

Influence Employee Engagement, Culture Organization And Motivation Work To Satisfaction Work Employees at PT. Pawnshop Ponorogo

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ABSTRACT

General Background: Effective human resource management is essential for organizational growth, particularly in fostering employee job satisfaction. **Specific Background:** Employee engagement, organizational culture, and work motivation are widely recognized as key factors influencing job satisfaction, yet their specific impacts may vary across organizations. **Knowledge Gap:** While previous studies have explored these variables, limited research has focused on their combined effect within the context of PT Pegadaian Ponorogo. **Aims:** This study aims to determine the partial and simultaneous effects of employee engagement, organizational culture, and work motivation on employee job satisfaction at PT Pegadaian Ponorogo. **Results:** The research, conducted using a quantitative approach with a population of 74 employees, reveals that employee engagement and work motivation each have a significant positive effect on job satisfaction, while organizational culture has an insignificant negative impact. Simultaneously, these three variables together influence job satisfaction. **Novelty:** This study contributes new insights by highlighting the differing effects of organizational culture versus engagement and motivation, emphasizing that strong engagement and motivation drive satisfaction even when organizational culture does not. **Implications:** The findings suggest that improving employee engagement and fostering work motivation should be prioritized in management strategies to enhance overall job satisfaction, while organizational culture may require re-evaluation to better align with employee satisfaction objectives.

INTRODUCTION

The modern era is as dynamic as it is today, Employees of government and private institutions are required to be versatile and able to adapt to an environment that often experiences changes and enhancement competition. According to Bohlander (2017),

human resources are an integrated ability of thinking power and physical power possessed by an individual. These resources were built to be able to compete in the face of increasingly fierce competition. Personnel management and human resources (HR) are very important for companies in managing, organizing and utilizing employees so that they can function productively to achieve company goals. Human resources in a company need to be managed professionally to create a balance between employee needs and the demands and capabilities of the company organization.

Employees are people who work in a particular agency, both in government institutions and business entities. For employees, the most important thing in carrying out activities is planning efficient and effective work mechanisms because the rhythm of the organization says that managers and subordinates are the subjects in all of the company's sustainable development activities. Thus the company is a human resource platform with different thoughts and ideas but with the same goal. According to (Hasibuan, 2019) efficiency is the work result that a person achieves by carrying out the tasks assigned to him on the basis of ability, experience and sincerity as well as time. The achievement of organizational goals can be seen from the performance of the organization's human resources, starting from internal management to organizational administrators.

The level of success of a company influenced by job satisfaction, employees who feel satisfied at work are believed to have an influence on their performance output. This opinion is supported by Robbins (2019), who states that job satisfaction is a general attitude towards one's work, which shows the difference between the amount of appreciation an employee receives and the amount the employee believes they should receive. It is important for companies to have employees who behave positively, can be relied upon to bring the company further forward, with designing a work environment that ensures comfort and safety for all employees able or motivated to be actively involved. Employee who feels comfortable tend to have opportunities to develop themselves and automatically want to pay attention and show better performance. If the company is able realize and provide more from what employees want, then a they will feel job satisfaction (Locke in Afuan, et al (2020). The greater the needs that can be met, the higher job satisfaction will be and vice versa. In this research, there are several factors that can influence a person's job satisfaction, namely employee engagement, organizational culture and work motivation.

One of the factors for increase performance employee so that can reach satisfaction Work is Employee engagement (Paramarta, WA, & Suastari, 2018). Employees must be active and able to contribute effectively to organization. Level engagement tall one can influence employees in completing work to get job satisfaction. Employee contribution or employee engagement is an involving process employees at all levels of the organization in decision making and solutions problem. In research (Rachman, Lutfi; Dewanto, 2017) it was found that employees Engagement directly has an explicit and significant effect on job satisfaction with the interpretation that employees will work seriously until their work is completed. Job satisfaction is shown by employees by loving their work and a willingness to collaborate with colleagues and enjoy togetherness the.

This situation illustrates their willingness to carry out extra effort to achieve organizational goals.

