

PSYCHOLOGICAL OWNERSHIP PERSPECTIVE: STRENGTHENING EMPLOYEE ENGAGEMENT BY SELF-EFFICACY, JOB CHARACTERISTICS, THROUGH JOB SATISFACTION

Noor Arifin, Much Imron

Faculty of Economics and Business, Universitas Islam Nahdlatul Ulama Jepara
Jl. Tamansiswa no 9 Pekeng Tahunan Jepara, Central of Java 65144, Indonesia
arifin1768@unisnu.ac.id

ABSTRACT

This research aims to examine the influence of self-efficacy and job characteristics on employee engagement, with job satisfaction serving as a mediating variable among CV. Kalingga Jaya employees. A quantitative approach was employed using a survey method, distributing questionnaires to 116 participants, and the data were analyzed with the Partial Least Square (PLS) technique. The findings reveal that both self-efficacy and job characteristics significantly and positively impact employee engagement, directly as well as indirectly through job satisfaction. Employees with higher self-efficacy tend to have greater confidence, which enhances their job satisfaction and subsequently strengthens their engagement. Likewise, jobs that are perceived as meaningful and interesting increase satisfaction and further reinforce engagement. These results highlight that efforts to foster employee engagement should prioritize developing employees' self-efficacy, improving job design quality, and creating a work environment that promotes satisfaction. Theoretically, this study contributes to enriching the framework linking personal resources, job characteristics, job satisfaction, and employee engagement. Psychological ownership theory suggests that individuals demonstrate stronger commitment, care, and proactive behavior when they feel personally invested. Therefore, employee engagement becomes stronger when individuals believe in their own abilities (self-efficacy), find meaning in their work (job characteristics), and feel content with their jobs (job satisfaction) within an industrial context.

Keywords: Job Characteristics, Self-Efficacy, Job Satisfaction, Employee Engagement, Psychological Ownership Theory

INTRODUCTION

The contribution of human resources to organizational success is largely determined by their quality, as employees are the ones who manage and optimize the use of all other resources within a company (Syahmirza & Prawitowati, 2022). A critical dimension of human resource management is employee engagement, which illustrates how deeply employees are emotionally and cognitively involved in their work and how committed they are to the success of the organization (Ramdhani & Sawitri, 2017). Human Resources (HR) serve not only as an operational function but also as a strategic element that determines the effectiveness and long-term sustainability of organizational performance (Rizantulmahyani & Widhiastuti, 2023). Rather than being perceived as a mere administrative tool, HR is positioned as a driving force that supports a company in building competitive advantage (Ulrich, 1997). Thus, HR management should focus not only on the size of the workforce but also on enhancing employee quality and strengthening their engagement with the organization (Cansoy et al., 2018).

The Psychological Ownership theory highlights the significance of cultivating a sense of belonging among employees, which can substantially enhance both their productivity and engagement. By fostering self-efficacy and providing jobs with meaningful characteristics, organizations can shape a work environment that encourages employees to take ownership of their responsibilities, thereby improving performance and reinforcing organizational commitment. Previous studies also demonstrate a positive correlation between engagement and employee performance, where effective leadership and well-designed reward systems act as important drivers of engagement (Dwiyanti & Dudija, 2019; Aziz et al., 2021). Engagement further serves as a strategic link, aligning employees' individual goals with the broader vision of the organization. In practice, this is reflected in employees' energy, dedication, and deep involvement in their daily roles

(Hidayat et al., 2021). At CV. Kalingga Jati Furniture, however, the relatively high turnover rate suggests that employee engagement may still be low. This is supported by turnover data over the past year, which reveals fluctuations, with the highest level recorded at 5.5% in June.

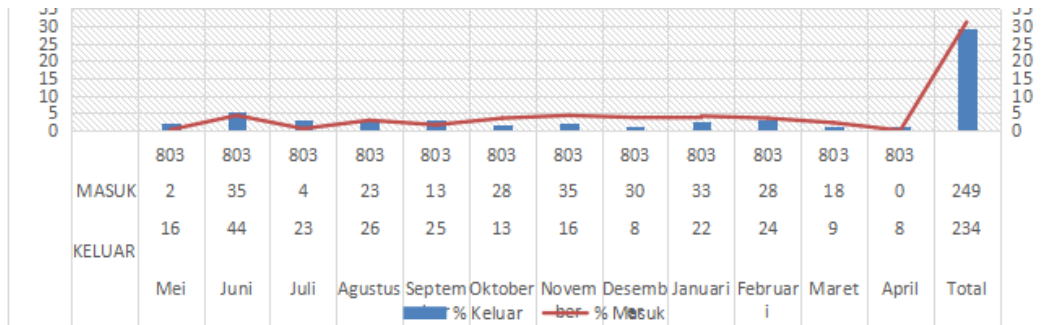


Figure 1. Employee Turnover Data
Source: CV. Kalingga Jati Furniture (2025)

The turnover data at CV. Kalingga Jati Furniture shows noticeable monthly fluctuations. The highest turnover was recorded in June (5.5%), while the lowest levels appeared in December and April (1%). In another observation, turnover peaked in June and November (4.3%), whereas April reported zero turnover. Elevated turnover rates often signal issues related to work morale, dedication, and employee commitment (Yanti et al., 2024). Workers with weak engagement tend to leave for organizations offering more favorable opportunities or better workplace conditions (Yanti et al., 2024). Therefore, it becomes crucial to investigate the psychological and organizational factors that may shape employee engagement, particularly self-efficacy, job satisfaction, and job characteristics.

Bandura (1997) defines self-efficacy as an individual's belief in their capacity to accomplish tasks and achieve desired goals (Sulistiyowati, 2020). Within the workplace, self-efficacy plays a role in shaping intrinsic motivation, where employees with higher self-efficacy tend to show stronger commitment and involvement in their work (Yang et al., 2019). Nevertheless, existing studies have yielded inconsistent findings, ranging from significant to insignificant effects on employee engagement (Trilolita et al., 2017; Rugiyanto, 2018; Diah Sari, 2019). Job satisfaction, on the other hand, refers to a positive emotional response that arises from evaluating one's job or work experiences (Sarwoko, 2005). Abraham's (2012) framework suggests that job satisfaction precedes employee engagement, as satisfaction can foster higher morale and enthusiasm (Hakim et al., 2022). This view is further supported by Iyer and Israel (2012), who emphasize that the emotional dimension of job satisfaction has a strong influence on engagement (Chandra et al., 2014).

