

Job Engagement, Organizational Citizenship Behavior, And Performance: The Moderating Role Of Job Satisfaction

Rizky Fitriani Rustam^{1*}

¹Management Science Doctoral Program, Halu Oleo University, Kampus Hijau Bumi Tridharma, Anduonohu, Kec. Kambu, Kota Kendari, Sulawesi Tenggara
rizkyfitrianiirustam@gmail.com

Abstract

This study aims to analyze the determinants of employee performance by examining the influence of employee engagement and job satisfaction and evaluating the role of organizational citizenship behavior or OCB as an intervening variable and job satisfaction as a moderator. Using a quantitative approach with Structural Equation Modeling analysis techniques based on Partial Least Squares or SEM PLS, this study involved 120 Puskesmas employees in the Bombana Regency area as respondents selected through a structured survey technique. The results of statistical analysis provide empirical evidence that employee engagement has a positive and significant impact on performance and is the main predictor for the formation of OCB. In contrast, partial job satisfaction was shown to have no significant direct effect on performance, but important findings from the interaction test suggest that this variable functions effectively as a moderator in the relationship between OCB and performance. This indicates that job satisfaction will only have a real impact on improving work results if synergized with high organizational citizenship behavior. The conclusion of this study emphasizes that extra-role behavior or OCB is a vital key in the mechanism of improving health service performance which can be strengthened through the creation of employee job satisfaction.

Keywords: Employee Performance, Employee Engagement, Organizational Citizenship Behavior, Job Satisfaction

Abstrak

Penelitian ini bertujuan untuk menganalisis determinan kinerja karyawan dengan meneliti pengaruh keterlibatan karyawan dan kepuasan kerja serta mengevaluasi peran perilaku kewarganegaraan organisasi atau OCB sebagai variabel intervening dan kepuasan kerja sebagai moderator. Menggunakan pendekatan kuantitatif dengan teknik analisis Structural Equation Modeling berbasis Partial Least Squares atau SEM PLS, penelitian ini melibatkan 120 karyawan Puskesmas di wilayah Kabupaten Bombana sebagai responden yang dipilih melalui teknik survei terstruktur. Hasil analisis statistik memberikan bukti empiris bahwa keterlibatan karyawan memiliki dampak positif dan signifikan terhadap kinerja dan merupakan prediktor utama pembentukan OCB. Sebaliknya, kepuasan kerja parsial terbukti tidak memiliki pengaruh langsung yang signifikan terhadap kinerja, tetapi temuan penting dari uji interaksi menunjukkan bahwa variabel ini berfungsi efektif sebagai moderator dalam hubungan antara OCB dan kinerja. Hal ini menunjukkan bahwa kepuasan kerja hanya akan memiliki dampak nyata pada peningkatan hasil kerja jika disinergikan dengan perilaku kewarganegaraan organisasi yang tinggi. Kesimpulan dari penelitian ini menekankan bahwa perilaku ekstra-peran atau OCB merupakan kunci penting dalam mekanisme peningkatan kinerja pelayanan kesehatan yang dapat diperkuat melalui terciptanya kepuasan kerja karyawan.

Kata kunci: Kinerja Karyawan, Keterlibatan Karyawan, Perilaku Kewarganegaraan Organisasi, Kepuasan Kerja

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✉Corresponding author: Rizky Fitriani Rustam

Email Address: rizkyfitrianiirustam@gmail.com (Kampus Hijau Bumi Tridharma, Sulawesi Tenggara)

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INTRODUCTION

Public services demand high efficiency and effectiveness, improving the performance of health sector organizations is a top priority, especially in primary service facilities such as health centers. Human resources are a crucial component in ensuring the success of health services, and one of the important aspects that affects employee performance is employee engagement. Employee engagement

reflects an employee's emotional commitment to the organization and its goals, which has been shown to have a significant impact on productivity, work quality, and loyalty (Saks, 2006; Bakker & Bal, 2010). In the public sector, including Puskesmas, engagement is not only an indicator of productivity, but also directly related to the quality of service to the community.