Apart from employee engagement or attachment employees, factors that can influence satisfaction Work is organizational culture. According to Lathans (2020) culture organization are the norms and values that direct the behavior of organizational members. Every member of the organization will behave in accordance with the prevailing culture in order to be accepted by their environment. According to Poerwati (2019) At the organizational level, culture is a set of assumptions, beliefs, values, and perceptions of organizational group members that influence and shape group attitudes and behavior. Organizational culture influences the behavior, work practices, and motivation of managers and their subordinates to achieve organizational performance. Identify and understanding organizational culture can influence success in terms of intellectual and financial in organizations. Organizational culture can be a strength and differentiating between one organization and another. Organizational culture has an impact on employee job satisfaction because a feeling of dissatisfaction and dissatisfaction at work can have a negative effect on an employee, such as employees becoming less productive, employee morale decreasing, employee absenteeism levels increasing, and the feeling of wanting to leave. work or Turnover Intention. A good and healthy work environment and organizational culture will provide a level of employee satisfaction and will have positive effects such as a comfortable work environment, better work quality, employees are more motivated to work and so on.

Basically, humans want to do something because there is good encouragement from them within himself and from outside to fulfill his needs, these urges called motivation. Therefore That's another influencing factor satisfaction Work employee that is motivation Work. According to Sumardjo & Priansa (2018, p. 202) work motivation is the behavior and factors that influence employees to demonstrate individual intensity, direction, and perseverance as an effort to achieve organizational goals

. Motivation can also be done interpreted as giving a motive, generating a motive or something give rise to encouragement. The role of employees who have high work motivation and are supported by skills and knowledge in implementing it is very necessary. Giving motivation less work can also be done cause performance employee decreased, therefore That a leader in motivating employee must knowing the motives and motivations desired by employees. This is meaningful that is one of the determining factors in the level of success of a company company is work motivation employees.

The object of this research is PT. Ponorogo Pawnshop, which is wrong One company BUMN in Indonesia whose core business is the field of credit distribution services to the public on the basis of pawn law. As company that has vision that source Power man is the main thing in business and development company for reach vision and mission that has been set, then every employee must have high performance, considering competition with others increasingly strict moment This with company financing or finance.

Based on results observations at PT Pegadaian Ponorogo show that satisfaction Work employee not yet optimal, this can be seen from the lack of employee work

engagement towards his work , like lack of understanding and concern for the company's operational environment and employee enthusiasm in carrying out their work. Other problems related to the company's organizational culture include the lack of role models from leaders and other employees in terms of coming to and leaving work on time so that this becomes a culture or tradition so that many employees come and go home not on time. For this reason, companies must be able to create a positive organizational or company culture. Several aspects also show the low work motivation of employees. Findings in the field show that employees lack enthusiasm in carrying out their work so that employee performance achievements are still lacking. However, it cannot be denied that a person's condition at work is not always enthusiastic and there are times when employees feel tired and tired of their work. Based on the description above, researchers are interested in do research with title The Influence of Employee Engagement, Organizational Culture and Work Motivation on Job Satisfaction of Employees at PT . Ponorog Pawnshop o.

RESEARCH METHOD

Study This use approach quantitative . The objects of this research are employees of PT Pegadaian Ponorogo, whose address is Jl. Diponegoro No. 02, Ponorogo , East Java . The population to be studied is 74 employees of PT Pegadaian Ponorogo. Study This using saturated sampling which is method taking sample from every member population . This method used in case Where amount its population not enough from one hundred and all its population used as sample study . The data used in this research includes primary data and secondary data. Primary data is data from distributing questionnaires to 74 PT Pegadaian Ponorogo employee respondents. The questionnaire used as technique data collection in this research is questionnaire with using a Likert scale model . Apart from using a questionnaire, the data collection technique in this research also used direct observation. Meanwhile, for secondary data in research This is what was made the data source is journals , literature , sites, articles and related internet content with this research.

This research has two types of variables, namely independent variables and dependent variables. Variable free in this research, namely employee engagement (X 1), organizational culture (X 2), and work motivation (X 3). The dependent variable in this research is job satisfaction (Y). Furthermore, instrument testing in this research includes validity testing and reliability testing. Meanwhile, for the data analysis test , the multiple linear regression analysis test and the coefficient of determination (R²

) test were used. Then to test the hypothesis use T test as a partial test and F test as a simultaneous test. All tests in this study were carried out using SPSS software .

RESULTS AND DISCUSSION

1. General Description of Respondents

The general description of the respondents in this research, namely all employees of PT Pegadaian Ponorogo, can be explained through the explanation below.