Moreover, job characteristics including task variety, autonomy, and feedback are also important factors in strengthening employee engagement (Pontonuwu & Taroreh, 2021). According to Dotulang (2019), when the nature of a job aligns with employees' skills and interests, it enhances their sense of responsibility and involvement (Liu et al., 2021). In contrast, repetitive and unchallenging work tends to lead to burnout and lower morale (Pane, 2017; Sri Raharso, 2019). Against this backdrop, the present study aims to examine the mediating role of job satisfaction in the relationship between self-efficacy, job characteristics, and employee engagement at CV. Kalingga Jaya. The findings are expected to provide practical implications for human resource management strategies, particularly in enhancing engagement and reducing turnover within the company.

LITERATURE REVIEW

Employee Engagement

Employee engagement refers to a psychological condition in which individuals feel emotionally and cognitively attached to their organization and their roles, motivating them to put forth their best efforts at work (Kahn, 1990; Palanisamy et al., 2022). Schaufeli et al. (2002) and Awaluddin et al. (2023) conceptualized engagement as comprising three dimensions: vigor, dedication, and absorption. Employees who are highly engaged typically exhibit stronger loyalty, higher levels of performance, and reduced turnover intentions (Arifin et al., 2021). Research by Harter et al. (2002) also demonstrated that engagement has a positive effect on organizational outcomes such as productivity and customer satisfaction. Furthermore, Schaufeli et al. (2002), as cited in Arifin (2021), identified six indicators to measure engagement: enthusiasm toward work, viewing work as a challenge, drawing inspiration from work, experiencing pride in one's job, enjoying tasks intensely, and fully immersing oneself in the activities being performed.

Self-Efficacy

Self-efficacy refers to an individual's belief in their capacity to organize and perform the actions required to handle specific situations (Bandura, 1997; Yang et al., 2019). Employees with strong self-efficacy typically display higher confidence when dealing with challenging tasks, persistence in overcoming difficulties, and greater motivation to accomplish work objectives (Hidayat et al., 2021). Within organizational settings, self-efficacy is recognized as an essential psychological factor that influences both performance and employee engagement. Philip and Gully (1997) highlighted that self-efficacy fosters adaptive behavior in task completion and can enhance engagement when supported by a conducive work environment. Bandura (1997), as cited in Cansoy et al. (2018), suggested that self-efficacy can be assessed through several dimensions, including: confidence in completing self-assigned tasks, self-motivation to accomplish goals, perseverance in working hard, resilience in facing obstacles, and assurance in solving problems under diverse conditions.

The relationship between self-efficacy and employee engagement demonstrates its positive role in strengthening employees' involvement at work. Studies by Astuty (2023) and Ferawati (2023) found that belief in personal capabilities encourages individuals to be more engaged in their tasks. Similarly, Jafri (2020) identified self-efficacy as a personal resource that enhances engagement, which is consistent with Chaudhary et al. (2012), who argued that strengthening self-efficacy significantly boosts employee engagement. The following hypothesis is formulated: H1: Self-efficacy has a significant effect on employee engagement.

Job Characteristics

Job characteristics describe the features or dimensions of a role that influence employees' motivation and satisfaction at work. Hackman and Oldham's (1976) Job Characteristics Theory outlines five fundamental elements: skill variety, task identity, task significance, autonomy, and feedback (Ramdhani & Sawitri, 2017). These elements are believed to promote a sense of responsibility, meaningfulness in work, and awareness of outcomes, which in turn affect employee engagement. Dotulang (2019) found that favorable job characteristics can enhance engagement levels while lowering turnover intentions (Riznatulmahyani & Widhiastuti, 2023). Furthermore, Hackman and Oldham (1980), as cited in Cansoy et al. (2018), emphasized that these five intrinsic job dimensions are strongly associated with job satisfaction. Specifically, skill variety refers to the range of skills and abilities a job requires; task identity relates to the extent to which employees complete a task in its entirety; task significance reflects the perceived impact of the work on others; autonomy highlights the degree of independence and flexibility provided to employees in carrying out tasks; and feedback involves receiving clear and direct information on the effectiveness of performance.

The role of job characteristics is central in strengthening employee engagement. Previous studies indicate that core aspects such as skill variety, task identity, and autonomy are particularly influential in fostering engagement, especially among the millennial workforce (Putra & Raharso, 2019; Wada & Rahmah, 2023). Employees who are given opportunities for growth and enjoy autonomy in their roles are more likely to exhibit strong dedication and involvement in their work (Putra & Raharso, 2019; Ardiningrum & Suryani, 2023). Consequently, well-structured job characteristics not only promote satisfaction and motivation but also help establish stronger bonds between employees and their organizations (Wada & Rahmah, 2023; Nuryahman & Dewi, 2021). The following hypothesis is formulated: H2: Job characteristics has a significant effect on employee engagement