In addition, Organizational Citizenship Behavior (OCB) also has a central role in supporting organizational effectiveness. OCB is voluntary behavior outside of formal duties that supports a healthy and productive work climate. Research shows that high employee engagement encourages the emergence of OCB among employees, which ultimately has a positive impact on organizational performance (Nuryanto & Pratiwi, 2024; Fitriani & Wulandari, 2021; Jung & Yoon, 2020). Therefore, in the context of Puskesmas that face high service challenges and workloads, it is important to comprehensively understand the relationship between employee engagement, OCB, and employee performance.

Employee Engagement has been identified as one of the main predictors of organizational performance. Saks (2006) states that work engagement is strongly correlated with individual performance, organizational commitment, and employee retention. This is reinforced by the research of Bakker and Bal (2010) who showed that weekly engagement in work is related to improved performance in both the short and long term. Research by Iraqi (2024) also confirms that engagement has a significant influence on performance in educational institutions, with training as a mechanism to increase engagement. In the public service sector such as Puskesmas, employee involvement not only contributes to productivity, but also to the quality of interaction with patients, which greatly determines community satisfaction.

Employee involvement has also been proven to increase Organizational Citizenship Behavior (OCB). Nuryanto & Pratiwi (2024) and Fitriani & Wulandari (2021) show that engagement contributes to the improvement of OCB behavior which includes assistance to colleagues, personal responsibility, and loyalty to the organization. Panigrahi et al. (2023) mentioned that engagement can even be a mediator that strengthens the relationship between OCB and job satisfaction. Thus, employee engagement not only has a direct impact on performance, but also creates a conducive work environment through the improvement of extra-roller behaviors that strengthen the cohesion and effectiveness of the work team. In the context of service organizations such as health centers, this behavior is very important to maintain the continuity and quality of services.

Most of the research on employee engagement and OCB has focused on the private sector and industry, so there is still limited research that examines the context of the public sector, especially in primary health facilities such as health centers. In addition, there are variations in research results regarding the influence of employee engagement on employee performance, where in some studies this relationship is not significant without considering other variables such as job satisfaction. For example, research by Reissová & Papay (2021) and Imron & Indiyati (2023) shows that job satisfaction is a crucial factor in strengthening or weakening the influence of engagement on performance. Therefore,

there are still theoretical and empirical gaps that need to be filled to understand the dynamics of the relationship between these variables in the context of the public sector.

In addition, there have not been many studies that explicitly test the role of Job Satisfaction as a moderation variable in the relationship between employee engagement and employee performance. Although it has been discussed that engagement has a positive impact on OCB and performance (Maulana, 2022; Pratama & Riana, 2024), the role of job satisfaction in strengthening these relationships has not been empirically revealed in the context of health services in the region. Previous research has mostly used a linear or direct approach between engagement and performance without considering the interaction effect of job satisfaction as a psychological factor that can strengthen employee commitment and performance. Therefore, it is important to examine how job satisfaction strengthens or weakens the effect of employee involvement on performance in the context of Puskesmas.

This study adopts a relationship model approach where employee engagement affects organizational citizenship behavior (OCB), which in turn has an impact on improving employee performance. In addition, job satisfaction plays a role as a moderation variable in the relationship between employee engagement and performance. This model is based on the Job Demands-Resources (JD-R) Model and Social Exchange Theory (SET) framework, which explains that employee engagement is formed from a combination of the availability of work resources and the perception of fairness and organizational support. A high level of engagement encourages employees to display OCB behavior, which in turn contributes positively to employee performance (Morse et al., 2011; Panigrahi et al., 2023). In this case, OCB functions as a psychological and behavioral mechanism that directs employees' internal motivation into concrete actions that support the achievement of optimal performance.

