The Mediating Effect of Work Engagement on the Relationship between Job Satisfaction and Performance

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Abstract – This study was conducted to determine the mediating effect of work engagement on the relationship between job satisfaction and performance. Descriptive-correlation quantitative non-experimental design was utilized to determine the relationship between job satisfaction and performance, job satisfaction and work engagement, and work engagement and performance. This study also used testing of mediation in which the connections of the three variables were exposed. The respondents of the study were 450 elementary school teachers of the selected schools in the Division of Davao del Sur. Only permanent teachers who have 10 years and above experience were included in this study. The schools included were 3 schools from Hagonoy, Davao del Sur; 3 in Padada, Davao del Sur; 3 schools from Sulop, Davao del Sur; 3 schools from Kiblawan, Davao del Sur and 3 schools from Malalag, Davao del Sur. Using a multiple path analysis, the results revealed that the level of job satisfaction was very high. Similarly, the level of performance was very high. Finally, the level of work engagement was very high. Moreover, a significant relationship between job satisfaction and work engagement. Similarly, there was a significant relationship between job satisfaction and performance. Likewise, a positive significant correlation was found between work engagement and performance. Finally, work engagement was found to partially mediate the relationship between job satisfaction and performance.

Keywords: job satisfaction, job performance, work engagement, mediating effect, Philippines

1 INTRODUCTION

Performance refers to the activities that employees participate in while at work. In the workplace, individual performance is essential. It refers to a person's ability to perform well at work. Job-specific task mastery, conduct related to core job activities, devotion to core tasks, and overall work behavior are essential performance determinants. However, stress, salary, work environment workload, and job satisfaction impact performance. A significant number of focused research have used econometric indicators to quantify success (Fogaça et al., 2019; Ramawickrama et al., 2017; Templer, 2018).

Moreover, performance determines whether or not a person does a good job. Human resource management includes a key factor for organizational results and success. The ability to attain goals is one of the most significant aspects of performance. Morale in the workplace improves when employees are doing their tasks well. On the other hand, Unmotivated personnel cannot complete tasks promptly, which might bring a company to its knees. Employees can see their progress by having their performance evaluated regularly. High-performing personnel is frequently motivated to go above and beyond their past efforts when rewarded (De Clercq et al., 2018; Tummers, 2017; Viswesvaran & Ones, 2017).

Studies show that higher job satisfaction is associated with higher earnings, and higher performance is linked to higher profits. Employees that are happy and comfortable in their jobs are considerably more likely to approach the tasks they must do with zeal and determination. What satisfies one individual may not gratify another. Some people prefer flexibility in their work schedules, while others need to be challenged throughout the day. Workplace engagement is a good, gratifying, affective-motivational state of work-related well-being that is optimal. Work engagement has gotten much attention in human resource development because of its structural relationship with performance (HRD). Performance is linked to higher job satisfaction, linked to higher profits. Employees who feel happy and content in their roles are much more likely to approach the tasks they need to carry out with enthusiasm and dedication. However, what satisfies one person might not benefit others. Some will value flexibility in their working patterns; others will need to feel challenged during their working day. Engagement in the workplace is ideally a positive, fulfilling, affective-motivational state of work-related well-being. Due to its structural relationship with performance, work engagement has received considerable attention in human resource development (HRD). Having highly engaged staff is one approach to keep people. Apart from that, job happiness and job engagement are inextricably linked, and job engagement leads to improved performance (Alessandri et al., 2017; Kim, 2017; Yongxing et al., 2017).

There are currently no researches on the relationship between and among work engagement, job satisfaction, and performance in the literature. This study has a sense of urgency to discover the association between job happiness and teacher performance mediated by work engagement. There is a sense of urgency in conducting this study to determine the relationship between job satisfaction and teachers' performance as judged by work engagement. The findings of this study will help address the gap in human resource management to design suitable policies for improving performance through work engagement that will lead to job satisfaction.

OBJECTIVES OF THE STUDY

The study aimed to determine the effect on performance given job satisfaction as mediated by work engagement. Further, the study intended:

1. To ascertain the level of job satisfaction in terms of the following:

      1.1 security (salary, benefits, rewards promotion, recognitions, promotions),

      1.2 work environment (policies, organizational structures, physical emotional),

      1.3 job responsibilities, and

      1.4 community attachments/linkages.

2. To assess the level of performance in terms of:

      2.1 stress,

      2.2 salary,

      2.3 work environment, and

      2.4 workload.

3. To describe the level of work engagement;

4. To determine the significant relationship between job satisfaction and performance; job satisfaction and work engagement; and work engagement and performance.

