whether competitive employee benefits, such as fair compensation and professional development opportunities, contribute to higher employee engagement.

2. LITERATURE REVIEW

2.1. Leadership Style (LS)

Leadership style refers to the way a leader influences, directs, and manages those under him in achieving organizational goals. Leadership styles can vary based on the preferences, personality, values, and situational context of a leader (Gavin, 2018). Leadership style can also be defined as the pattern of behavior or approach used by a leader in influencing and directing team or organizational members towards achieving common goals. (Maamari & Saheb, 2018). The results of research related to Leadership Style and employee engagement state a significant relationship between leadership style and employee engagement. The moderating influence of age and education was also found in the relationship between leadership style and employee engagement. The study highlights the importance and significant role of employee engagement as well as the role of leadership style in developing a culture of engagement. The right leadership style and human resource (HR) practices that encourage engagement need to be fostered within organizations to improve performance (Popli & Rizvi, 2016).

Another study also states Employee engagement (EE) emerged as a critical variable influencing employee organizational outcomes (SO). Employee engagement partially mediates the transformational leadership style relationship with the SO as well as the passive-avoidant leadership style relationship with the SO, and employee engagement fully mediates the transactional leadership style relationship with the SO. Although all leadership - engagement, SO-leadership, and SO-engagement relationships are significant, the mediating effect emphasizes the importance of employee involvement in the organization (Popli & Rizvi, 2017).

2.2. Organizational Cultural (OC)

Organizational culture refers to the set of values, norms, beliefs, policies, and practices that are embraced and shared by the members of an organization. Organizational culture reflects the unique identity, characteristics, and ways of working of an organization, and has a significant impact on the behavior, motivation, and performance of the organization's members (Quinn, 2011). Organizational culture can also be understood as a "complex social system" that includes norms, values, rituals, symbols, and practices adopted by members of the organization. Organizational culture not only reflects how things are done within the organization, but also affects interactions among members, decision making, and achievement of overall organizational goals (Alvesson, 2012).

The results of studies that support this variable state that performance excellence can be significantly and positively influenced by organizational culture values and employee engagement (Yousif Ali & Ali Hasaballah, 2020). The results of other studies also stated that there was a significant positive impact of organizational culture archetypes on employee engagement in quality initiatives; individual values against organizational culture archetypes; and employee involvement in quality initiatives on Total Quality Management (TQM) implementation (Ababneh, 2021).

2.3. Employee Benefits (EB)

Employee benefits refer to any kind of rewards, perks, and entitlements provided to employees as part of their compensation package beyond the base salary. These employee benefits can include various things, such as health insurance, leave, pension, education benefits, employee welfare programs, and so on, Employee benefits aim to improve employee welfare, increase job satisfaction, and assist organizations in retaining and attracting quality talent (Adeoye & Fields, 2014). Employee benefits are any kind of policy, program, or facility provided by an organization to employees as part of their compensation package. It covers everything from health insurance, leave, pensions, to additional benefits such as workplace health facilities, employee welfare programs, and Education assistance (Armstrong & Taylor, 2020).

Related research results are that employees who feel valued and supported by the organization through the benefits provided tend to have higher levels of engagement. Employee benefits such as comprehensive health insurance, employee welfare programs, and attractive incentives can increase employees' sense of loyalty and motivation to contribute maximally to the achievement of organizational goals (Wang et al., 2017). Other studies also state that work performance is efficient, they should respect the differences between these generations when preparing incentive schemes (REISSOVÁ et al., 2019).

2.4. Job Satisfaction (JS)

Job satisfaction is the level of satisfaction and happiness felt by a person individual against his work. This includes positive evaluations of various aspects of the job, such as work environment, salary, work-life balance, opportunities for growth, and relationships with co-workers and superiors (TA, 2000). Job satisfaction can also be interpreted as the level of satisfaction felt by individuals with their work, measured based on the extent to which the job meets their expectations, needs, and desires. It covers aspects such as recognition of contributions, opportunities to learn and grow, work-life balance, and good relationships with colleagues and superiors. Job satisfaction is an important indicator of psychological well-being and high job satisfaction is usually associated with better performance and higher employee retention (Hulin & Judge, 2003).

The results of the study linked to this variable suggest the high correlation between multiple measures of employee engagement and job satisfaction scores may be due to semantic similarity rather than individual perceptions of separate theoretical constructs.(Nimon et al., 2016). Other research results also state theoretical and practical requirements for the usefulness of social exchange theory and extend the applicability of job-demand models and resources to the domains of employee engagement and satisfaction. An original contribution to the study was the finding that job satisfaction was a precursor to employee engagement; Employee engagement is not a precursor to job satisfaction. In addition, we provide evidence for the usefulness of social exchange theory in employee engagement settings, contrary to current common employee engagement research in the field of human resources (Shuck et al., 2021).

