



The Effect of Work Engagement, Intrinsic Motivation, and Job Satisfaction on Work Productivity

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Abstract. This study aims to examine the effects of work engagement, intrinsic motivation, and job satisfaction on work productivity at CV Jodion Unggul Perkasa in the Special Region of Yogyakarta. A survey was conducted with a sample of 62 employees selected using the Slovin formula from a population of 163, sampling technique using purposive sampling. Data were collected using questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS software to test validity, reliability, and hypothesis. The study revealed that intrinsic motivation and job satisfaction have a significant and positive effect on work productivity. However, work engagement did not show a significant impact on productivity. These results indicate that intrinsic motivation and satisfaction with work environment factors are more crucial in driving productivity than engagement alone. The findings suggest that organizations should focus on enhancing intrinsic motivation and job satisfaction through policies that promote autonomy, competence, supportive relationships, and a positive work environment. These actions could lead to improved productivity among employees. This research contributes to the Self-Determination Theory (SDT) by highlighting the importance of fulfilling basic psychological needs (autonomy, competence, and relatedness) to foster intrinsic motivation, which positively influences work productivity. It provides valuable insights into employee motivation and productivity within small and medium-sized enterprises (SMEs).

Keywords: Work Engagement, Intrinsic Motivation, Job Satisfaction, Work Productivity

1. Introduction

In the competitive modern industrial era, every company needs to improve efficiency and productivity to remain competitive in the global market. Productivity is an important measure of organizational success because it demonstrates the ability to optimize resources for the best output. The success of a company depends not only on technology and capital, but also on the quality of human resources (HR) as the main driver of operations. In facing rapid changes due to globalization, companies need to adapt through effective human resource management. However, the garment industry still often faces low productivity due to inefficient work methods and suboptimal

employee skills. Therefore, the integration of *lean manufacturing* and *work-study* is needed to create a more efficient, productive, and sustainable work system .

Work productivity is an important factor that reflects employees' ability to complete tasks effectively and efficiently. Companies need to create a supportive work system so that employee productivity can increase sustainably[1] . Productivity is important for long-term competitiveness in an organization. Every company has employees who are tasked with carrying out operational activities. Work productivity can be influenced by several factors, namely work motivation, compensation, and work ability. Therefore, to maintain work productivity, company management needs to pay attention to these three factors[2] .

Observations conducted at CV Jodion Unggul Perkasa Prambanan DIY revealed a phenomenon related to low employee productivity, indicating that there are still some employees who are unable to perform at a high level within the organization. As a result, their work has not yet reached the target, and the work produced is still less than optimal. The work performed by employees has not been carried out optimally, and employee skill levels remain low. In other words, there are still delays in completing tasks.

Work productivity shows the level of an employee's ability to achieve results (*output*), especially in terms of quantity. With employee engagement, it is hoped that employee productivity can increase to support the company's goals. Employee engagement is important because when employees are truly engaged, they will willingly use all their abilities for the advancement of the company. This certainly has a positive impact on the continuity and growth of the company[3] . Work engagement is a psychological condition that has a positive effect on a person's work. Companies usually involve employees in various decisions by combining their ideas to help advance the company. If the potential and strengths of employees are not utilized properly, this can lead to a decline in the performance of each employee and a decrease in their self-confidence[4] .

Intrinsic motivation is a drive that comes from within a person to work enthusiastically without being forced. It is important for organizations to create an environment that can foster intrinsic motivation in employees[5] . Intrinsic motivation arises from a sense of joy and satisfaction with the work performed. Employees with intrinsic motivation tend to work because they want to develop and achieve personal achievements, not solely for rewards. Intrinsic motivation makes individuals behave independently and commit to their work. Therefore, companies need to create a work atmosphere that can foster enthusiasm and pride in work[6] . Employees with intrinsic motivation strive to continue to develop and give their best not because they want to get rewards, but because the work itself gives them satisfaction. When someone enjoys their work, employees become more enthusiastic, diligent, and strive to achieve higher accomplishments without being driven by external rewards or pressure[7] .