Job Satisfaction

Job satisfaction is defined as a positive emotional condition derived from evaluating one's job or work experience (Locke, 1976; Hidayat et al., 2021). The factors that affect job satisfaction include compensation, the work environment, relationships with colleagues, leadership style, and job characteristics. In contemporary engagement models, job satisfaction is frequently regarded as a primary predictor of employee engagement (Yang et al., 2019). Abraham (2012) explains that job satisfaction exerts a strong emotional effect in shaping involvement and enthusiasm at work (Simbolon, 2019). Iyer and Israel (2012) further emphasize that the emotional aspect of job satisfaction is an essential component in fostering employee engagement. According to Luthans (2006) in Tumewu et al. (2014), job satisfaction can be assessed through five indicators. First, the work itself, where interesting tasks, opportunities for learning, and the acceptance of responsibility enhance satisfaction. Second, supervision, which refers to positive relationships and attention from superiors that make employees feel valued. Third, opportunities for advancement, namely fair and transparent chances for promotion. Fourth, salary, which concerns appropriate and fair compensation compared to others. Fifth, coworkers, where positive social interactions among employees contribute to satisfaction. Job satisfaction has a significant positive impact on employee engagement. Studies reveal that satisfied employees usually demonstrate stronger commitment to the organization, which reduces turnover intentions (Permatasari & Rahyuda, 2020; Wijaya et al., 2024; Hakim et al., 2023). Thus, higher job satisfaction can act as a mediating factor that reinforces employee engagement with their organization (Tampubolon & Sagala, 2020; Rachman & Dewanto, 2016; Saragih & Hendy, 2022). The following hypothesis is formulated: H3: Job satisfaction has a significant effect on employee engagement

Job Satisfaction

Job satisfaction is a psychological state in which employees feel satisfied with their work, environment, and the compensation provided by the company. This concept reflects a positive evaluation of tasks, workplace relationships, and opportunities for growth. Locke (1976) demonstrated that job satisfaction influences employee productivity and loyalty. Other studies identify salary, leadership style, and organizational culture as major determinants of job satisfaction. Higher levels of satisfaction have been shown to decrease turnover and improve overall team performance. Self-efficacy has a significant effect on job satisfaction by strengthening employees' confidence in their abilities, which in turn positively shapes their engagement and attitudes toward work. Research indicates that employees with higher levels of self-efficacy display greater involvement in their tasks, resulting in improved job satisfaction and lower turnover rates (Hasnain et al., 2020; Salanova et al., 2011). Meta-analytic findings also reveal a strong correlation (.45) between self-efficacy and job satisfaction, showing that confident employees perceive their jobs more positively and demonstrate stronger commitment (Judge & Bono, 2001; Salanova et al., 2005). These results highlight self-efficacy as a critical predictor of job satisfaction. The following hypothesis is formulated: H4 : self-efficacy has a significant effect on job satisfaction

Job characteristics significantly influence job satisfaction by shaping employees' psychological states through dimensions such as skill variety, task identity, task significance, autonomy, and feedback. A study conducted at the Riau Islands Education Office revealed that job characteristics positively and significantly affect job satisfaction, accounting for 13.5% of its variance. These dimensions foster motivation and positive attitudes toward work, thereby enhancing overall satisfaction and performance (Hackman & Oldham, 1976; recent studies). H5: Job characteristics has a significant effect on job satisfaction

Job Satisfaction as Mediating Variable

In this research, job satisfaction is placed as a mediating variable between self-efficacy and job characteristics on employee engagement. This indicates that the effects of self-efficacy and job characteristics on engagement occur both directly and indirectly through employees' job satisfaction. This model is supported by the study of Roy Setiawan (2017) (Al-Rahmi et al., 2022), which demonstrates that job satisfaction plays a significant mediating role in enhancing employee engagement. The following hypothesis is formulated: H6 : self-efficacy has a significant effect on job satisfaction through employee job. H7: Job characteristics has a significant effect on job satisfaction through employee job satisfaction

METHODS

This study is non-experimental quantitative research employing a component- or variance-based Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) method and a survey design. The objective is to examine the effects of self-efficacy and job characteristics on employee engagement, with job satisfaction acting as a mediating variable.

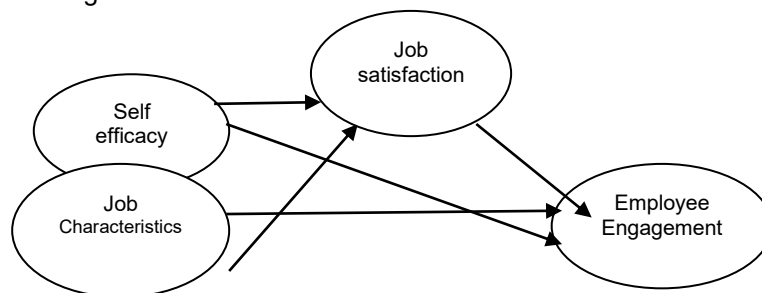


Figure 2. Research Design
Source: Author Analysis (2025)

The study population consisted of all permanent employees of CV. Kalingga Jaya, with a sample of 116 respondents selected through purposive sampling, requiring a minimum of three years of work experience. Data were gathered using a closed-ended questionnaire on a 5-point Likert scale, with indicators adapted from established theories: self-efficacy from Bandura (1997), job characteristics from Hackman and Oldham (1976), job satisfaction from Locke (1976) and Abraham (2012), and employee engagement from Schaufeli et al. (2002). Data analysis was carried out using the SmartPLS application in two stages: the measurement model (outer model) to assess construct validity and reliability, and the structural model (inner model) to evaluate relationships among latent variables and test the hypotheses, following the guidelines of Hair et al. (2014), Pontonuwu & Taroreh (2021), and Tejakusuma & Harjanti (2014).

RESULTS

Respondent Characteristics

This section presents research results and discussion, starting with respondent characteristics. The respondent characteristics in this study show that, based on age, most employees of CV. Kalingga Jati Furniture are between 26–35 years old (35 people, 39.3%), followed by those aged 36–45 years (30 people, 33.7%), 14 respondents aged 15–25 years (15.7%), 46–55 years (6.7%), and 4 respondents over 55 years (4.5%). This suggests that the majority of respondents are within the productive age group. In terms of gender, the respondents were predominantly male, with 51 people (57.3%), while females accounted for 38 people (42.7%), indicating a higher proportion of male employees in the company.