2.5. Employee Engagement

Employee engagement is the level of engagement, commitment, and emotional attachment that employees have to the work, organization, and company goals. Actively engaged employees tend to be highly motivated, feel connected to the company's mission and values, and contribute proactively to achieving organizational goals. The

level of employee engagement can affect individual performance, team productivity, and overall organizational well-being (Susanto et al., 2024),(Saks and Gruman, 2014).

Another definition of employee engagement is the level of commitment, motivation, and emotional attachment that employees have to the work and organization they work for. This includes the extent to which employees feel connected to the company's vision, mission, and values, as well as how enthusiastic they are in carrying out their duties. Engaged employees tend to be more dedicated, more productive, and have a greater desire to contribute positively to organizational success (Eldor and Vigoda-Gadot, 2017).

3. METHODOLOGY

This study used quantitative methods with smart PLS as a statistical measure to determine customer loyalty mediated by customer satisfaction. Primary data were obtained using questionnaires, while secondary data came from interviews and literature searches relevant to the research topic. Empirically, the research framework is built from previous studies to determine the hypotheses to be tested. The frame of mind of this study is as follows:

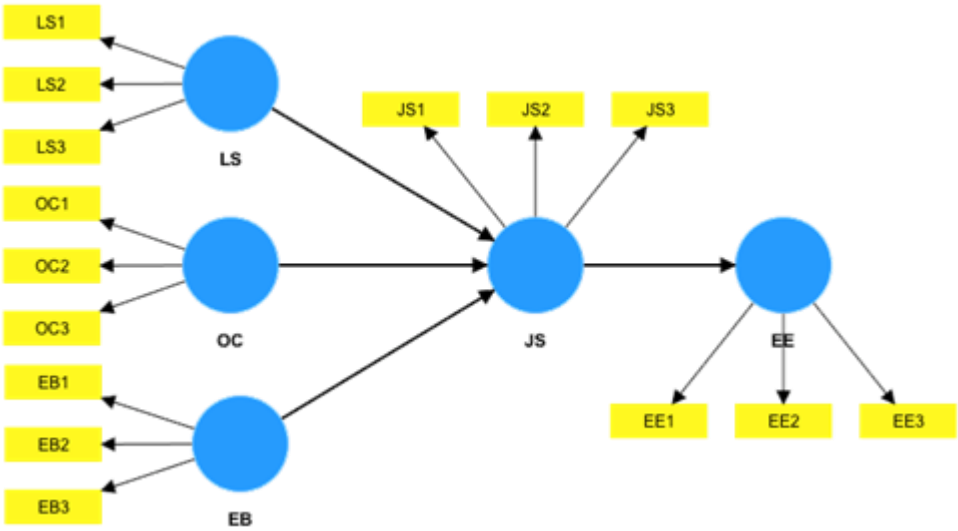


Figure 1: Research Framework.

3.1. Hypothesis

H_1: Leadership style positively contributes to Employee Engagement through Job Satisfaction.
H_2: Organizational Cultural contributes positively to Employee Engagement through Job Satisfaction
H_3: Employee Benefits contributes positively to Employee Engagement through Job Satisfaction
H_4: Job Satisfaction positively contributes to Employee Engagement.

3.2. Data Source

This study investigates the impact independent variable on dependent variable. The results showed that these factors significantly influence employee satisfaction and performance (Dewi, 2024).

3.3. Data Type

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of human resource management from various perspectives (Acampora et al., 2022).

4. RESULTS AND DISCUSSION

4.1. Results

Questionnaire data was distributed to employees in several companies in industrial areas in Bekasi randomly and collected answers as many as 74 questionnaire answers, then the data was processed with various analyses. Based on the validity, reliability, and hypothesis testing provided by Structural Equation Modeling (SEM), Partial Least Squares (PLS) regression was used in this study. PLS is an accurate computational analysis tool with several supporting factors. According to Ghozali (2014), there are four reasons for choosing PLS as a calculation tool in a study: 1) PLS is able to test relationships with high complexity using latent variables; 2) The PLS approach does not require data to be distributed normally, can be used with all kinds of measurement scales,

and can be applied to small samples; 3) The PLS approach has been tested based on clear basic design and concept; 4) PLS is available with a wide selection of easy-to-use software.

4.1.1. Validity, Reliability, and Hypothesis Testing

Outside Model Analysis: Validity Testing: The thing to note is that if the result obtained is high, it will correlate with a loading factor value of ≥ 0.5 (Gendro Wiyono, 2011):

Table 1: Convergent Validity Test.