5. To determine mediating effect of work engagement on the relationship between job satisfaction and performance.

HYPOTHESIS

The following null hypotheses are tested at 0.05 level of significance:

1. There is no significant difference between job satisfaction and performance; job satisfaction and work engagement; and work engagement and performance

2. Work engagement has no mediating effect on the relationship between job satisfaction and performance.

REVIEW OF RELATED LITERATURE

This section presents various literature and studies from different authors, which have an important bearing on the study. The readers will understand the variables in this study through the readings presented. The variables of this study are job satisfaction, performance, and work engagement.

The first section is about Job satisfaction by Job Satisfaction Questionnaire, Romero and Bantigue (2015) with indicators of job satisfaction *are security (salary, benefits, rewards promotion, recognitions, promotions); work environment (policies, organizational structures, physical emotional); and community attachments/linkages.* Then, the next portion is about performance by Job Performance Questionnaire, Munisamy (2013) with *indicators as stress, salary; work environment;* and *workload.* Work engagement is followed by Work Engagement Scales, Garg, Dar, and Mishra (2017) with no

indicators. Finally, the last part is about the correlation between measures.

Job Satisfaction

Job satisfaction is the degree to which an employee feels self-motivated, content, and satisfied with their employment is referred to as job satisfaction. Employees are content when there is stability, career advancement, and a comfortable work-life balance. There is a high level of job satisfaction when the personnel is fully capacitated. Employees with high levels of job satisfaction are more productive, regardless of their job title or pay grade. Aside from that, happy and safe employees lead to a healthier bottom line (Adekanye, & Nduka, 2017; Chandrasekara, 2019; Kim, Ra, Park, & Kwon, 2017).

Moreover, job satisfaction is one of the most extensively studied aspects of human resource management. It refers to a person's favorable emotional condition due to their work experiences—employee satisfaction in remuneration, fringe benefits, professional development, and career prospects results. In reality, job happiness is an essential component of employee motivation. It is a critical factor in determining one's behavior in the workplace, particularly when it comes to the type of job. It also refers to the workplace's favorable atmosphere and providing this demand (Abou Hashish, 2017; Belwalkar et al., 2018; Clarke & Mahadi, 2017).

Furthermore, an organization's job happiness is critical. Every employee desires a stable career path and a healthy work-life balance. If employees are satisfied with their company and work, they will offer their all in return. Employees become more efficient and productive as a result. When it comes to employee happiness, some criteria count the most, such as how the company treats its employees if senior management can be trusted, how secure and clear their career routes are, and how fairly it pays them (AlAzzam et al., 2017; Chan, 2019; Gopinath, 2020).

Its significance can be seen from the standpoint of both employees and employers. Employment satisfaction is defined as earning an excellent gross wage, having job security, consistent career growth, receiving rewards and recognition, and having regular access to new opportunities. On the other hand, job satisfaction is a vital factor for employers to get the most out of their employees. A happy employee contributes more to the firm, reduces turnover, and aids in its growth (Ajala, 2017; Cansoy, 2019; Gopinath & Kalpana, 2020).

However, the extent to which work satisfaction assesses feelings about the job or knowledge varies. Indeed, it has good consequences such as increased employee productivity and loyalty. As a result, there is a better level of commitment,

more earnings for businesses, and improved staff retention. This is feasible provided the staff is content. Employees that are happy at work are eager to come to work and are willing to go above and beyond to help the firm achieve its objectives (Ashraf, 2019; Asrar-ul-Haq et al., 2018; Koon & Pun, 2018). Job happiness is also linked to an employee's psyche. A delighted employee is always eager to contribute more. On the other hand, an unhappy employee is sluggish, makes mistakes, and becomes a liability rather than a benefit to the organization. Job happiness is a two-way street. Employers who address their employees' needs will see improved performance and outcomes at work. Individuals must have a positive impression of the organization when they start working there; otherwise, they'll be looking for a new job in no time (Coyne et al., 2017; Dhamija et al., 2019; Gopinath et al., 2020).

Similarly, job satisfaction in terms of salary and working circumstances is one of the essential variables that allows a person to feel good about their job. Employees who have a good wage, incentives, bonuses, and healthcare benefits are more satisfied with their jobs than those who do not. Work-life balance has an impact on it. Everyone wishes to work in a pleasant environment. It permits them to spend more time with their loved ones. Employers make sure that employees spend meaningful time with their families while working (Dobrow Riza et al., 2018; Hoboubi et al., 2017; Judge et al., 2020).

On the other hand, job satisfaction refers to how individuals value and feel driven at work regarding respect and acknowledgment. Appreciation and inspiration are thought to be powerful motivators for improving job happiness. When an employee is praised for a job well done, it motivates them to work harder for the organization. Employees feel undervalued if their efforts go unnoticed. A disgruntled employee, on the other hand, voices her dissatisfaction. When a current employee speaks negatively about the company, the company's reputation suffers (Judge et al., 2017; Kjeldsen et al., 2018; Kökalan, 2019).