Job satisfaction is important in boosting employee morale, discipline, and performance, thereby helping the company achieve its goals. Therefore, motivation is also related to the personal needs of each employee, which are aligned with the organization's goals. If these needs are not balanced, employees can become a burden that can harm the company[8] . Job satisfaction is a positive emotional state that employees feel towards their work. High job satisfaction plays an important role in increasing employee motivation, productivity, and loyalty to the organization . [9]

Researchers found several studies according to[10] that work engagement has a positive and significant effect on work productivity. However, research according to[11] shows that rejected work engagement has a negative impact on overall work productivity. Then, research according to[5] shows that intrinsic motivation has a significant effect on work productivity. However, research according to[12] shows that intrinsic motivation has a positive and significant effect on work productivity. Then, research according to[13] shows that job satisfaction has a positive and significant effect on work productivity. In addition, research according to[14] shows that job satisfaction has a negative and partially insignificant effect on work productivity.

2. Literature Review

2.1 Self-Determination Theory

Self-Determination Theory (SDT) explains that motivation arises when three basic needs are met, namely autonomy, competence, and relatedness. In the context of work, employees who are free, capable, and have positive relationships will be intrinsically motivated. Fulfilling these needs fosters motivation, engagement, and job satisfaction because the work feels meaningful. A work environment that supports autonomy and intrinsic values has been proven to strengthen employee enthusiasm and dedication, which ultimately has a positive effect on work productivity[15] . Furthermore,[16] emphasizes that autonomous motivation, which reflects high intrinsic motivation, plays an important role in increasing labor productivity because it encourages individuals to work with a sense of responsibility and personal satisfaction. Motivation arising from external pressure can reduce work enthusiasm, while support for autonomy and competence increases satisfaction and productivity. Self-Determination Theory asserts that productivity depends on the fulfillment of basic psychological needs and intrinsic motivation of employees.

2.2 Work Engagement

Work engagement indicates the extent to which employees are emotionally connected to and care about their work. Highly engaged employees feel proud and consider good performance as a form of self-esteem. In this process , employees use their abilities, energy, and skills to help the company progress. In addition, employees consider their work to be an important part of their lives, not just an obligation or a source of income[3] . Work engagement is a condition in which employees are enthusiastic, focused, and proud of their work. They work with enthusiasm, care, and feel that their work is meaningful.[17] . According to[18] , work engagement is the extent to which a person feels emotionally and psychologically connected to their work. Engaged employees feel that their work is important, enjoyable, and part of who they are. They tend to work enthusiastically and responsibly. Work engagement makes employees care about and be committed to their work.[19] Work engagement occurs when employees are actively involved and feel that their work is important to them. They consider their work to be a major part of their lives and self-esteem. Engaged

employees are also involved in decision-making, making them more satisfied and productive. This has a positive effect on improving performance and work productivity[20] . The indicators of work engagement are: *Vigor* (enthusiasm), Dedication, Absorption.

H1: Work Engagement has a positive and significant effect on Work Productivity

2.3. Intrinsic Motivation

Intrinsic motivation is an internal drive to work because of a sense of enjoyment and satisfaction, not because of external rewards. When the need for competence, autonomy, and relatedness is met, individuals will work diligently, consistently, and produce meaningful work.[21] . According to[22] , intrinsic motivation is an internal drive to work and achieve because one feels challenged and enjoys the process. When leaders provide trust and opportunities, employees' enthusiasm, sense of responsibility, and job satisfaction will increase. According to[23] , intrinsic motivation arises when someone feels autonomy, competence, and relatedness in their work, leading them to work with enthusiasm and personal satisfaction. In organizations, support and freedom of expression increase intrinsic motivation, which strengthens employee engagement and performance.[24] . The following are indicators of intrinsic motivation: Autonomy, Competence, Relatedness.

H2: Intrinsic motivation has a positive and significant effect on work productivity

2.4 Job Satisfaction

Job satisfaction is a positive feeling toward work that arises when employees' expectations and needs are met. Satisfied employees demonstrate positive attitudes, high loyalty, and motivation due to a supportive work environment and relationships.[25] . According to[26] , job satisfaction is the psychological reward employees feel after assessing their work as valuable and in line with their personal expectations. When work provides important value to them, such as responsibility, opportunities for growth, or recognition, employees will feel satisfied and more committed to the organization. Meanwhile, according to[27] , job satisfaction is an emotional reaction that arises from positive experiences in the work environment. A supportive environment and good social relationships create comfort and a positive attitude towards work.[28] : Challenges work, Environment, Salary, Job suitability, Support from coworkers,