Table 1

Characteristics respondents based on type sex

Gender	Frequency	%
Man	64	86.5
Woman	10	13.5
Total	74	100

Source : processed primary data (2024)

Based on table 1 above, respondents with gender characteristics can show that the respondents with male gender are 64 people or 86%. Respondents with female gender are 10 people or 13.5%. This data shows that PT Pegadaian Ponorogo employees are dominated by men because a lot of work requires going to the field rather than in the office, in addition to erratic work placements and working hours that are often overtime. These conditions can be more physically demanding, so more men are hired because they are considered more resistant to extreme working conditions.

Table 2

Characteristics respondents according to age

Age	Frequency	%
18-25 Years	3	4.1
26-40 Years	62	83.8
>40 Years	9	12.2
Total	74	100

Source : Primary data processed (2024)

Based on table 2 those , respondents who have characteristics age Can prove range of respondents aged 18 to 25 years a total of 3 individuals (4.1%). Range of respondents aged 26 to 40 years as many as 62 individuals (83.8%), more from 45 years as many as 9 individuals (12.2%). That data proves that the majority of PT Pegadaian Ponorogo employees have an age range of around 26 to 40 years, meaning that the employees are at an age which means that many employees are still studying or have experience working at the company.

Table 3
Respondent characteristics based on last education

Education	Frequenc y	%
SMA/SMK equivalent	38	51.4
Diploma	3	4.1
S1	33	44.6
S2	0	0
Total	74	100

Source : Primary data processed (2024)

Based on table 3 , respondents who have final educational characteristics Can prove respondents whose last education was SMA/SMK equivalent were 38 individuals (51.4%), Diploma 3 individuals (4.1%), Bachelor Degree 33 individuals (44.6%), Masters degree zero individual (0%). That data prove part Lots PT Pegadaian employees Ponorogo have a high level of high school/vocational school and bachelor's degree education, which means that the employee has good quality education and has a wealth of experience so that he can support his work.

Table 4
Characteristics respondents based on length of service

Length of work	Freque ncy	%
<1 Year	4	5.4
1-3 Years	8	10.8
3-5 Years	33	44.6
>5 Years	29	39.2
Total	74	100

Source : Primary data processed (2024)

Based on table 4 those , respondents who have characteristics of work period Can prove respondents whose work period was less than five years a total of 4 individuals or 5.4%. Respondents with their length of service One until three year a total of 8 individuals or 10.8%. Respondents with three to five years of work were 33 individuals, 44.6%. Respondents with more than five years of work were 29 individuals, 39.2%. The data proves that the majority of PT Pegadaian Ponorogo employees have a working period of three to five years, meaning that employees have sufficient experience at work.

2. Research Analysis Results

The results of the analysis in this research include validity tests, reliability tests, multiple linear regression analysis, and coefficient of determination/ *R square* (R^2). All of these tests will be explained in the explanation below.

Table 5 Validity test

Variable	Items	r count	r table	Information
<i>Employee Engagement</i> (X_1)	X1.P1	0.744	0.228	Valid
	X1.P2	0.781	0.228	Valid
	X1.P3	0.876	0.228	Valid
	X1.P4	0.806	0.228	Valid
	X1.P5	0.827	0.228	Valid
	X1.P6	0.808	0.228	Valid
<i>Organizational Culture</i> (X_2)	X2.P1	0.740	0.228	Valid
	X2.P2	0.674	0.228	Valid
	X2.P3	0.746	0.228	Valid
	X2.P4	0.705	0.228	Valid
	X2.P5	0.689	0.228	Valid
	X2.P6	0.653	0.228	Valid
	X2.P7	0.741	0.228	Valid
	X2.P8	0.710	0.228	Valid
	X2.P9	0.633	0.228	Valid
	X2.P10	0.724	0.228	Valid
	X2.P11	0.679	0.228	Valid
<i>Work Motivation</i> (X_3)	X3.P1	0.678	0.228	Valid
	X3.P2	0.819	0.228	Valid
	X3.P3	0.742	0.228	Valid

	X3.P4	0.769	0.228	Valid
	X3.P5	0.591	0.228	Valid
	X3.P6	0.721	0.228	Valid
	X3.P7	0.723	0.228	Valid
	X3.P8	0.735	0.228	Valid
	X3.P9	0.714	0.228	Valid
	X3.P10	0.734	0.228	Valid
Employee Satisfaction (Y)	YP1	0.573	0.228	Valid
	YP2	0.592	0.228	Valid
	YP3	0.693	0.228	Valid
	YP4	0.634	0.228	Valid
	YP5	0.680	0.228	Valid
	YP6	0.640	0.228	Valid

According to Sugiono (2017) states that the validity test is the similarity of data reported by researchers with data obtained directly and occurring on research subjects. The r table criterion is with a significance level of 5% where $N = 74 - 2 = 72$ and the r table value is 0.228.