After all, job satisfaction is a happy or positive emotional state that arises from evaluating one's job or work experiences. It simply refers to whether or not a person is satisfied with their employment. Job satisfaction is about receiving a sufficient return on the services provided, not just liking the job. It's crucial to understand that job satisfaction is derived from gratitude for their work. People approach their work in this way as a psychological tendency. This is particularly true when efforts and services are highly compensated (Kong et al., 2020; Li et al., 2018; Martnez-Mart et al., 2017).

Nonetheless, job satisfaction is linked to job performance. In truth, enjoyment and performance are inextricably linked. Increased job satisfaction equates to high output. Regardless, one of the primary goals of any human resource worker is job satisfaction. A happy employee is more than just a loyal one. They are also an internal and external brand ambassador. Employee performance impacts the company's credibility (Li et al., 2018; Lu et al., 2017; Matthews et al., 2018).

In a similar vein, improving job satisfaction lowers absenteeism and the likelihood of turnover. Employee dedication is also required to achieve this. Highly dedicated personnel are also eager to go above and beyond for the firm. Thus, it is the company's responsibility to look after them to encourage pleasure. The link between satisfaction and efficiency isn't apparent at first, yet it's critical for ensuring efficacy and production. To put it another way, significant levels of job satisfaction can be attained through high levels of employee dedication (Crespi-Vallbona, & Mascarilla-Miro, 2018; Kim, 2019; Zardasht et al., 2020).

On the other hand, job satisfaction is one characteristic that influences overall effectiveness and efficiency. Employees enter an interactive phase when they participate in their work, including challenges, inspirations, and pride. Employee job satisfaction is boosted by this interaction method of work. Satisfaction is a subjective sensation of relief or enjoyment stated or labeled by the person experiencing it. However, another person cannot see it from the outside (Meng, & Berger, 2019; Nguyen, 2020; Pohl & Galletta, 2017).

To put it another way, regardless of hierarchical levels, job happiness is the most critical driver of work engagement and performance. This covers job satisfaction regarding income, co-workers, and bosses, among other things. Employees who are highly engaged have a higher level of job satisfaction than those who are disengaged, and they have a good attitude and behavior at work. Job satisfaction is a critical component of an employee's incentive to remain loyal to and employed with a company (Puni et al., 2018; Song et al., 2020; Yousef, 2017).

Furthermore, employment satisfaction can assist in alleviating others' fears and defend the organization in many forums. Employees that are happy with their jobs are more loyal to their employers. They go above and above to attain their objectives and take pride in their work. Employees with better jobs and more control over their responsibilities are more satisfied with their work. As a result, being loyal to and employed with a business is a vital aspect of an employee's life cycle and incentive. It is the most critical driver of employee engagement and must meet intrinsic and extrinsic

job satisfaction (Ren, & Chadee, 2017; Saifi & Shahzad, 2017; Silitonga et al., 2020).

As a result, a variety of factors influence job satisfaction. Age, education, talents, work experience, and other organizational systems are all factors. This encompasses aspects such as organizational climate, culture, working circumstances, policy and management, and, last but not least, personality. Employees that are happy at work are more loyal to the firm and its goals, especially if they have a good working environment. As a result, employees' work perceptions should align with the company's goals and objectives (Shen, & Tang, 2018; Smith et al., 2020; Tarcan et al., 2017).

Employees satisfied with their jobs are more driven and loyal to their employers. This can be accomplished through several activities that impact employee satisfaction. This could include sending or providing personnel to seminars and training for professional development. Employees who are well-capable believe that the company values them, which increases their contentment. It could be determined by the nature of the work or the level of supervision. An organization's leadership influences job happiness. Simply means how content an individual is with their job (Knapp et al., 2017; Srikrishna, 2017; Türkoğlu et al., 2017).

This is, however, easier said than done. Various factors influence job satisfaction, including compensation, incentives, and perks. Job satisfaction is, in fact, a complex psychological response to a person's work. These personal responses contain cognitive, emotive, and behavioral components, contributing to increased job satisfaction. Job satisfaction is thus influenced not just by the result but also by how an employee think, feels, and behaves (Jdrzejczak-Gas, J., & Wyrwa, 2020; Judge et al., 2020; Yuen et al., 2020). Job happiness might be one-dimensional as well. It consists of a single aspect of a job, such as pay or maternity leave, being evaluated. It determines how high the job holder regards those aspects of the job. The more this demand is addressed by management, the greater the employee's sense of value. While job satisfaction can contribute to affective job satisfaction, it can also refer to an individual's work experience. Job satisfaction refers to general well-being, workplace stress, workplace control, homework interface, and working circumstances. There are no two people who are the same. Some people find self-satisfaction in working under duress, but this isn't the case for everyone (Knapp et al., 2017; Srikrishna, 2017; Yousef, 2017).