Regarding education, elementary school (SD) graduates made up the largest group (30 people, 33.7%), followed by junior high school (SMP) graduates (29 people, 32.6%), senior high school (SMA) graduates (15 people, 16.9%), bachelor's degree (S1) graduates (13 people, 14.6%), and diploma (D3) graduates (2 people, 2.2%). This demonstrates that most employees have an elementary to secondary education background. In terms of marital status, 56 respondents (62.9%) were married, while 33 (37.1%) were single, showing a predominance of married employees. Based on tenure, the majority (55 respondents, 61.8%) had worked for 3–5 years, while 34 respondents (38.2%) had been employed for more than 5 years. None of the respondents had worked for less than three years. These findings indicate that the majority of respondents strengthen the validity of this study in analyzing employee engagement at CV. Kalingga Jati Furniture.

Table 1. Respondent Characteristics

No	Categories	Description	Frequency	Percentase (%)
1	Age	15–25 years	14	15,70%
		26–35 years	35	39,30%
		36–45 years	30	33,70%
		46–55 years	6	6,70%
		>55 years	4	4,50%
2	Gender	Male	51	57,30%
		Female	38	42,70%
3	Education	SD	30	33,70%
		SMP	29	32,60%
		SMA	15	16,90%
		D3	2	2,20%
		S1	13	14,60%
4	Marital Status	Single	33	37,10%
		Marreid	56	62,90%
5	Year of employment	3–5 years	55	61,80%
		>5 years	34	38,20%

Source: Processed Data (2025)

Model Estimation

Factor loadings of 0.7 or above are typically regarded as valid indicators of latent constructs. The initial outer loading values for the variables of employee engagement, self-efficacy, job characteristics, and job satisfaction are presented in Table 2. According to Hair et al. (2019a), however, indicator loadings between 0.5 and 0.6 can still be considered acceptable. All indicators of the analyzed variables had loading factor values > 0.5, thus indicator the eligibility criteria. This indicates that these indicators have sufficient validity to represent the latent construct.

Table 2. Outer Loading:

Job Satisfaction	Job Characteristics	Employee Engagement	Self Efficacy
X1.1			0,733
X1.2			0,763
X1.3			0,645
X1.4			0,724
X1.5			0,711
X2.1	0,686		
X2.2	0,754		
X2.3	0,776		
X2.4	0,647		
X2.5	0,804		
Y.1		0,713	
Y.2		0,768	
Y.3		0,797	
Y.4		0,723	
Y.5		0,767	
Y.6		0,787	
Z.1	0,733		
Z.2	0,838		
Z.3	0,815		
Z.4	0,618		
Z.5	0,702		

Source: Processed Data (2025)

Reliability

Before conducting analysis on the main model, the significance level of the variables within the model context was first tested. Instrument reliability was evaluated based on two main criteria: composite reliability and Cronbach's alpha. The results of the reliability test are presented in table 3. The results in table reliability show that the composite reliability and Cronbach's alpha values for all constructs exceeded the threshold of 0.7, concluded acceptable (Hair et al., 2019a). Thus, the reliability of all constructs in this study is considered good and meets the established criteria.

Table 3. Reliability

	Cronbach's Alpha	Composite Reliability	Description
Job Satisfaction	0,800	0,861	Valid
Job Characteristics	0,789	0,854	
Employee Engagement	0,853	0,891	
Self Efficacy	0,766	0,840	

Source: Processed Data (2025)

Discriminant Validity

Discriminant validity was tested to evaluate the correlation between constructs. As shown in Table 4, all AVE values were significantly higher than the correlations with other latent variables, both horizontally and vertically. The AVE values also exceeded the 0.50 threshold, confirming good validity as suggested by Hair et al. (2019b). When the AVE of a construct is greater than its correlation with other constructs in the model, the construct is considered to demonstrate sufficient discriminant validity. The results in the table further show that the square root of AVE values for each construct is higher than their correlations with other latent variables. Thus, it can be concluded that all latent variables in this study possess strong construct validity and discriminant validity.

Tabel 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Job Satisfaction	0,556
Job Characteristics	0,541
Employee Engagement	0,577
Self Efficacy	0,513

Source: Processed Data (2025)

Determinant Coefficient

A structural model analysis was conducted to illuminate the relationships between constructs, the significance level, and the R-square value in the research model. The R-square value is used to describe the extent to which the independent variables influence the dependent variable. The estimated R-square values are presented in table 5. Based on the data obtained, the R-square value shows that employee engagement is influenced by self-efficacy, job characteristics, and job satisfaction by 59.1%, while the remaining 40.9% is influenced by other factors not analyzed in this study. Meanwhile, the job satisfaction variable is influenced by self-efficacy and job characteristics by 41.4%, while the remaining 58.6% is influenced by other variables not included in this study.

Table 5. R-Square Values

	R Square	R Square Adjusted
Job Satisfaction	0,414	0,401
Employee Engagement	0,591	0,577

Source: Processed Data (2025)

Hypothesis Testing

The outer model describes how the manifest and observed variables represent the measured latent variables. In this analysis, the model determines the relationship between the latent variables and their indicators. Hypothesis testing is performed using the bootstrapping function in Smart PLS 3.0 to determine whether the hypothesis is accepted or rejected. The hypothesis is declared accepted if the significance level is less than 0.05 or the t-value exceeds the critical value (Hair et al., 2014). At a significance level of 5%, the t-statistic value used is 1.662.

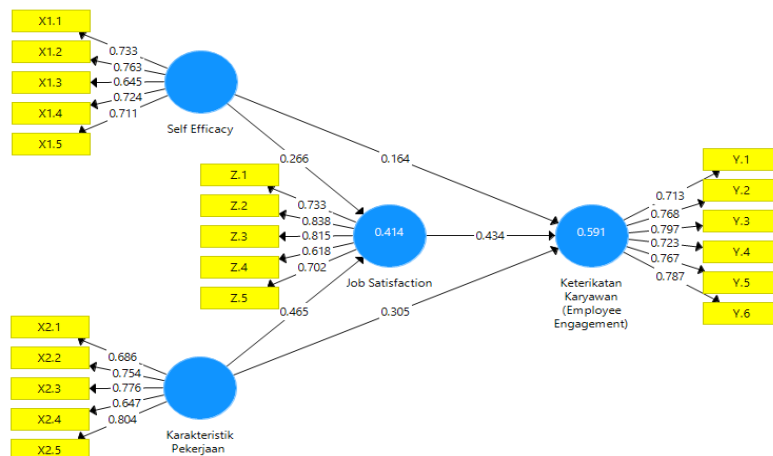


Figure 3. Outer Model
Source: Processed Data (2025)