On the other hand, considering job satisfaction as a moderation variable, this model proposes that job satisfaction can strengthen the relationship between engagement and performance. The results of research by Harter et al. (2002) and Nwachukwu et al. (2022) show that employees who are satisfied with their jobs are more likely to channel their engagement into productive and effective behaviors. When employees feel valued, have opportunities to grow, and have a supportive work environment, the engagement they feel will have a greater impact on performance achievement. By incorporating job satisfaction into the model, this study tries to provide a more holistic understanding of the dynamics of the relationship between the psychological aspects of employees and work results in the Puskesmas environment.

This study was conducted at a number of health centers in Bombana Regency, Southeast Sulawesi, which are basic health service units in the region. As the spearhead of the national health system, Puskesmas in Bombana Regency have a strategic role in improving the degree of public health, especially in areas with limited access to advanced health services. However, several reports from regional agencies and local media indicate that there are challenges in service quality, such as service delays, low patient satisfaction, and inconsistent employee performance. In this context, it is important

to explore psychological and behavioral factors that can affect employee performance, especially engagement, OCB, and job satisfaction that have direct implications for the quality of public services.

The purpose of this study is to analyze the influence of employee engagement on the performance of Puskesmas employees in Bombana Regency, both directly and through the mediation of organizational citizenship behavior, and to test the role of job satisfaction moderation in these relationships. Using quantitative approaches and structural models, this research will make an empirical contribution to the development of theories of work engagement, extra-role behavior, and employee performance in the context of the public sector, particularly in the field of basic health services. The practical contribution of this study is expected to provide a basis for policy makers within the local government and Puskesmas management in formulating policies to improve the quality of human resources. Through a deeper understanding of the relationship between engagement, OCB, job satisfaction, and performance, training strategies, HR management, and job satisfaction improvement programs can be designed more effectively.

METHODS

This study applies a quantitative approach that is systematically designed to test the empirical relationship between variables in the research model which includes employee engagement, organizational citizenship behavior or OCB job satisfaction and performance. The object of the research was focused on Puskesmas employees in the Bombana Regency area by involving a total sample of 120 respondents who provided data through filling out a closed questionnaire instrument. Respondents' perception measurements were carried out using a five-point Likert scale with a score range ranging from 1 for strongly disagree to 5 for strongly agree adopted from theoretical indicator indicators that have been tested for validity in previous literature. For the purpose of data analysis, this study relies on the Structural Equation Modeling method based on Partial Least Squares or SEM PLS which is processed using SmartPLS software. The selection of this technique was judged to be the most appropriate because of its ability to map complex causal relationships as well as its reliability in accommodating the testing of job satisfaction moderation effects in the model structure even with a limited sample count. The analysis process is carried out through a series of strict stages ranging from the evaluation of the measurement model or outer model to ensure the validity and reliability of the indicator to the testing of the structural model or inner model to prove the significance of the direct influence and the moderation mechanism between variables which is the main focus of this research.