Based on table 5, it can be seen that the calculated r value for each question item for the variables

Employee Engagement (X_1), *Organizational Culture* (X_2), *Work Motivation* (X_3) and *Job Satisfaction*

(Y) is greater than the r table value, namely 0.297 The statement item is declared valid, meaning that the questionnaire statement item is feasible and can be used in this research because it is able to measure what it should measure.

Table 6 Reliability Test

Variable	Cornbach Alpha	Standard	Information
<i>Employee Engagement</i>	0.892	0.60	Reliable
Organizational culture	0.767	0.60	Reliable
Work motivation	0.897	0.60	Reliable
Job satisfaction	0.700	0.60	Reliable

Source: Processed Primary Data, 2024

Sugiyono (2017) states that a reliable instrument is an instrument that can be used several times when measuring the same object and produces the same data. Reliability testing is used as a tool to measure questionnaires, which are indicators of construct variables. A variable can be said to be reliable if a person's response to the statement is consistent over time. The reliability of this questionnaire was tested using the *Cornbanch technique Alpha* . According to Ghozali (2018), questions and statements are acceptable if *Cornbanch Accepted alpha > 0.6*.

Based on table 6 it can be concluded that *Cornbach's value The alpha of the employee engagement variable (X₁)* is 0.892, organizational culture (X₂) is 0.767, work motivation (X₃) is 0.897 and job satisfaction (Y) is 0.700, where the value is greater than 0.60, which means the item the questionnaire statement was declared reliable. All statement items were stated to be consistent in their measurement and suitable for use in this research.

**Table 7 Multiple Linear Analysis
 Coefficients^a**

Unstandardized Coefficients		Standardized Coefficients		Q	Sig.
Mode	B	Std. Error	Beta		
1					
1	(Constant)	8,156	1,679		4,858 ,000
	Employee_Engagement	,178	,087	,257	2,030 ,046
	Organizational culture	,007	,068	,015	,101 ,919
	Work motivation	,310	,058	,601	5,325 ,000

Source : Processed Primary Data , 2024

As for the processed data in table 7 above, if entered into the formula the following data equation will be obtained:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad Y = 8.156 + (0.178)$$

Based on the regression model and table 11 above, the results of multiple regression can be explained in the following conclusions:

a. Constant (a)

Based on the analysis results, the multiple linear regression equation above is known to have a constant of 8.156. The constant amount shows that if the independent variables (*Employee Engagement* , *Organizational Culture* and *Work Motivation*) is assumed to be 0, then the dependent variable (*Job Satisfaction*) increases by 8.156 units.

b. *Employee Engagement* Coefficient Value (X₁)

Based on the results of the analysis, the coefficient for *the Employee Engagement variable (X₁)* is 0.178, meaning that if the *Employee Engagement variable (X₁)*

increases by one unit, then Job Satisfaction (Y) at PT Pegadaian Ponorogo will increase by 0.178 where other factors are constant. This means that there is a positive influence, meaning that as *Employee Engagement increases*, Employee Job Satisfaction at PT Pegadaian Ponorogo will increase.

c. Organizational Culture Coefficient Value

Based on the results of the analysis, the coefficient of the Organizational Culture variable (X 2) is 0.007, meaning that if the Organizational Culture variable (X 2) increases by one unit, then Job Satisfaction (Y) at PT Pegadaian Ponorogo increases by 0.007 where other factors are constant. This means that there is a positive influence, meaning that as organizational culture increases, employee job satisfaction at PT Pegadaian Ponorogo will increase.

d. Work Motivation Coefficient Value

Based on the results of the analysis, the coefficient of the variable Work Motivation (X 3) is 0.310, meaning that if the variable Work Motivation (X 3) increases by one unit, then Job Satisfaction (Y) at PT Pegadaian Ponorogo increases by 0.310 where other factors are constant. This means that there is a positive influence, meaning that as work motivation increases, employee job satisfaction at PT Pegadaian Ponorogo will increase.