Tabel 6. Path Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Engagement	0,434	0,431	0,096	4,519	0,000
Job Characteristics -> Job Satisfaction	0,465	0,458	0,101	4,598	0,000
Job Characteristics -> Employee Engagement	0,305	0,314	0,118	2,589	0,010
Self Efficacy -> Job Satisfaction	0,266	0,287	0,098	2,714	0,007
Self Efficacy -> Employee Engagement	0,164	0,164	0,082	2,012	0,045

Source: Processed Data (2025)

Based on the path analysis table, the findings show that (H1) self-efficacy has a positive effect on employee engagement. This hypothesis is accepted, as indicated by a t-value of 2.012 > 1.662 and a significance level of 0.045 < 0.05. Furthermore, job satisfaction is also confirmed to positively influence employee engagement (H2), supported by a t-value of 4.519 > 1.662 and a significance of 0.000 < 0.05, thereby accepting H2. Likewise, job characteristics significantly affect employee engagement (H3), with a t-value of 2.589 > 1.662 and a significance of 0.010 < 0.05, confirming H3. In addition, self-efficacy shows a positive effect on job satisfaction (H4), with a t-value of 2.714 > 1.662 and a significance of 0.007 < 0.05, thus H4 is accepted. Finally, the fifth hypothesis (H5) regarding the positive effect of job characteristics on job satisfaction is also accepted, as evidenced by a t-value of 4.598 > 1.662 and a significance of 0.000 < 0.05.

Table 7. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Job Characteristics -> Job Satisfaction -> Employee Engagement	0,202	0,197	0,061	3,313	0,001
Self Efficacy -> Job Satisfaction -> Employee Engagement	0,115	0,125	0,053	2,197	0,028

Source: Processed Data (2025)

The Influence of Self-Efficacy on Employee Engagement

The first hypothesis (H1) was confirmed, showing that self-efficacy has a significant positive influence on employee engagement. This implies that employees with higher self-efficacy demonstrate stronger engagement in their work. Essentially, employees who believe in their ability to overcome challenges and accomplish tasks successfully develop a sense of competence and empowerment, which enhances their motivation and engagement. When employees feel capable, they become more enthusiastic, focused, and proactive in contributing to organizational goals. Those with high self-efficacy also tend to actively seek solutions to problems, show stronger dedication to organizational objectives, and display a greater willingness to participate in activities that enhance productivity and organizational performance. These factors increase their engagement, reflected in higher levels of enthusiasm, commitment, and loyalty. Hence, the study emphasizes the vital role of self-efficacy in promoting employee engagement, as individuals confident in their abilities are more likely to be fully and actively involved in their work.

These findings are consistent with Schaufeli and Bakker (2004) in Nuryana (2023), who demonstrated that self-efficacy is positively related to the three core dimensions of engagement: vigor, dedication, and absorption. Employees with strong self-efficacy display greater energy, deeper emotional involvement, and stronger concentration in their tasks. Similarly, Xanthopoulou et al. (2007) in Ramdhani & Sawitri (2017) highlighted self-efficacy as a personal resource that fosters engagement, enhances resilience to job stress, and strengthens commitment to work responsibilities.

Theoretically, this can be explained by Bandura's (1997) Social Cognitive Theory, which positions self-efficacy as central to self-regulation. It affects how individuals think, feel, motivate themselves, and behave. Within the context of work engagement, employees with high self-efficacy not only overcome barriers but also set higher goals, invest greater effort, and sustain commitment under pressure or setbacks. They view challenges as opportunities to be addressed rather than avoided, directly contributing to higher engagement levels.

The Influence of Job Satisfaction on Employee Engagement

The second hypothesis (H2) was confirmed, indicating that job satisfaction significantly and positively affects employee engagement. This suggests that employees who experience higher job satisfaction whether through favorable work environments, fair compensation, supportive relationships with colleagues and supervisors, or growth opportunities tend to display greater engagement in their work and organization. Job satisfaction fosters comfort, appreciation, and motivation, which in turn drive employees to contribute optimally, remain loyal, and actively support organizational objectives. In essence, job satisfaction functions as a key foundation for cultivating employees' sense of belonging and involvement in the workplace.

The findings of this study highlight the need for companies to focus on enhancing the factors that determine job satisfaction as a means of strengthening employee engagement. These results are consistent with Saks (2006) in Yanti et al. (2024), who argued that job satisfaction is one of the primary drivers of employee engagement. In his theoretical model, Saks noted that engagement is influenced by employees' perceptions of how much their contributions are valued by the organization, a perception strongly tied to satisfaction levels. Supporting this, Harter, Schmidt, and Hayes (2002) conducted a meta-analysis of 7,939 business units across 36 companies and found a significant positive relationship between job satisfaction and employee engagement, leading to higher productivity, profitability, and lower turnover.

Additionally, Maslow's hierarchy of needs provides theoretical reinforcement for these results. Once basic needs are met, employees begin to seek the fulfillment of social needs (such as coworker connections) and esteem needs (such as recognition and fair compensation). When organizations effectively address these needs through a satisfying work environment, employees are more likely to feel emotionally and cognitively engaged in their roles.

The Influence of Job Characteristics on Employee Engagement

The third hypothesis (H3) was confirmed, indicating that job characteristics significantly and positively influence employee engagement. This suggests that well-structured job characteristics lead to higher levels of engagement and attachment to both the job and the organization. Job characteristics encompass elements such as task variety, task identity, task significance (the impact of the job on others), autonomy (the freedom to determine work methods), and feedback. When work is meaningful, challenging, and offers sufficient responsibility and autonomy, employees perceive it as important and valuable, which fosters intrinsic motivation and strengthens their sense of ownership. Thus, well-designed jobs encourage employees to remain focused, enthusiastic, and committed to their roles.