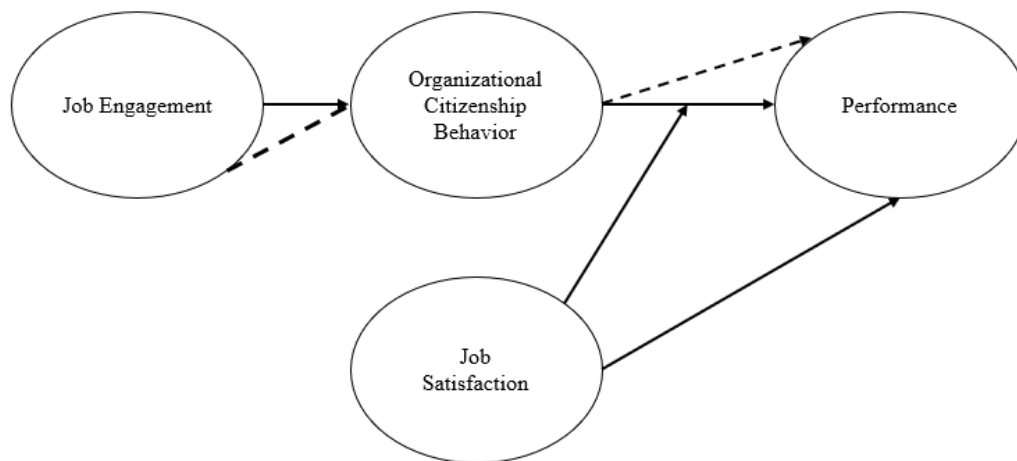


Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

Results

Table 1: Characteristics of participants provides a profile of the sample respondents totaling 120 individuals categorized by highest education level, gender and age range. Based on their highest education level, 30 individuals (25.00%) have a diploma education, 75 individuals (62.50%) hold a bachelor degree, and 15 individuals (12.50%) have a master degree. By gender there are 45 men (37.50%) and 75 women (62.50%). Regarding age, 24 individuals (20.00%) are under 30 years old, 60 individuals (50.00%) are between 30 and 40 years old, 24 individuals (20.00%) are between 41 and 50 years old, and 12 individuals (10.00%) are over 50 years old. This profile provides a demographic overview of the 120 health center employees who were part of this study or survey sample.

Table 1. Assessment of PLS-SEM

Variables	Items	Loading	Cronbach's alpha	Composite Reliability	Average variance extracted
Job Satisfaction	M_1	0,921	0,946	0,956	0,821
	M_2	0,897			
	M_3	0,923			
	M_4	0,875			
	M_5	0,913			
Job Engagement	X_1	0,939	0,949	0,950	0,868
	X_2	0,940			
	X_4	0,937			
	X_5	0,912			
	Y_1	0,940			
Performance	Y_3	0,915	0,953	0,954	0,877
	Y_4	0,944			
	Y_5	0,947			
Organizational Citizenship Behavior	Z_1	0,913	0,966	0,967	0,882
	Z_2	0,941			
	Z_3	0,956			
	Z_4	0,933			

Z_5 0,952

Based on the results of the evaluation of the measurement model or outer model comprehensively summarized in Table 1, it can be seen that all research instruments show very special psychometric qualities and meet strict standards of validity and reliability in the analysis of PLS SEM. The convergent validity indicator reviewed through the loading factor value shows that each statement item that measures the variables Job Satisfaction, Job Engagement, Engagement, Performance and Organizational Citizenship Behavior has a very high and significant value, which moves in the range of 0.875 to 0.956, which is far beyond the minimum threshold of 0.70, thus proving that the indicator indicator is able to reflect its latent construct very well accurate. The validity of this construction is further strengthened by the acquisition of Average Variance Extracted or AVE values on all variables that are consistently above 0.80 with the lowest value in Job Satisfaction of 0.821 and the highest in Organizational Citizenship Behavior of 0.882 which indicates that each variable is able to explain more than 80 percent of the variance of its forming indicators. On the other hand, the reliability test also showed a very solid level of internal consistency where the Cronbach's Alpha and Composite Reliability values for the four variables were in the superior range between 0.946 to 0.967 which means that it is very far above the recommended limit so that it can be concluded that this measuring tool has a high level of stability and reliability to proceed to the structural hypothesis testing stage.