H3: Job satisfaction has a positive and significant effect on work productivity

2.5 Work Productivity

Productivity is the ratio of work output to resources used within a certain period of time. It reflects a positive attitude towards continuous learning, improving skills, and working more effectively[29] . According to[30] , work productivity is the ability of employees to complete work efficiently and effectively in accordance with specified targets. Productivity reflects how well time, energy, and skills are used to produce the best results. The better the work management, the higher the productivity. According to[1] , work productivity is the ability to utilize resources effectively and efficiently to achieve results in line with objectives. The more efficient the use of resources, the higher the productivity and performance achieved.[31] . The following are indicators of work productivity: Quantity of work, Quality of work, Timeliness

3. Conceptual Framework and Research Hypotheses

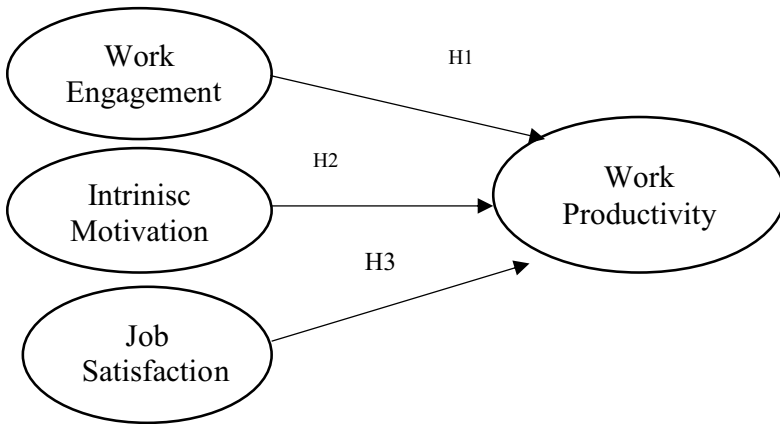


Figure 1. Conceptual Framework

Figure 1. The conceptual framework of this study uses two variables, namely the dependent variable and the independent variable. The dependent variable is Work Productivity, while the independent variables are Work Engagement, Intrinsic Motivation, and Job Satisfaction.

4. Methodology

This study focused on a population of 163 employees working at CV Jodion Unggul Perkasa Prambanan in the Special Region of Yogyakarta (DIY). The sample was determined using the Slovin formula $n = \frac{N}{1 + N(e)^2}$, which resulted in a total of 62 samples. Primary data was obtained by distributing questionnaires directly to all respondents. Respondents were guaranteed anonymity and confidentiality to minimize social desirability bias. The collected data was then tabulated and tested to assess the validity and reliability of the instrument. Descriptive analysis was used to describe the tabulated data, while inferential analysis was performed using Partial Least Square (PLS), which is a form of variance-based Structural Equation Modeling (SEM) with the help of SmartPLS software. Testing with SmartPLS began with a series of indicator validity and reliability tests, including convergent validity (correlation value > 0.50), discriminant validity (AVE value > 0.50), and composite reliability (value > 0.70). Next, model fit testing was conducted by comparing the results of the SRMR, d_ULS, d_G, Chi-Square, and NFI criteria. After the model was declared to meet the criteria, hypothesis testing was conducted. The instruments in this study were developed from previous studies: ([20] [24] [28] [31]), which can be seen in Table 1 below:

Table 1. Statement Items

Work Engagement	
<i>Vigor</i> (enthusiasm)	I feel full of energy at work

Dedication	I feel enthusiastic when working I am enthusiastic about what I do
Absorption	I feel that this job is important to me I am proud of my current job When working, I am so focused that I lose track of time
Intrinsic Motivation	
Autonomy	I have the freedom to determine the best way to complete my work I am given the opportunity to make work decisions in accordance with <i>my job description</i>
Competence	I am able to complete my work according to the established standards I continuously improve my skills in the work environment
Relationships	I feel I have a good relationship with my coworkers I feel valued by my coworkers
Job satisfaction	
Work challenges	The work I do requires concentration This job helps me continue to grow
Environment	The work environment is comfortable The equipment available is adequate for completing the work well
Salary	The salary I receive is commensurate with my responsibilities The salary system is in accordance with the employment contract
Job suitability	The work I do is in line with my personal abilities I feel comfortable with the type of work I do
Support from coworkers	My coworkers support me in completing my work I feel well accepted by my coworkers
Work productivity	
Work quantity	I am able to complete my work according to daily targets I am able to produce work according to the specified standards
Work Quality	My work meets quality standards I strive to ensure that the products I work on are free from defects
Punctuality	I arrive on time for work I submit my work on time without delay

5. Results & Discussion

Respondent Characteristics

This study was mostly conducted on women, who comprised 91.94% of the

sample, with the highest employment status being permanent employees, the most common marital status being unmarried, the most common age being 18-30 years old, the most common highest level of education being high school/equivalent, and the most common length of employment being 1-2 years.