The results of this study imply that organizations seeking to enhance engagement should design jobs that are meaningful, stimulating, and provide opportunities for growth and recognition of employee contributions. These findings are consistent with Saks (2006) in Sulistyowati (2020), who emphasized that job satisfaction is a critical predictor of employee engagement. His research revealed that employees satisfied with aspects such as rewards, social relationships, and development opportunities displayed greater engagement than those who were dissatisfied. Similarly, Harter, Schmidt, and Hayes (2002) reported a strong positive relationship between job satisfaction and employee engagement across multiple organizations and industries.

Theoretically, these findings can be supported by Herzberg's (1959) Two-Factor Theory, which highlights intrinsic factors including achievement, recognition, responsibility, and opportunities for personal growth as central to fostering job satisfaction, which in turn drives motivation and engagement. When employees experience meaningful work, receive constructive feedback, and have room for development, they are more likely to fully engage with their tasks and establish a stronger emotional connection with the organization.

The Influence of Self-Efficacy on Job Satisfaction

The fourth hypothesis (H4) was confirmed, demonstrating that self-efficacy has a significant positive impact on job satisfaction. This indicates that employees with higher self-efficacy tend to report greater job satisfaction. Employees with strong self-efficacy generally feel more confident in handling challenges and completing work tasks. They believe they can manage work situations, overcome obstacles, and achieve goals. This sense of competence enhances their work experience by reducing stress, increasing motivation, and enabling them to perform effectively. When employees feel capable and successful, their satisfaction increases because they feel both valued and empowered. Accordingly, the study suggests that self-efficacy is a crucial psychological factor that shapes positive perceptions of work and ultimately strengthens job satisfaction. These findings are consistent with Judge and Bono (2001), who identified a significant positive relationship between self-efficacy and various work-related outcomes, including job satisfaction. Their study revealed that employees with higher self-efficacy are more optimistic toward work tasks, better equipped to overcome challenges, and more likely to view their work positively, resulting in greater satisfaction. Similarly, Stajkovic and Luthans (1998) found that self-efficacy enhances work performance and contributes to higher levels of job satisfaction.

From a theoretical perspective, this relationship is supported by Bandura's (1997) Social Cognitive Theory, which highlights self-efficacy as a key determinant of how individuals think, feel, and act within their work environment. Employees with high self-efficacy tend to view tasks as manageable challenges rather than threats, leading to more positive work experiences. This reduces stress and dissatisfaction while increasing the likelihood of success, which fosters a sense of accomplishment and greater self-esteem, ultimately resulting in higher job satisfaction.

The Influence of Job Characteristics on Job Satisfaction

The fifth hypothesis (H5) was confirmed, indicating that job characteristics significantly and positively affect job satisfaction. This suggests that stronger job characteristics are associated with higher levels of employee satisfaction. Job characteristics consist of dimensions such as skill variety, task identity (clarity of work), task significance (the job's impact on others), autonomy (decision-making freedom), and feedback (information regarding results). When jobs are well-designed and enriched with these elements, employees perceive their work as diverse, meaningful, and providing them with control and responsibility. This enhances their work experience, builds a sense of belonging, and generates psychological satisfaction, as employees feel their work is valuable and recognized.

Accordingly, the findings logically demonstrate that well-structured job characteristics enhance satisfaction by making work more engaging, challenging, and supportive of personal growth. These results are consistent with Hackman and Oldham's (1980) Job Characteristics Model (JCM), which emphasizes that the five core dimensions—skill variety, task identity, task significance, autonomy, and feedback—directly influence intrinsic motivation, job satisfaction, and performance. The model argues that jobs with strong positive characteristics foster greater perceptions of meaningfulness, responsibility, and knowledge of work outcomes, ultimately leading to higher satisfaction. Further evidence comes from Fried and Ferris (1987), whose meta-analysis confirmed that job characteristics are closely associated with positive outcomes such as job satisfaction, organizational commitment, and motivation. Employees who perceive their work as meaningful, varied, and offering autonomy are more likely to feel satisfied, motivated, and enthusiastic about their roles.

The Influence of Self-Efficacy on Employee Engagement through Job Satisfaction

The sixth hypothesis (H6) was supported, confirming that self-efficacy has a significant positive effect on employee engagement through job satisfaction. This indicates that employees' confidence in their abilities not only enhances their engagement directly but also indirectly by fostering greater job satisfaction. Employees with high self-efficacy feel capable of handling challenges, completing tasks, and overcoming obstacles, which generates positive perceptions of their work. These feelings of competence and empowerment contribute to higher job satisfaction, as employees view their work as manageable and aligned with their abilities. In turn, increased job satisfaction strengthens engagement, making employees more enthusiastic, committed, and motivated to contribute to organizational goals. Thus, job satisfaction functions as a mediating factor that reinforces the relationship between self-efficacy and employee engagement.

These findings are consistent with Luthans et al. (2007), who argued that self-efficacy, as part of psychological capital, significantly influences both job satisfaction and engagement. Similarly, Judge and Bono (2001) found that self-efficacy not only enhances satisfaction but also deepens employees' emotional attachment to the organization. Theoretically, this relationship can be explained through Bandura's (1997) Social Cognitive Theory, which highlights the role of self-efficacy in shaping individuals' attitudes toward their work, thereby enhancing satisfaction. Additionally, the Job Demands-Resources Model (Bakker & Demerouti, 2007) supports this perspective, positing that personal resources such as self-efficacy strengthen engagement both directly and indirectly by improving psychological well-being, including job satisfaction.

The Influence of Job Characteristics on Employee Engagement through Job Satisfaction

The seventh hypothesis (H7) was supported, confirming that job characteristics have a significant positive effect on employee engagement through job satisfaction. This suggests that well-designed job characteristics not only enhance engagement directly but also indirectly by increasing employees' satisfaction. When jobs include elements such as task variety, task significance, autonomy, and feedback, employees perceive their work as meaningful, challenging, and aligned with their potential. These conditions foster job satisfaction because employees feel trusted, valued, and responsible for important outcomes. In turn, higher job satisfaction drives employees to become more emotionally invested, enthusiastic, and loyal to the organization. Thus, job satisfaction functions as a mediating mechanism that strengthens the positive influence of job characteristics on employee engagement.