Table 2. Discriminant Validity

	1	2	3	4
Job Satisfaction	0,906			
Job Engagement	0,379	0,932		
Performance	0,343	0,741	0,937	
Organizational Citizenship Behavior	0,422	0,784	0,814	0,939

The discriminatory validity test shown in detail in Table 2 was carried out by applying the Fornell Larcker criteria to verify that each latent construct in the research model has a statistically clear distinction or difference compared to other constructs. Based on the results of the analysis, it can be seen that a very consistent data pattern is seen where the square root value of the Average Variance Extracted or AVE printed in bold on the diagonal line has a magnitude that is always higher than the correlation value between variables that are at the bottom or off diagonal. As a tangible illustration, the root value of AVE for the Performance variable was recorded at 0.937 which proved to be far beyond the highest correlation value with other variables, namely Organizational Citizenship Behavior of 0.814, Job Engagement of 0.741 and Job Satisfaction of 0.343. Similar consistency was also found in the Organizational Citizenship Behavior variable with a root value of AVE of 0.939 which was more dominant than the correlation with Job Satisfaction of 0.422 and Job Engagement of 0.784. This condition confirms that the instrument used has met the excellent standards of discriminant validity so that it can be concluded that each variable really measures a unique phenomenon and that there is no problem of multicollinearity that can be biased in this structural model.

Table 3. R-square

	R-square
Performance	0,705
Organizational Citizenship Behavior	0,615

The evaluation of the predictive power of the structural model shown through the value of the determination coefficient or R Square in Table 3 provides empirical evidence that the constructed model has a very strong explanatory ability in explaining the variability of endogenous variables. The R Square value for the Performance variable was recorded at 0.705 which indicates that 70.5 percent of the variation in the performance of Puskesmas employees in Bombana Regency was able to be explained effectively by a combination of independent variables in the model while the remaining 29.5 percent was influenced by other factors outside the scope of this study. Furthermore, the R Square value for the Organizational Citizenship Behavior variable was obtained as 0.615 which is included in the moderate to strong category where the number means that 61.5 percent of the formation of organizational citizenship behavior can be explained by the construction of the relationship between the proposed variables. Overall, the high elevation of these two values confirms that the research structural model has high predictive relevance and is very feasible to analyze the determinants of performance and extra behavior of employee roles in the health institution environment.

Table 4. Path Coefficient and Hypotheses Testing

	Original sample	P values
Job Satisfaction -> Performance	0,053	0,327
Job Engagement -> Performance	0,247	0,034
Job Engagement -> Organizational Citizenship Behavior	0,784	0,000
Organizational Citizenship Behavior -> Performance	0,558	0,000
Job Satisfaction x Organizational Citizenship Behavior -> Performance	0,119	0,021

The results of statistical analysis on the direct influence path show interesting dynamics regarding the performance determinants of Puskesmas employees where work attachment is proven to be more influential than job satisfaction alone. The Job Engagement variable was proven to have a positive and significant influence on Performance ($\beta = 0.247$, $p = 0.034$) which indicates that employees' emotional attachment and dedication to their duties are able to encourage a real improvement in work results. On the other hand, a quite surprising finding was seen in the Job Satisfaction variable which statistically showed a non-significant effect on Performance ($\beta = 0.053$, $p = 0.327$). This implies that the feeling of satisfaction alone without being followed by concrete productive behavior is not strong enough to drive employee performance directly in this research model.

Evaluation of structural pathways involving organizational civic behavior variables shows a very strong and dominant causal relationship that confirms the vital position of these variables. The test results prove that Job Engagement has a very large and significant influence on Organizational Citizenship Behavior ($\beta = 0.784$, $p = 0.000$) which means that employees who feel tied to their work

have a high tendency to perform extra-role or voluntary behavior for the good of the organization. Furthermore, Organizational Citizenship Behavior itself has been shown to have a very significant impact on Performance ($\beta = 0.558$, $p = 0.000$). These findings confirm that employee voluntary behaviour outside of formal job descriptions is the most vital predictor that contributes directly to the optimisation of healthcare performance in Bombana.

The findings regarding the effect of interaction or moderation are important added value in this study because they have succeeded in proving that synergy between variables is able to change the map of the significance of influence on performance. The interaction variable Job Satisfaction x Organizational Citizenship Behavior was shown to have a positive and significant influence on Performance ($\beta = 0.119$, $p = 0.021$). These results statistically confirm that job satisfaction plays an effective moderator in the model. The implication is that although job satisfaction does not directly have a significant effect, when the satisfaction interacts with high organizational civic behavior, the impact on performance becomes stronger and more real than if the two variables work separately.