On the other hand, job satisfaction is determined by the nature of the job and co-worker and boss relationships. The work environment has an impact on job satisfaction. Both healthy and unhealthy workplaces exist. Workplaces with a positive atmosphere in management and employee cooperation in reaching a shared objective are healthy. Unhealthy work environments, on the other hand, are self-serving. Each employee competes against the other (Alkhateri et al., 2018; Holmberg et al., 2018; Patil & Joshi, 2018).

In truth, a difference between what one desires in work and what one has in a job determines job happiness. Employees would be happier in a position with a high degree of autonomy than those with little or no freedom. The more autonomous it is, the more comfortable the employee is. As a result, work satisfaction is defined as an organization's capacity to meet its employees' demands. Allowing employees to be unsatisfied with their working conditions is wrong for a company. Employee appreciation fosters job satisfaction in this way (Alkhateri et al., 2019; Holmberg et al., 2018; Lambert et al., 2021).

When there is a stressful environment and isolated employees, on the other hand, job satisfaction suffers. Absenteeism, aggressive behavior toward co-workers, and early retirement are all symptoms of workplace dissatisfaction. It might also cause a psychological separation from the job. As a result, employee work satisfaction is critical for any firm. It is natural for employees to be satisfied or dissatisfied with their jobs. The organizations' primary goal should be to achieve this (Judge et al., 2017; Ketheeswaran, 2018; Maloni et al., 2017).

Job Security. Employees who have job security can visualize their future in the organization, feeling valued and satisfied in their current position. However, when an employee's job security is challenged, job satisfaction suffers. To put it another way, when a worker's future at a company is uncertain, he becomes dissatisfied, which leads to resentment and higher employee turnover. Furthermore, workers who lack job security are vulnerable because their future is uncertain. If they believe their employment is in jeopardy, they are more inclined to look for work at a more stable organization (Al-Ajlouny & Nawafleh, 2018; Judge et al., 2020; Pfister et al., 2020).

Suppose job security is a more valued workplace amenity when unemployment is more likely to continue, leading to a poorer job. In that case, worker job satisfaction may rise more with job security when job opportunities are rare than when job openings are many. Individuals with high job satisfaction are more likely to declare their jobs are secure, whereas workers with low job satisfaction are more likely to lose their employment in the future (Bernstrm et al., 2019; Falatah et al., 2021; Nieto, 2018).

Job security is something that most people seek in their careers. Employment security refers to the certainty that an individual will keep their job in the foreseeable future with minimum outside pressures. During a recession, job security is frequently poorer. Job security equates to financial security, which translates to less stress. A worried individual will be less productive at work and may have long-term consequences such as depression (Mohapatra et al., 2017; Newman et al., 2019; Wang et al., 2021).

Employees who commit to a long-term role to progress their careers will have more job security. Employees who make long-term career commitments have a better chance of attaining their goals than those who are always worried about losing their positions. When an employee becomes too secure, they may lose their desire to grow, detrimental to their productivity and efficiency. Poor performance, missing deadlines, and poor overall results can all arise from this (Dhuryana, & Hussain, 2018; Foster & Guttmann, 2018; Papadimitriou et al., 2017).

Work Environment. In terms of work environment, job satisfaction relates to how good a workspace is in its physical surroundings and organizational culture. This finding emphasizes the importance of a positive work environment maximizing worker satisfaction. As a result, a company must motivate its employees to work hard to achieve its goals and objectives, as a great work environment increases employee satisfaction and reduces turnover (Blake, & Collins, 2017; Bukhari et al., 2021; Budie et al., 2019).

Building a positive work environment, on the other hand, inspires and engages employees, resulting in higher job satisfaction. A good work atmosphere encourages employees to discuss ideas for the firm's success, which can help the company expand. A healthy work environment can also increase employee productivity while lowering the likelihood of frequent absenteeism and turnover. As a result, fostering a healthy work atmosphere is essential to the company's success (Aronsson et al., 2017; Gutkin et al., 2020; Pawirosumarto et al., 2017).

On the other hand, a pleasant work environment prioritizes corporate success and employee pleasure. Work-life balance, such as permitting remote work, general ideas among employees and management without fear of harsh criticism, and acceptable vacation and paid time off rules, is part of creating a happy work environment. Indeed, work environment factors significantly affect job satisfaction (Bechkoff, 2019; Johnson et al., 2020; Vukoti et al., 2019).

Finally, if a resilient workplace is a cooperative atmosphere, job satisfaction can be boosted. This entails a workplace that values the diversity of thought and opinion, provides honest and constructive feedback, provides mentoring opportunities, and is free of harassment. Employees devote such a large chunk of their life to their jobs. As a result, it is more crucial than ever that people work in a good environment. The essential aspect that leads to employee satisfaction in the work environment. As a result, having a favorable work environment that encourages individuals is the first step in achieving job happiness. Working in a motivating workplace necessitates going above and beyond the call of duty.