These findings are consistent with Bakker and Albrecht (2018), who emphasized that job resources such as autonomy, feedback, and meaningful work strongly predict engagement, with job satisfaction serving as a motivational pathway. Saks and Gruman (2021) further expanded this view by positioning job satisfaction as an active driver that enhances psychological meaningfulness at work, thereby reinforcing engagement.

Similarly, Breevaart and Tims (2019), using the updated JD-R Model, found that positive job characteristics increase job satisfaction and significantly mediate its relationship with engagement across various cultural and organizational contexts.

Psychological Ownership Perspective

Psychological ownership enhances employee engagement through self-efficacy and job characteristics, with job satisfaction acting as a mediator. Defined as the sense of belonging and responsibility employees feel toward their work, psychological ownership strengthens self-efficacy—the belief in one’s ability to accomplish tasks—and fosters positive work attitudes. Supportive job characteristics, including skill variety, autonomy, and task significance, further increase motivation and involvement. These factors collectively improve job satisfaction, which in turn promotes stronger engagement and commitment to organizational objectives. Empirical findings show that employees with high levels of psychological ownership and self-efficacy demonstrate greater engagement, resulting in higher productivity and lower turnover. Therefore, fostering psychological ownership and optimizing enriching job characteristics represent effective strategies for enhancing employee engagement through improved job satisfaction.

CONCLUSION

Based on the research findings on employees of CV. Kalingga Jaya, several conclusions can be drawn. First, self-efficacy significantly strengthens employee engagement. Employees with strong confidence face challenges with greater energy, dedication, and focus, thereby enhancing their connection to the organization. High self-efficacy also contributes positively to job satisfaction, as confidence in handling tasks and obstacles creates more positive work experiences and fosters overall satisfaction with their roles. Second, job satisfaction has a positive effect on employee engagement. Employees who experience a supportive work environment, fair compensation, strong social relationships, and development opportunities tend to demonstrate higher loyalty and enthusiasm. Similarly, well-designed job characteristics such as task variety, autonomy, meaningful work, and constructive feedback stimulate intrinsic motivation and a sense of ownership, which in turn increase job satisfaction and engagement. From a practical perspective, CV. Kalingga Jaya should adopt integrated strategies to enhance engagement. These include strengthening self-efficacy through training, mentoring, and challenging assignments; improving job satisfaction by enhancing reward systems, workplace relationships, and comfort; and designing jobs that are meaningful, autonomous, and provide constructive feedback. Such efforts will help sustain productivity, encourage loyalty, and ensure the company’s long-term success. Furthermore, from the perspective of psychological ownership, the sense of belonging and responsibility that employees feel toward their work enhances self-efficacy confidence in one’s ability to complete tasks and promotes positive work attitudes. Supportive job characteristics such as skill variety, autonomy, and task significance further increase motivation, satisfaction, and engagement.

For future researchers, it is recommended to use a larger sample size of at least 200 respondents and to include updated independent variables aligned with current trends, such as digital transformation maturity and AI adoption readiness. Finally, the author expresses sincere gratitude to the ICONIES committee of the Faculty of Economics, UIN Maulana Malik Ibrahim Malang, for the valuable opportunities provided during this research process. Appreciation is also extended to the team and Nahdlatul Ulama Islamic University of Jepara for the facilities and support made available throughout the study.

REFERENCES

- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage. *Journal of Organizational Effectiveness: People and Performance*, 21(1), 7-35.