Indicator	Leadership Style	Organizational Cultural	Employee Benefits	Job Satisfaction	Employee Engagement
LS1	0.846				
LS2	0.922				
LS3	0.912				
OC1		0.872			
OC2		0.861			
OC3		0.929			
EB1			0.810		
EB2			0.922		
EB3			0.914		
JS1				0.747	
JS2				0.907	
JS3				0.731	
EE1					0.899
EE2					0.907
EE3					0575

From Table 1 above, it can be observed that the value for each indicator or outer loading exceeds 0.5, so all indicators are considered valid because they have met the convergent validity criterion, and further analysis can be carried out.

4.1.2. Average Variance Extrated (AVE)

Table 2: AVE Test.

	Average Extracted (AVE)	Result
Leadership Style (X_1)	0.709	Valid
Organizational Cultural (X_2)	0.788	Valid
Employee Benefits (X_3)	0.780	Valid
Job Satisfaction (Z)	0.638	Valid
Employee Engagement (Y)	0.648	Valid

From Table 2, the AVE values of all variables are greater than 0.5. These findings indicate that each variable has strong discriminant validity.

4.1.3. Reliability Test

Reliability testing is carried out to assess the level of accuracy, consistency, and reliability of instruments in measuring constructs. In using the Smart PLS 4.0 instrument, it is recommended to use Composite Reliability and Cronbach's Alpha indicators to measure the reliability of a construct.

4.1.4. Cronbach Alpha

A variable is considered to have satisfactory reliability if Cronbach's Alpha value > 0.6 (Uma Sekaran, 1992). Here are the results of Cronbach's Alpha in this study:

Table 3: Cronbach Alpha.

	Cronbach's Alpha	Result
X_1	0.796	Reliable
X_2	0.865	Reliable
X_3	0.863	Reliable
Z	0.713	Reliable
Y	0.720	Reliable

From Table 3, Cronbach's Alpha values of all variables are greater than 0.6. These findings indicate that all research variables have met the necessary criteria. Thus, it can be concluded that each variable has a high degree of reliability.

4.1.5. Composite Reliability

A variable is considered to have sufficient reliability if Composite Reliability > 0.7 for confirmatory research, while values between 0.6 to 0.7 are still acceptable for exploratory research (H. I. Ghozali, 2021).

Table 4. Composite Reability.

	Composite Reliability	Result
X_1	0.803	Reliable
X_2	0.870	Reliable
X_3	0.922	Reliable
Z	0.737	Reliable
Y	0.807	Reliable

From Table 4, it can be seen that the Composite Reliability value for each variable in this study is 0.6. This number shows that each variable meets the Composite Reliability standard, so it can be concluded that all variables have a good level of reliability.

4.1.6. Analysis Test Inner Model

4.1.6.1. R-Square

R-Square values below 0.70, below 0.50, and below 0.25 indicate strong, medium, and weak models respectively (Ghozali, 2014). The higher the value, the better the ability of the model predictor to explain variance diversity.

Table 5. R-Square.

	R-Square
Job Satisfaction	0.756
Employee Engagement	0.701

In this study, researchers used four variables, namely Leadership Style, Organizational Culture, Employee Benefits, intervening variable Job Satisfaction, and dependent variable Employee Engagement. The R Square value for the two variables associated with the dependent variable, namely Organization Development, is 0.701, indicating a strong influence, and through the intervening variable Job Satisfaction with a value of 0.756, indicating a strong influence

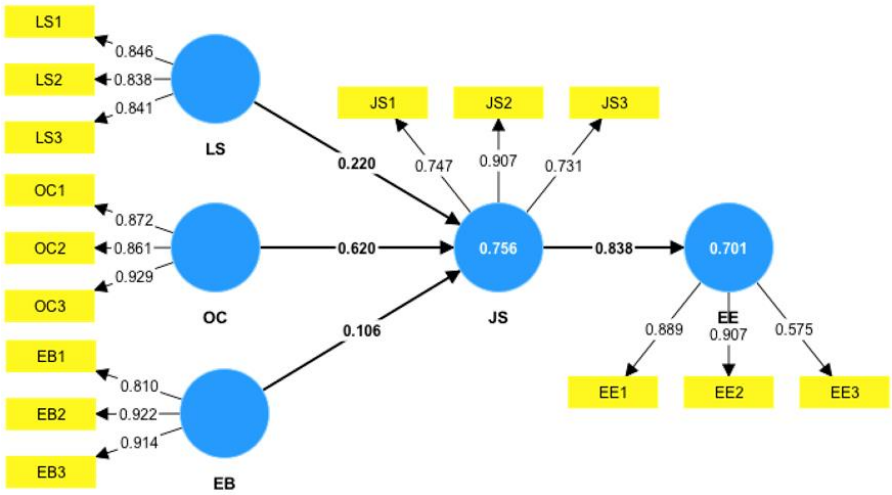


Figure 2: Research Model Results.