Job Responsibilities. A job description is a written declaration from a corporation that outlines the duties, responsibilities, needed credentials and reporting relationships for a specific position. It acts as the foundation for all actions made at work, whether hiring or performing a performance evaluation. Job duties inform employees about the expectations expected of them in their position. It also enables prospective employees to determine their job or status within the organization's hierarchy (Falola et a., 2018; Ferguson & Harrington, 2020; Pal et al., 2020).

Job duties, in reality, aid in the evaluation of an employee's performance and the establishment of training and development plans. According to a study, employees are unsatisfied when jobs are not adequately specified, or obligations do not follow present responsibilities. Similarly, the greater the likelihood that employees would not be allowed to advance, the more unsatisfied they will be (Ramhit, 2019; Stewart, 2019; Wang et al., 2018).
Furthermore, clearly defined work responsibilities help employees follow and complete obligations following the organization's standards. Furthermore, a written job description includes a list of commitments that a person should perform and what the firm expects from the employee. It should not be confused with a job specification, which specifies what criteria a person must meet and what the work requires, and which helps managers envision the scope of duties appropriate for the individual (Guha et al., 2018; Mason et al., 2020; Roussel et al., 2019).

Finally, job duties are the minimum tasks an employee is expected to complete. This means that an employee will be asked to execute tasks not part of their job description. On the other hand, employee tasks must be following the significant obligations expected of them and should not overlap to create job satisfaction. Employees will get disengaged and dissatisfied if they are unclear about their jobs and duties (Assaad et al., 2021; Peng et al., 2020; Renyut et al., 2017).

Community Linkage/Attachments. In terms of job satisfaction, community attachment refers to how employees have cognitive or affective attachments to one another and the

workplace. Teachers' job satisfaction in schools can be measured using monetary and nonmonetary incentives like community support. Friendship and cooperation with co-workers and students and respect from community members contributed to their teaching happiness. On the other hand, job unhappiness may lead to them looking for different ways to make money (Ahmad & Islam, 2019; Crowl, 2017; Nyamubi, 2017).

Furthermore, job satisfaction is linked to community attachment, an emotional connection between a person and their work area. Others have stressed the role of satisfaction on place attachment, while others have emphasized the antecedent of community connection. Although the two variables are connected, this research is limited by correlational approaches. The findings suggest that workplace attachment predicts job satisfaction, not the other way around (Belwark et al., 2017; Berlanda et al., 2019; Scrima et al., 2019).

The results of a correlational study that looked into the relationship between community attachment and job happiness among middle school teachers in an urban school district revealed that community attachment predicts job satisfaction. This is because it aids in the development of an understanding of how community attachment or links are related to work satisfaction and provides insight into middle school urban learning contexts (Banerjee et al., 2017; Türkolu et al., 2017; Wang et al., 2018).

Based on how people feel about their jobs, there are fundamentally two categories of job satisfaction. The first is overall job satisfaction, which relates to employees' general feelings about their jobs, such as like and love it. The second type of job satisfaction is job facet satisfaction, which refers to feelings about specific job elements like compensation, perks, work hierarchy, growth prospects, work environment, and the quality of relationships with co-workers. According to the literature, job satisfaction is influenced by job-related feelings and specific job features. As a result, management must foster employee job satisfaction to perform better in their work.

Job Performance

Performance refers to all of an employee's attributes while at work is referred to as "at work." In the workplace, individual performance is an important metric to consider. It refers to a person's ability to perform well at work. Performance is influenced by job-specific task proficiency, conduct, level of dedication, and general work behavior. Good job performance is required of an employee. Motivation has a role in this (Hunter, 2017; Loan, 2020; Viswesvaran & Ones, 2017).

Furthermore, performance evaluates whether or not a person does a good job. It's a crucial criterion for determining organizational effectiveness and outcomes. It's an essential aspect of management and human resource management's organizational psychology. Individual action can favor their performance, influence planning processes, and optimize effectiveness in any business when economic indicators are used to measure performance (De Clercq et al., 2018; Manzoor et al., 2019; Zivnuska et al., 2019).

Perhaps the organization's performance is based on its behavioral or goal-oriented features. The individual's behavior in the workplace is referred to as the behavioral aspect. The consequence or result of individual conduct is the result-goal aspect. Positive or charming attitudes help make the workplace a pleasant place to work—employees who perform well complete tasks correctly the first time. People's morale rises when they execute their jobs well, which leads to improved performance (Peiró et al., 2020; Swalhi et al., 2017; Swanson et al., 2020).

Moreover, performance is influenced by factors other than an individual's actions. Only behaviors that are relevant to organizational goals are typically deemed performance. Performance is also influenced by other factors such as job happiness and work engagement. To improve exceptional performance, employee goals and objectives must be congruent with the organization. The majority of businesses are focused on enhancing individual performance based on an understanding of their challenges (Dinc, 2017; Dyrbye et al., 2019; Frieder et al., 2018).