- Al-Rahmi, A. M., Shamsuddin, A., Wahab, E., Al-Rahmi, W. M., Alismaiel, O. A., & Crawford, J. (2022). Social media usage and acceptance in higher education: A structural equation model. *Frontiers in Education*, 7(August), 1–14. <https://doi.org/10.3389/educ.2022.964456>
- Arifin, N., Kurnianto TJAHHJONO, H., Hartono, A., & Muafi, M. (2021). The Antecedent of Employee Engagement and Its Effect on Innovative Behavior: A Religiosity-Based Social Exchange Theory (SET) Perspective. *Journal of Asian Finance*, 8(7), 313–0322. <https://doi.org/10.13106/jafeb.2021.vol8.no7.0313>
- Arifin, N., Kurnianto Tjahjono, H., Hartono, A., & Muafi, M. (2021). Employee Engagement on Employee Performance : Islamic Perspective. *Proceedings of The International Conference on Business and Technology*, (ICBT), 1020.
- Astuty, I. and Udin, U. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *JAFEB*, 7(10), 401-411. <https://doi.org/10.13106/jafeb.2020.vol7.no10.401>
- Awaluddin, M., Gani, I., & Awaluddin, S. P. (2023). Economic Business Development for the People Through Optimizing the Role of Islamic Boarding Schools in a Pandemic Period. *Al-Mashrafiyah: Jurnal Ekonomi, Keuangan, dan Perbankan Syariah*, 7(1), 62–74. <https://doi.org/10.24252/al-mashrafiyah.v7i1.33479>
- Bakker, A.B & Simon, L. Albrecht. (2018). "Work Engagement: Curret Trend". *Cereer Development International*, Vol 23 (1); pp. 4-11.
- Cansoy, R., Polatcan, M., & Parlar, H. (2018). Research on Teacher Self-efficacy in Turkey: 2000-2017. *World Journal of Education*, 8(4), 133. <https://doi.org/10.5430/wje.v8n4p133>
- Chandra, L., Mulyanto, J. C., & Nugroho, A. (2014). Analisa Pengaruh Karakteristik Pekerjaan Terhadap Kepuasan dan Kinerja Karyawan di Hotel D'Season Surabaya. *Jurnal Hospitality dan Manajemen Jasa*, 2(2), 312–325.
- Hackman, J.R & Oldham, G.R (1980). *Work redesigns*, Addison – Wesley, USA.
- Hakim, F. Al, Hadiyati, E., & Nasir, M. J. A. (2022). Pengaruh Karakteristik Pekerjaan, Karakteristik Individu dan Karakteristik Organisasi Terhadap Kepuasan Kerja Guru. *Journal of Management & Business*, 4(3), 272–279. <https://doi.org/10.37531/sejaman.v4i3.2496>
- Hidayat, E. I., Ramli, M., & Setiowati, A. J. (2021). Pengaruh Self Efficacy, Self Esteem, Dukungan Sosial Terhadap Stres Akademik Mahasiswa Tingkat Akhir. *Jurnal Pendidikan: Teori, Penelitian, dan Pengembangan*, 6(4), 635. <https://doi.org/10.17977/jptpp.v6i4.14728>
- Liu, H., Chu, W., & Wang, Y. (2021). Unpacking EFL Teacher Self-Efficacy in Livestream Teaching in the Chinese Context. *Frontiers in Psychology*, 12(August), 1–11. <https://doi.org/10.3389/fpsyg.2021.717129>
- Nuryana, A. F. (2023). KINERJA KARYAWAN (Suatu Studi Pada PT . Inka Mutiara Mas Cisaga Kab . Ciamis) Pendahuluan Pada era globalisasi sekarang ini , tidak dapat dipungkiri oleh adanya persaingan yang sangat kompetitif dalam mendapatkan pekerjaan . Mengapa belakangan ini tingk, 5, 36–50.
- Palanisamy, S., Chelliah, S., & Muthuveloo, R. (2022). The Influence of Strategic Agility on Organizational Performance during Pandemic: A Perspective of SMEs in Manufacturing Sector. *Proceedings of the tenth International Conference on Entrepreneurship and Business Management 2021 (ICEBM 2021)*, 653(Icebm 2021), 30–35. <https://doi.org/10.2991/aebmr.k.220501.006>
- Pontonuwu, A. B. A. I., & Taroreh, R. N. (2021). Pengaruh Karakteristik Pekerjaan dan Karakteristik Individu Terhadap Karir Pegawai pada Badan Perencanaan, Penelitian, dan Pengembangan Daerah (Bapelitbangda) Kota Tomohon. *Jurnal EMBA*, 9(4), 831–840.
- Ramdhani, G. F., & Sawitri, D. R. (2017). Hubungan Antara Dukungan Organisasi Dengan Keterikatan Kerja Pada Karyawan Pt. X Di Bogor. *Jurnal EMPATI*, 6(1), 199–205. <https://doi.org/10.14710/empati.2017.15211>
- Rizanatulmahyani, L., & Widhiastuti, H. (2023). Job Satisfaction, Transformational Leadership On Performance Through Organizational Commitment In Islamic

- School Employees. *Reswara Journal of Psychology*, 2(1), 42. <https://doi.org/10.26623/rjp.v2i1.6574>
- Şahin, M. M., & Yilmaz, O. (2020). Sosyal Sermaye, Motivasyon ve İş Tatmini Arasındaki Aracılık Etkisi: Batman Üniversitesi Örneği. *Yönetim ve Ekonomi Dergisi*, 27(3), 587–606. <https://doi.org/10.18657/yonveek.632766>
- Saks, A. M., & Gruman, J. A. (2021). Organization engagement: a review and comparison to job engagement engagement. <https://doi.org/10.1108/JOEPP-12-2020-0253>
- Sarwoko, E. (2005). Analisis jalur pengaruh karakteristik pekerjaan, motivasi, kepuasan kerja terhadap kinerja karyawan. *Modernisasi*, 1(1), 11–26. Diambil dari <https://media.neliti.com/media/publications/95417-ID-analisis-jalur-pengaruh-karakteristik-pe.pdf>
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: a Two Sample Confirmatory Factor Analytic Approach. Institut Für Management Und Wirtschaftsforschung, 60.
- Simbolon, P. (2019). Pengaruh Jasa Produksi Terhadap Keterikatan Karyawan. *Jurnal Manajemen & Bisnis Jayakarta*, 1(1), 1–6. <https://doi.org/10.53825/jmbjayakarta.v1i1.9>
- Sulistyowati, D. (2020). Hubungan Self Efficacy Dengan Perilaku Self Care (Dengan Pendekatan Teori Orem) Pasien Stroke Di. *Jurnal Penelitian*, 3(September), 17–23.
- Syahmirza, J., & Prawitowati, T. (2022). Peran kreativitas dan keterikatan karyawan sebagai pemediasi pada pengaruh kepuasan kerja terhadap kinerja karyawan milenial. *INOBISS: Jurnal Inovasi Bisnis dan Manajemen Indonesia*, 5(4), 536–552. <https://doi.org/10.31842/jurnalinobis.v5i4.249>
- Tejakusuma, E. Y., & Harjanti, D. (2014). Analisa Pekerjaan Dan Desain Pekerjaan Pada Cv. X Di Mojosari. *Agora*, 2(1), 6. Diambil dari <https://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/1476/1331>
- Tumewu, E. L., Lumanauw, B. &, & Melda, O. (2014). Karakteristik Individu, Karakteristik Pekerjaan, Dan Karakteristik Organisasi Terhadap Kepuasan Kerja Karyawan Pada Event Organizer Reborn Creative Center Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(1), 532–542.
- Yang, C., Zhou, Y., Cao, Q., Xia, M., & An, J. (2019). The relationship between self-control and self-efficacy among patients with substance use disorders: Resilience and self-esteem as mediators. *Frontiers in Psychiatry*, 10(JUN), 1–10. <https://doi.org/10.3389/fpsy.2019.00388>
- Yanti, F., Malik, A., & Alhadar, F. M. (2024). Pengaruh Employee Engagement Dan Kepuasan Kerja Terhadap Organizational Citizenship Behaviour (OCB) Di Mediasi Oleh Intention To Stay Pada Malut Post Kota Ternate, 21(1), 16–30.