The hypothesis for the alpha value of the statistic is 5%, and the t-statistic used is 1.96. Therefore, the criterion for accepting or rejecting a hypothesis is if the t-statistic > 1.96. In addition, the P-Value must be less than 0.05. Here are the results of hypothesis testing in this study:

Table 6: Hypothesis Testing.

Hipotesis	P-Value	Result
Leadership Style → Job Satisfaction	0.100	Not Significant
Organizational Leadership → Job Satisfaction	0.598	Not Significant
Employee Benefits → Job Satisfcation	0.019	Signifikan
Job Satisfaction → Employee Engagement	2.350	Not Significant

Leadership Style on Job Satisfaction The P-Value is 0.100, which is greater than the assigned significance level (usually 0.05). This suggests that there is not enough statistical evidence to reject the null hypothesis, meaning that the relationship between leadership style and job satisfaction is not considered significant in this sample. Organizational Cultural on Job Satisfaction, the P-Value is 0.598, which is much greater than the established level of significance. This suggests that there is not enough statistical evidence to reject the null

hypothesis, and therefore, the relationship between organizational leadership and job satisfaction is not considered significant in this sample. Employee Benefits on Job Satisfaction The P-Value is 0.019, which is less than the established significance level. Therefore, there is sufficient statistical evidence to reject the null hypothesis. This suggests that the association between employee benefits and job satisfaction is considered significant in this sample. Job Satisfaction on Employee Engagement The P-Value is 2.350, which does not provide enough information. The P-Value should have a value between 0 and 1. This indicates that there is an error in the presentation of the data or analysis. To be able to provide a proper analysis, the correct P-Value value is required. Of the four hypotheses tested, only two gave results that could be clearly interpreted. The relationship between Employee Benefits and Job Satisfaction was considered significant, whereas no significant relationship was found between Leadership Style, Organizational Leadership, and Job Satisfaction in this sample. However, it needs improvement or clarification related to the P-Value value that does not match the Job Satisfaction on Employee Engagement hypothesis.

4.2. Discussion

4.2.1. Leadership Style on Job Satisfaction

Results show that there is insufficient statistical evidence to support an association between leadership style and job satisfaction in this sample. This suggests that leadership style may not be the primary factor influencing job satisfaction in the context of this study.

4.2.2. Organizational Leadership on Job Satisfaction

Similar to the previous hypothesis, there was insufficient statistical evidence to support the relationship between organizational leadership and job satisfaction. This suggests that in this sample, other factors may have a greater influence on job satisfaction.

4.2.3. Employee Benefits on Job Satisfaction

Results showing significance between employee benefits and job satisfaction show the importance of benefits provided to employees in influencing their satisfaction with the job. It emphasizes that companies need to pay attention to employee well-being and the benefits they receive to increase job satisfaction and employee engagement.

4.2.4. Job Satisfaction on Employee Engagement

Although the unusual P-value raises doubts, it should be the relationship between job satisfaction and employee engagement to be the focus of discussion. If the correct P-value has been obtained, significant results will demonstrate the importance of job satisfaction as a factor influencing employee engagement in the job and organization.

5. CONCLUSION

Based on the results of the analysis, it can be concluded that management needs to pay attention to factors that affect job satisfaction and employee engagement. Although leadership style and organizational leadership were not found to have a significant relationship with job satisfaction, employee benefits were shown to have a significant influence. Therefore, management needs to consider increasing the benefits provided to employees to increase their job satisfaction. The unusual results on the relationship between job satisfaction and employee engagement suggest that more research is needed to clarify the relationship. Nevertheless, management needs to understand that employee job satisfaction has the potential to be an important factor in increasing their involvement in work and organization. In managerial practice, a focus on improving employee benefits and strengthening job satisfaction can be an effective strategy for motivating employees, improving performance, and achieving overall organizational goals.

6. ADDITIONAL LIMITATION

The limitations of this study include its focus on a single logistics company, which may not fully represent the broader industry. The sample size is relatively small, limiting the generalizability of the findings. Data collection methods, such as surveys and interviews, may be subject to respondent bias. The research was conducted within a specific time frame, which might not capture long-term changes in employee engagement. Additionally, the study primarily examines internal factors and existing programs, without exploring external influences or potential new initiatives. As a case study, the results are context-specific and may not apply universally to other organizations.

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