Furthermore, performance is the deliberate act of producing high-quality outputs due to a conscious goal or prior desire. Job happiness and a favorable work environment are examples of this motivation. A comfortable working atmosphere boosts productivity. Several elements influence it, including organizational features, work environment, and worker characteristics of various types. Effective performance is defined as getting the required result by correctly utilizing the organization's mechanisms to complete the assignment (Chamberlin et al., 2018; De Clercq et al., 2019; Salgado et al., 2019).

Performance in the workplace is highlighted as a multi-dimensional subject. Personal motivation and demographic factors such as age, sex, and educational credentials are individual factors. On the other hand, performance is based on workers' unique ability to adapt to continuously changing jobs. There are four aspects of performance. Task execution, contextual performance, counterproductive work behavior, and adaptable performance are examples of this (Jyoti, & Kour, 2017; Kim et al., 2018; Lee et al., 2019).

The achievement of organizational goals desired for the office's execution is closely tied to performance. Furthermore, individual performance refers to a person's activities to achieve corporate goals. Individual performance differs from that of a group or an organization. Each employee's output is their performance. On the other hand, group performance relates to the organization's overall productivity (Pandey, 2019; Tisu et al., 2020; Wu et al., 2019). In reality, performance studies show that individual performance impacts overall performance. This signifies that the level of performance is higher than a person's level. Job happiness and work engagement affect group performance, allowing the organization to boost production and productivity. However, it's not always evident which behaviors are crucial to good performance. One thing is sure: periodic assessments can assist enhance performance (Johari et al., 2018; Ramawickrama et al., 2017; Shaju & Subhashini, 2017).

In a similar vein, performance theory has three determinants: declarative knowledge, procedural knowledge, and competence. The learner's skill level determines their performance. In most cases, performance refers to people's general attitude toward their jobs. Employee satisfaction can be influenced by income, employment itself, promotion chances, supervisor support, and co-worker relationships. Performance is essentially the result of a set of behaviors from an employee's perspective (Aqqad et al., 2019; Haider et al., 2019; Kim et al., 2018).

Performance is related to how well an employee meets the job description's requirements. An effective performance is defined by the quality and amount of work completed by the employee, the accuracy and speed with which the job is completed, and the overall effectiveness of the individual on the job. The many duties completed daily all contribute to overall performance. Outcomes are the most critical aspects of a supervisor's performance appraisal (Hendri, 2019; Manzoor et al., 2019; Zhang, 2017).

Performance influences whether a person is promoted, granted salary raises, given extra duties, or fired from a job in many firms. As a result, the majority of companies monitor and measure employee performance. There is a slight positive association between job happiness and performance. On the other hand, most respondents stated that contented or happy employees are more productive at work. Happy and satisfied employees are more effective and likely to perform better (Al-Malki, & Juan, 2018; Elbaz & Haddoud, 2017; Sungu et al., 2019).

Furthermore, an employee's educational background has an impact on their performance. Employees' self-efficacy, competitiveness, and effort, in particular, were proven to have a considerable favorable impact on performance. Employees who serve as the company's front line must be well-versed. As a result, the educational background impacts company success and trustworthiness. During a review, key performance indicators directly relevant to your specific job activities will be assessed; however, this area will vary depending on your role and responsibilities (Dalal et al., 2020; Sykes & Venkatesh, 2017; Tran et al., 2018).

Furthermore, performance is defined as the use of skills and competence to execute responsibilities or tasks. To put it another way, how an individual acts in terms of efficiency and performance, resulting in organizational goals. Furthermore, performance refers to an individual's conscious execution of an action led by its outcome. In comparison to the employee's personality, the product is quite crucial. The evaluation is based on the work, not just the performance (Deng et al., 2019; King & Haar, 2017; Lado & Alonso, 2017).

Employee unhappiness with their work scope also has an impact on performance. A disgruntled employee is more likely to perform poorly at work, indirectly impacting the organization's production. Employers must guarantee that employees are happy with their jobs to ensure that they perform well. Employee attitudes directly affect the organization's performance and, in turn, its stability. Pleased employees are more likely to perform at their best. Unhappy and dissatisfied employees are unwilling to give their all (Koo et al., 2020; Lai et al., 2020; Song et al., 2020).

Individual, occupational, and familial pressures can harm performance. Individuals, jobs, organizations, and social groups are all considered resources. However, other factors influence employee success at work. These characteristics are managerial attitude, organizational culture, personal difficulties, job content, and financial rewards. Except for personal concerns that impede employees' performance, all of these elements positively impact performance (Downes et al., 2020; Kundu et al., 2020; Peng et al., 2020).

In essence, performance refers to the quantity, nature, and idealness of the yield and the proficiency and viability of the work completed. Employee performance is evaluated twice a year in most firms during performance reviews. It is concerned with when a task is completed, how it is completed, and what has been completed. This includes analyzing, researching, and evaluating the representative's work conduct and results about the organization's objectives and targets. Performance, in other words (Carter et al., 2018; Fogaça et al., 2018; Fogaca, 2021).