Table 8
T Test Results (partial)
Coefficients ^a

Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	8,156	1,679		4,858	,000
Employee Engagement	,178	,087	,257	2,030	,046
Organizational culture	,007	,068	,015	,101	,919
Work motivation	,310	,058	,601	5,325	,000

a. Dependent Variable: Job Satisfaction Source: Processed Primary Data, 2024

The $t_{table\ value}$ in this study is $\alpha = 5\%$ or 0.05, the α value is divided by 0.025 because it uses a two-way hypothesis, and $N = 74$, where N is the amount of data and $k = 3$, where k is the number of independent variables so that we get df is $(Nk) = 74-3 = 71$, the $t_{table\ value}$ is 1.993

The following is an explanation of the T test in table 8:

a. The Effect of *Employee Engagement* on Job Satisfaction

The influence of *employee engagement* on job satisfaction at PT Pegadaian Ponorogo has been studied using regression analysis, which shows significant results. Based on the regression analysis calculations, the calculated t value obtained is 2.030, which is greater than the $t_{table\ value}$ of 1.993. This shows that the *employee engagement variable* has a significant influence on job

satisfaction. In addition, the significance value obtained is 0.046, which is smaller than 0.05. This further strengthens the conclusion that *employee engagement* has a significant effect on job satisfaction, because a significance value of less than 0.05 indicates that the results obtained did not occur by chance.

Acceptance of the alternative hypothesis indicates that an increase in *employee engagement* will tend to increase job satisfaction. In other words, the better the employee's engagement with their work, the higher their job satisfaction. This can be caused by various factors, such as increased communication between superiors and employees and between fellow employees, a more efficient division of tasks, and the presence of strong team support which is able to motivate each member to work better. Therefore, PT Pegadaian Ponorogo management can consider continuing to strengthen *employee engagement aspects* in their work environment as a strategy to increase overall employee job satisfaction. This can be done through team-building activities, creating a culture of care and mutual support as well as cooperation in carrying out work.

b. The Influence of Organizational Culture on Job Satisfaction

The influence of organizational culture on job satisfaction at PT Pegadaian Ponorogo has been analyzed using the regression method and the results show that organizational culture does not have a significant influence on job satisfaction. Based on regression calculations, the calculated t value obtained is 0.101, which is smaller than the t table value of 1.993. This shows that statistically there is not strong enough evidence to reject the null hypothesis (H₀) which states that there is no influence between organizational culture and job satisfaction. On the other hand, the alternative hypothesis (H_{a3}) which states that there is an influence of organizational culture on job satisfaction is rejected.

In addition, the significance value resulting from this analysis is 0.919, which is much greater than the commonly used significance limit, namely 0.05. This high significance value indicates that the possibility of this result occurring by chance is quite large, so it can be concluded that the relationship found between organizational culture and job satisfaction is not significant and cannot be relied on. In other words, organizational culture does not make a real contribution to employee job satisfaction at PT Pegadaian Ponorogo.

c. The Influence of Work Motivation on Job Satisfaction

The regression analysis that was carried out to assess the influence of work motivation on job satisfaction at PT Pegadaian Ponorogo produced significant and inspiring findings. Based on the results of regression calculations, the calculated t value obtained was 5.325, while the t table value used as a comparison was 1.993. Because the calculated t value is much greater than the t table value, statistically there is strong evidence to reject the null hypothesis (H₀) which states that there is no influence between employee agility and

employee performance. On the other hand, these results support the alternative hypothesis (H_a) which states that there is a significant influence between work motivation and job satisfaction.

In addition, the significance value resulting from the regression analysis is 0, which is much smaller than the commonly used significance limit of 0.05. This very low significance value indicates that the probability of this result occurring by chance is very small, so it can be concluded that the relationship between work motivation and job satisfaction is real and reliable. In other words, work motivation makes a substantial contribution to increasing employee job satisfaction at PT Pegadaian Ponorogo. Work motivation, which includes employee encouragement to fulfill basic needs, feel safe at work, can develop oneself to progress, have a curiosity for knowledge, innovate, proven to play an important role in increasing their job satisfaction. When employees are highly motivated, they can navigate work dynamics more effectively, take advantage of opportunities, and overcome obstacles more efficiently.