Table 2. Respondent Characteristics

	Number	Percentage
Gender		
Female	57	91.94%
Male	5	8.06%
Employment Status		
Permanent	39	62.90%
Non-permanent	23	37.10%
Marital Status		
Not married	35	56.45%
Married	24	38.71%
Widowed	3	4.84%
Age		
18-30 years	41	66.13%
31-40	7	11.29%
41-50 years	14	22.58%
Highest level of education		
Elementary school/equivalent	0	0.00%
Junior High School/equivalent	10	16.13%
High school/equivalent	51	82.26%
Diploma	0	0.00%
Bachelor	1	1.61%
S-2	0	0.00%
S-3	0	0.00%
Years of service		
0-1 year	4	6.45%
1-2 years	29	46.77%
> 3-4 years	24	38.71%
> 5-6 years	5	8.06%

Descriptive Analysis

The findings from the descriptive analysis are presented in Table 3 as shown below:

Table 3. Descriptive Analysis

Category	Household	MI	KP	PK
Strongly Disagree	0%	1%	0%	0%
Disagree	4%	3%	2%	0%
Neutral	49%	31%	35%	26%
Agree	31%	45%	44%	45%
Strongly agree	16%	20%	20%	29%

Note: WW = Work Engagement, IM = Intrinsic Motivation, JS = Job Satisfaction, WP = Work Productivity

49% of respondents were neutral about the Work Engagement variable statement. Meanwhile, 45% of respondents agreed with the Intrinsic Motivation variable statement. Meanwhile, 44% agreed with the Job Satisfaction variable

statement. And 45% agreed with the Work Productivity variable statement.
Convergent Validity