Stress. According to Jalagat (2017), excessive stress harms performance due to management pressure to raise productivity. Workplace stress affects performance in one

way or another. Workplace stress is one of the primary causes of low productivity. Stress is a common occurrence in the workplace, and it manifests itself in various ways. It has been discovered that there is a link between stress and performance. Employee performance and efficiency are considered to be influenced by stress. As a result, stress has become a pressing issue that businesses must address for employees to execute their jobs efficiently and effectively.

Indeed, stress can contribute to a person's life being out of balance, leading to depression and issues including workplace conflict, role conflict, role ambiguity, and workload. As a result, coping with stress has become a vital aspect of organizational strategy. Various programs on how to deal with stressful situations and conditions have been implemented, even if many people are still unaware of the influence of stress on individual and organizational well-being (Banerjee, & Mehta, 2016; Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019; Vijayan, M. 2017).

Furthermore, work-related stress might come from a variety of places. It could be a demanding supervisor, obnoxious co-workers, defiant students, enraged clients, dangerous working conditions, long commutes, or an endless workload. Stressors such as family connections, finances, and a lack of sleep caused by thoughts and anxieties about the future also impact performance. It is simpler to modify the circumstance or change your attitude toward it, depending on how one handles the impacts of stress (Livingstone, 2020; Shatté et al., 2017; Wang et al., 2020).

Stress has a good side in that it can boost your adrenaline and encourage you to complete activities more rapidly in reaction to approaching deadlines. An overburdening workload, a lack of peer support, and too many demands all at once add to a feeling of dissatisfaction and worry that there isn't enough time to finish the work. The stress of not being able to manage time well, on the other hand, can create employee dislike of the organization and harm their commitment and loyalty (Engelen et al., 2020; Garg & Saxena, 2020; Jamieson et al., 2018).

Salary. It is an excellent tool for improving organizational effectiveness and positively impacting employee behavior and productivity. In reality, a higher compensation correlates with improved performance. A high-paid employee is more driven to accomplish an excellent job. Salary provides a sense of stability, allowing one to attain goals and granting a high-status ranking. If a guy believes his financial rewards are fair, he is far more willing to put in extra hours at work (Hung et al., 2018; Narasuci et al., 2018; Ormel et al., 2019).

Additionally, pay is essential in attracting, motivating, and retaining exceptional individuals. It encourages good employees to stay on the job for an extended time. Generous remuneration keeps people on board, resulting in job satisfaction, commitment, and loyalty. According to prior research, there appears to be a favorable association between compensation and job satisfaction. A positive association between salary and job satisfaction has been found in several pieces of research (Bello, & Jakada, 2017; Darma & Supriyanto, 2017; Ormel & VonKorff, 2021).

Furthermore, income has a significant impact on job satisfaction, which leads to improved performance. People with high living costs are increasingly looking for higher-paying jobs to secure their future and provide them with a sense of fulfillment. When people aren't well compensated, they experience emotional dissatisfaction. These emotional divides will widen and build over time, making employees unhappy and dissatisfied with their jobs. Low pay results in work discontent and is a primary cause of employee turnover (Al-Ali et al., 2019; Mahmood et al., 2019; Widagdo et al., 2018).

Salary is, in fact, the most important predictor of job happiness. It is the monetary remuneration given to employees in exchange for their services. Furthermore, salary significantly impacts faculty members' work satisfaction and discontent in higher education institutions. Through wage and salary, remuneration assists and supports individuals in meeting their necessities. One of the most critical aspects determining job performance and satisfaction is attractive remuneration packages (Matthews et al., 2018; Pang & Lu, 2018; Rode et al., 2017).

While many individuals report that their productivity is driven by job satisfaction and a sense of purpose, the income also significantly affects how well they perform their jobs. Incentive pay is particularly effective for enhancing worker productivity because it is based on the quantity of work delivered rather than the time spent on the task. Compensation does have a considerable impact on performance. Research shows a strong and positive association between payment and performance (Berlingieri et al., 2018; Ramli, 2019; Templer, 2018).

Working Environment. The most crucial factor affecting employee performance is the workplace environment. Its physical characteristics directly impact the productivity, performance, health, safety, comfort, concentration, job satisfaction, and morale of employees. Employees' physical and mental skills improve when working in a pleasant atmosphere. However, an undesirable work environment promotes job stress, blunders, and underutilization of

employee skills (Agbozo et al., 2017; Narasuci et al., 2018; Pawirosumarto et al., 2017).