Discussion

The results of the study show that employee engagement has a positive and significant influence on organizational citizenship behavior (OCB). These findings support the view that when employees feel emotionally, cognitively, and physically engaged in their work, they are more likely to exhibit extra-role behaviors that support the creation of a productive work environment. This is in line with the results of studies by Nuryanto & Pratiwi (2024) and Fitriani & Wulandari (2021) which emphasized that employee involvement plays an important role in encouraging the emergence of OCB in various organizational sectors, including the public service sector. In the context of Puskesmas, behaviors such as helping colleagues, caring for the organization, and maintaining work ethics are very important to support the effectiveness of services to the community.

Furthermore, the results of the analysis also show that employee engagement has a positive and significant effect on employee performance. These findings reinforce the theory that employees who have a high level of engagement tend to be more productive, perform well, and have high job satisfaction (Saks, 2006; Bakker & Bal, 2010). In the context of Puskesmas in Bombana Regency, employee involvement is the key to improving the quality of basic health services. A high level of engagement can motivate employees to work optimally, maintain healthy interpersonal relationships, and show commitment to achieving organizational targets.

Furthermore, the results of the study also revealed that OCB has a positive and significant influence on employee performance. This supports previous findings by Maligalig & Ching (2024) and Amalia et al. (2021), which stated that OCB behaviors such as loyalty, personal responsibility, and volunteerism in helping colleagues contribute directly to improved individual and organizational performance. In public services such as health centers, OCB functions as a bridge that strengthens teamwork, reduces conflicts, and improves service efficiency. Thus, forming a work culture that supports OCB is an important strategy to create responsive and quality health services.

In addition, the study also found that job satisfaction significantly moderated the relationship between employee engagement and performance. This means that the level of job satisfaction can strengthen the influence of employee involvement on their performance. When employees are satisfied with their working conditions, reward system, and relationships with their superiors and colleagues, their involvement will be more optimal in driving performance achievement. These findings are in line with the results of studies by Reissová & Papay (2021) and Nwachukwu et al. (2022), which emphasize that job satisfaction strengthens the relationship between internal motivation and the achievement of maximum work results. In the context of Puskesmas, ensuring job satisfaction is an important step to optimize the potential for employee involvement in supporting the achievement of service targets. Overall, the results of this study support the proposed conceptual model, where employee engagement not only has a direct impact on performance, but also indirectly through OCB, and is strengthened by job satisfaction. Thus, this research makes an important contribution to the development of theory in the field of public sector human resource management and provides practical implications for Puskesmas managers to increase employee involvement, satisfaction, and positive behavior to achieve optimal service performance.

CONCLUSION

Based on the results of data analysis, it can be concluded that employee engagement has a significant effect on employee performance, both directly and indirectly through organizational citizenship behavior (OCB). In addition, OCB has also been shown to play a significant role in improving performance, showing that extra-roller behavior is an important element in employee work effectiveness. The study also found that job satisfaction significantly moderated the relationship between employee engagement and performance, meaning that job satisfaction amplified the impact of employee engagement on their work outcomes. These findings confirm the importance of managing psychological and organizational behavioral aspects in improving service quality, especially in Puskesmas as the forefront of the public health system. The practical implications of this study show that the leaders of the Puskesmas and related agencies need to prioritize programs to increase engagement and job satisfaction, for example through training, strengthening communication, and giving fair awards. This will encourage stronger OCB behavior and ultimately improve health service performance. Theoretically, this study enriches the literature on public sector human resource management with an integrative model that links engagement, OCB, job satisfaction, and performance. For further research, it is recommended to expand the scope of the study area or include other variables such as leadership, workload, or organizational culture in order to gain a more comprehensive understanding of the factors that affect employee performance in the context of public service.

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