Table 9
F Test Results (Simultaneous)
ANOVA ^a

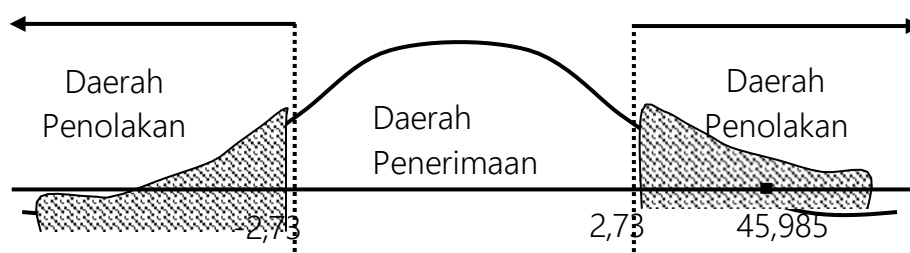
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	318,650	3	106,217	45,985	,000 ^b
Residual	161,688	70	2,310		
Total	480,338	73			

a. Dependent Variable: job_satisfaction

b. Predictors: (Constant), Work_Motivation, Employee_Engagement, Organizational_Culture Source: Processed Primary Data, 2024.

Based on the results of table 9 of the F test above, the calculated F value is 45.985 with a significance value of 0.00, then at a significance level of 5% and $df = k : (Nk) = (3) : (74-3) = 3 : 50$ the F value is obtained table of 2.73. The conclusion from the results above is that the calculated F value is $45.985 > F$ table 2.73, so *Employee Engagement*, *Organizational Culture* and *Work Motivation* simultaneously have a significant effect on employee job satisfaction at PT Pegadaian Ponorogo. The following is a picture of a two-way hypothesis test:

Curve F Test



Two-way hypothesis testing using the F test provides a comprehensive picture of the influence of independent variables simultaneously on the dependent variable. In the context of PT Pegadaian Ponorogo, this regression analysis involves three independent variables, namely *employee engagement*, organizational culture and work motivation and measures their effect on job satisfaction as the dependent variable. The calculated F value which is greater than the F table value indicates that the combination of the three independent variables makes a real contribution to changes in job satisfaction. In other words, job satisfaction is significantly influenced by how employees feel connected to their work in the company (*employee engagement*), their habits for adapting and responding to change (organizational culture), as well as the work motivation they may have.

The implications of the F test results are very important for the management of PT Pegadaian Ponorogo. These results indicate that efforts to increase employee job satisfaction cannot only focus on one aspect, but must consider various interrelated factors. Training programs that can increase *employee engagement* and work motivation, as well as initiatives to prevent and manage organizational culture, need to be integrated into human resource management strategies. With a holistic approach, companies can ensure that employees have the support they need to perform optimally, face change with confidence, and maintain their mental health, ultimately improving their overall performance.

In conclusion, the calculated F value is greater than the table F value in the F test curve image, indicating that *employee engagement*, organizational culture and work motivation simultaneously have a significant effect on job satisfaction at PT Pegadaian Ponorogo. Management needs to continue to develop strategies that combine these three aspects to achieve optimal job satisfaction.

Table 10
Coefficient of Determination Results
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,814 ^a	,663	,649		1.51981

a. Predictors: (Constant), Work_Motivation, Employee_Engagement, Organizational_Culture

b. Dependent Variable : Job Satisfaction

Based on table 10 of the coefficient of determination results above, the R square (R²) value is ^{0.663} or 66.3%. This shows that the contribution of the variables *employee engagement*, organizational culture, work motivation to job satisfaction is 66.3%, while the remaining 33.7% is influenced by other variables not included in this research model.

DISCUSSION AND RESEARCH RESULTS

1. The Influence of *Employee Engagement* (X1) on Employee Job Satisfaction at PT Pegadaian Ponorogo

Based on the results of multiple linear regression testing, a multiple linear regression equation was obtained for the *employee engagement variable* which showed a value of 0.178. This means that if *employee engagement* increases by 1 unit and the other independent variables have constant values, then job satisfaction will increase by 0.178. When submitting the t test hypothesis, the calculated t value was $2.030 > t$ table 1.995 and the significant value was $0.046 < 0.05$. Based on the results of the research or data analysis above, it can be concluded that *employee engagement* has a significant positive effect on job satisfaction at PT Pegadaian Ponorogo. This shows that *employee engagement* is one of the factors that can influence job satisfaction.