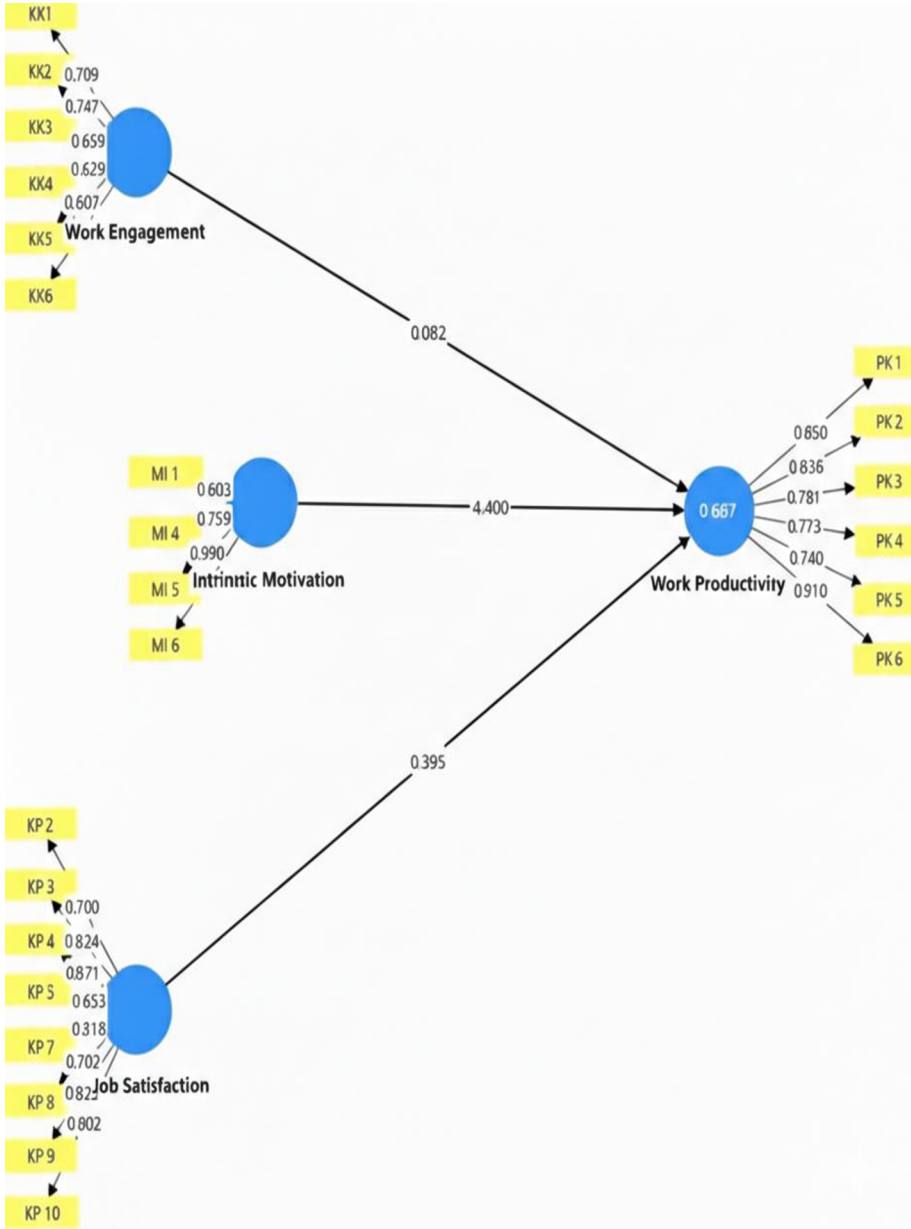


Figure 2. Indicator Testing Results

Figure 2 shows the output results of the indicator testing. An indicator has good convergent validity if the factor loading is >0.6 . Table 4 displays the tabulation findings.

Table 4. Convergent Validity Test Results

Instrument	KK	MI	KP	PK	Description
	X1	X2	X3	Y	
KK1	0.709				Valid
KK2	0.747				Valid
KK3	0.659				Valid
KK4	0.829				Valid
KK5	0.807				Valid
KK6	0.818				Valid
MI 1		0.603			Valid
MI 4		0.758			Valid
MI 5		0.930			Valid
MI 6		0.902			Valid
KP 2				0.700	Valid
KP 3				0.824	Valid
KP 4				0.871	Valid
KP 5				0.653	Valid
KP 7				0.818	Valid
KP 8				0.784	Valid
KP 9				0.838	Valid
KP 10				0.803	Valid
PK 1				0.850	Valid
PK 2				0.838	Valid
PK 3				0.781	Valid
PK 4				0.773	Valid
PK 5				0.740	Valid
PK 6				0.910	Valid

Note: KK = Work Involvement, MI = Intrinsic Motivation, KP = Job Satisfaction, PK = Work Productivity

Table 5. Discriminant Validity Test Results

Instrument	KK	MI	KP	PK	Description
	X1	X2	X3	Y	
KK1	0.709	0.245	0.222	0.26	Valid
KK2	0.747	0.347	0.304	0.344	Valid
KK3	0.659	0.257	0.347	0.358	Valid
KK4	0.829	0.641	0.666	0.534	Valid
KK5	0.807	0.763	0.796	0.618	Valid
KK6	0.818	0.497	0.54	0.544	Valid
MI 1	0.275	0.603	0.426	0.35	Valid
MI 4	0.713	0.758	0.733	0.564	Valid
MI 5	0.580	0.930	0.816	0.808	Valid
MI 6	0.526	0.902	0.778	0.745	Valid
KP 2	0.625	0.702	0.700	0.630	Invalid
KP 3	0.586	0.706	0.824	0.654	Valid
KP 4	0.583	0.754	0.871	0.672	Valid
KP 5	0.587	0.579	0.653	0.508	Valid
KP 7	0.574	0.614	0.818	0.564	Valid
KP 8	0.493	0.494	0.784	0.489	Valid
KP 9	0.496	0.790	0.838	0.759	Valid
KP 10	0.454	0.786	0.803	0.702	Valid
PK 1	0.609	0.619	0.529	0.850	Valid
PK 2	0.514	0.589	0.571	0.838	Valid
PK 3	0.411	0.528	0.502	0.781	Valid
PK 4	0.468	0.752	0.773	0.773	Valid
PK 5	0.501	0.631	0.703	0.740	Valid
PK 6	0.524	0.736	0.764	0.910	Valid

Note: KK = Work Engagement, MI = Intrinsic Motivation, KP = Job Satisfaction, PK = Work Productivity

All indicator loadings have factor loadings >0.7 . Thus, it can be concluded that most indicators have good convergent validity.