The research results of the *employee engagement variable* in this study support research conducted by (Tejpal, 2017) which shows that there is a positive and significant influence of the *employee engagement variable* on job satisfaction, which shows that employees who have high organizational attachment will also have a high level of job satisfaction. Higher. Other research conducted by Madan and Srivastava (2015), Iqbal et al (2017) also shows that *employee engagement* has a positive and significant effect on employee job satisfaction. Specifically, it can be observed that all dimensions of *employee engagement* are positively and significantly related to job satisfaction.

2. Influence of Organizational Culture (X1) Regarding Employee Job Satisfaction at PT Pegadaian Ponorogo

Based on the results of multiple linear regression testing, a multiple linear regression equation was obtained for the organizational culture variable which showed a value of 0.007. This means that if organizational culture increases by 1 unit and the other independent variables have constant values, then job satisfaction will increase by 0.007. When submitting the t test hypothesis, the calculated t value was $0.101 > t$ table 1.995 and the significant value was $0.919 > 0.05$. Based on the results of the research or data analysis above, it can be concluded that organizational culture does not significantly influence employee job satisfaction at PT Pegadaian Ponorogo. This research is in line with research conducted by Elvitrianim Purba (2016) with the object of PDAM Tirta Bina employees that organizational culture indicators have no effect on job satisfaction of PDAM Tirta Bina employees.

3. Influence of Work Motivation (X1) Regarding Employee Job Satisfaction at PT Pegadaian Ponorogo

Based on the results of multiple linear regression testing, a multiple linear regression equation was obtained for the work motivation variable which showed a value of 0.310. This means that if work motivation increases by 1 unit and the other independent variables have constant values, then job satisfaction will increase by 0.310. When submitting the t test hypothesis, the calculated t value was $5.325 > t$ table 1.995 and the significant value was $0 < 0.05$. Based on the results of the research or data analysis above, it can be concluded that work motivation has a significant positive effect on job satisfaction at PT Pegadaian Ponorogo. This shows that work motivation is one of the factors that can influence job satisfaction.

This statement is supported by the findings of research conducted by Sanger (2018) who conducted research at the North Sulawesi High Prosecutor's Office. The research results show that work motivation has a significant influence on job satisfaction of North Sulawesi High Prosecutor's Office employees. Based on the research findings and support from the expert opinions above, work motivation has a relationship with job satisfaction. Previous research also conducted by Lidia Lusri (2017) stated that work motivation has a positive effect on employee job satisfaction. Meanwhile, Corry Yohana (2017) stated that motivation variables on job satisfaction have a significant influence.

4. The Influence of *Employee Engagement* (X1), Organizational Culture (X2) and Work Motivation (X3) on Employee Job Satisfaction (Y) at PT Pegadaian Ponorogo
Based on the results of the F Test (Simultaneous Test) for the variables *Employee Engagement* (X 1), Organizational Culture (X 2), and Work Motivation (X 3) simultaneously have a positive and significant influence on Job Satisfaction (Y) at PT Pegadaian Ponorogo with a value The calculated F is 45.985 and the F table is 2.73 with a significance level of $0.00 < 0.05$. From this description it can be concluded that the hypothesis states *Employee Engagement* (X 1), Organizational Culture (X 2), and Work Motivation (X 3) simultaneously has a positive and significant influence on Job Satisfaction (Y) at PT Pegadaian Ponorogo, which is acceptable. This research is in line with research conducted by Yakup (2017) that simultaneously work involvement, organizational culture and work motivation have a positive and significant effect on employee job satisfaction

CONCLUSION

Fundamental Finding: This study concludes that employee engagement and work motivation significantly and positively influence job satisfaction at PT Pegadaian Ponorogo, while organizational culture has an insignificant negative effect. Furthermore, when considered simultaneously, employee engagement, organizational culture, and work motivation collectively impact job satisfaction. **Implication:** These findings suggest that management should focus on strengthening employee engagement and fostering work motivation to improve overall job satisfaction, while organizational culture may need reassessment or adjustment to better support employee satisfaction. **Limitation:** This research is limited by its focus on a single company and a relatively small sample size of 74 employees, which may affect the generalizability of the results. **Further Research:** Future studies should expand the scope to multiple organizations or industries and explore additional variables such as leadership style or compensation to provide a more comprehensive understanding of the factors affecting job satisfaction.

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