Discriminant Validity

As Table 5 shows, indicators are declared valid if their relationship with their construct is higher than with other constructs. The discriminant validity test results show valid numbers because the correlation between items and the same indicator is more significant than the correlation with others. Therefore, it can be conclusively stated

that this data exhibits discriminant validity.

Construct Reliability

The construct reliability is considered strong, as indicated by a loading factor greater than 0.70 and an average variance extracted exceeding 0.50, as shown in Table 6.

Table 6. Results of Construct Reliability

Variable	Average variance extracted (AVE)	Description
Work Engagement	0.584	Valid
Intrinsic Motivation	0.654	Valid
Job Satisfaction	0.623	Valid
Work Productivity	0.668	Valid

Note: AVE=Average Variance Extracted.

The analysis confirms that all the variables meet the reliability criteria. This is demonstrated

by average variance extracted (AVE) values exceeding 0.50, ensuring the validity and reliability of the measurement model.

validity and reliability of the measurement model.

Goodness-of-Fit

Table 7. Goodness of Fit Results

Parameter	Estimated model	Description
SRMR	0.145	Not Fit
d_ULS	6,278	Fit
d_G	4,458	Fit
Chi-square	1041.961	Not Fit
NFI	0.463	Not Fit

Table 7 shows that Chi-square has an estimated value of $1041.961 \geq 406.5$, so the model is considered not fit. Several other indicators such as d_ULS and d_G can be declared fit, and one of the NFI indicators is not fit with a value of 0.463.

Hypothesis Testing

Only the results of valid and reliable instrument tests are used in hypothesis

testing. The results of hypothesis testing from this study show that all hypotheses are accepted, except for the hypothesis regarding work involvement on work productivity, as shown in

Table 8. Hypothesis Testing

Hypothesis	Original sample (O)	T statistics ((O/STDEV)	P values	Description
Work Engagement -> Work Productivity	0.082	0.940	0.174	Rejected
Intrinsic Motivation -> Work Productivity	0.400	2.331	0.01	Accepted
Job Satisfaction -> Work Productivity	0.395	1.978	0.024	Accepted

Discussion

- a. **The Effect of Work Engagement on Work Productivity**
 Based on the hypothesis test results in Table 8, H1 shows an original sample value of 0.082 with a T-statistic of 0.940 and a p-value of 0.174 (>0.05), indicating that work engagement has a positive but insignificant effect on work productivity. These results indicate that increased work engagement tends to be followed by increased productivity, but the effect is not yet statistically strong. This study's findings contradict [32] and [10] who stated a positive and significant effect. This difference is supported by descriptive analysis, where the statement "I am enthusiastic about what I do" has the lowest value, indicating that work engagement is not optimal and is still influenced by other factors.
- b. **The Effect of Intrinsic Motivation on Work Productivity**
 Based on the hypothesis test results in Table 8, H2 shows an original sample value of 0.400 with a T-statistic of 2.331 and a p-value of 0.010 (<0.05), thus intrinsic motivation has a positive and significant effect on work productivity. This indicates that intrinsic motivation is an important factor that drives individual enthusiasm, responsibility, and work achievement, thereby increasing productivity. The results of this study are in line with research by [33], [12], [34], and [35] which stated that intrinsic motivation has a positive and significant effect on work productivity.
- c. **The Influence of Job Satisfaction on Work Productivity**
 Based on the hypothesis test results in Table 8, H3 shows an original sample value of 0.395 with a t-statistic of 1.978 and a p-value of 0.024 (<0.05), indicating that job satisfaction has a positive and significant effect on work productivity. This indicates that the higher the level of employee job

satisfaction, the higher the resulting work productivity. These results align with research by [36], [13], and [37], which found that job satisfaction has a positive and significant effect on work productivity.

Conclusion

Suggestions for CV Jodion Unggul Perkasa, to improve work productivity, CV Jodion Unggul Perkasa needs to increase work enthusiasm through clear goals, opportunities for self-development, and a supportive work environment. The company also needs to provide training, clear work guidelines, and supportive supervision to ensure employees are able to perform according to established standards. Furthermore, a transparent payroll system, along with regular performance evaluations and feedback, are needed to improve employee satisfaction, motivation, and productivity. For future researchers, it is recommended to add other variables such as leadership style, organizational climate, workload, or organizational commitment to examine the relationship between work engagement and work productivity. Future research could also employ different research approaches to gain a deeper understanding of employee working conditions. Furthermore, research in different companies or industrial sectors is needed to broaden the generalizability of the research results.

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