Organizational culture, management styles, hierarchies, and human resources regulations contribute to a work environment. Knowing how to create a happy work atmosphere boosts productivity and reduces stress. A positive working environment is critical for maximizing job satisfaction and performance. As a result, an organization's personnel must be motivated to work hard to achieve the organization's goals and objectives (Hardiyono et al., 2017; Munandar et al., 2018; Wan et al., 2018).

In other words, building a great work environment motivates and engages your staff more deeply, resulting in higher job satisfaction and employee retention inside your company, as well as less stress. Employees who work in a healthy atmosphere have more possibilities to offer ideas for its success, which can help it expand. A healthy workplace can also increase employee productivity and reduce the likelihood of frequent absenteeism (Kusumadewi et al., 2018; Virgana, 2020; Wang & Brower, 2019).

Workload. The intensity of job assignments is referred to as workload. Employees experience mental stress as a result of it. Stress is a state of mind in which a person is confronted with both an opportunity and a constraint. Aside from workload, human beings' stress levels are affected. Workload varies depending on the individual, but it also varies depending on the type of occupation. Some jobs are naturally more work-intensive than others. Employees' stress levels tend to alter when their workload changes, impacting their performance (Jalal & Zaheer, 2017; Kokoroko & Sanda, 2019; Stavrinides & Karatza, 2017).

The workload does have a positive and considerable impact on performance. This is consistent with Gulo's (2015) study, The Effect of Workload on Employee Performance in the Production Section at P.T. Workload has a favorable and considerable impact on performance, according to Super Pakindo Manufacturing Batam. When this pressure gets extreme, however, it has a negative effect. It is negative, significantly when it outstrips a person's ability to cope and resources (Dhelvia, 2018; Rizka, 2020; Zahara, 2019).

Workload also provides an opportunity for people to learn and grow more quickly. Employees develop more excellent work experience as they perform their duties, broadening their exposure. Employees with increased responsibilities are more engaged and energetic. Workload pressure can be beneficial, resulting in higher productivity. Increased stress can also be caused by the underutilization of human skills or failure to maximize employees' potential. Employees can perform a job like their work (Balducci et al., 2021; Jalal & Zaheer, 2017; Oktaviani et al., 2020; Vijayan, 2017).

On the other hand, the excessive workload will result in physical and mental exhaustion and emotional reactions such as headaches, stomach problems, and irritation. On the other hand, a minimal workload will lead to boredom and monotony. Boredom in daily routine work due to insufficient work or a job that results in a lack of attention to work can hurt and degrade employee performance. In this instance, management must balance the quantity of work assigned to staff (Casper et al., 2017; Hidayat & Situmorang, 2019; Molero et al., 2018).

As a result, workload refers to the number of jobs that employees must perform based on their level of responsibility and authority. It denotes the task or work that must be completed within a specific time frame. Performance suffers as a result of heavy workloads. This suggests that an employee's workload intensity can affect their interpretation. Employee performance will suffer when workload increases, especially if the workload poses challenges for employees to solve (Fan, & Smith, 2017; Johari et al., 2018; Werang, 2018).

The performance of an organization is determined by the performance of its employees as well as other aspects such as the firm's environment, culture, leadership style, and work environment. It is the smallest unit of an organization's overall success. As a result, performance determines an organization's goals, mission, and vision by influencing employee behaviors on the job, such as increased responsibility, motivating people to adapt their work styles, and contributing to the achievement of organizational goals. In some jobs, objective performance data isn't available. Thus supervisors, co-workers, customers, and subordinates' opinions of the person's quality and quantity of work serve as job performance indicators,

Work Engagement

Work engagement refers to a good, rewarding, and affective-motivational condition of work-related happiness. Work engagement, in reality, is a good form of work-related subjective wellness that influences job satisfaction and employee performance. Employees who are engaged have better psychosocial and psychological well-being. When employees feel delighted, joyful, excited, and enthusiastic about their jobs, something happens (Bakker, & Albrecht, 2018; Karatepe et al., 2020; Schaufeli et al., 2017).

Organizations must ensure that their staff is engaged. As a result, employee involvement is critical if they are more productive and efficient. Work engagement is also defined as a positive affective-motivational and work-related psychological state marked by vigor, devotion, and immersion. The high amounts of energy and mental

resilience invested during work are called vigor. Dedication is defined as a deep commitment to and identification with one's task. Absorption denotes being entirely concentrated and engrossed in one's work (Bakker, & Leiter, 2017; Gürlek & Tuna, 2019; Schaufeli, 2018).

Indeed, work engagement has long been defined as a positive, fulfilling, and work-related mental state. It is made up of enthusiasm, commitment, and absorption. It developed as a result of a team's interaction and shared experiences. On the other hand, many academics have focused on individual work engagement while disregarding the significance of groups. Work engagement is an individual's attitude toward work (Amor et al., 2020; Engelbrecht et al., 2017; Orgambdez-Ramos, & de Almeida, 2017; Orgambdez-Ramos, & de Almeida, 2017).

Work engagement encourages people to be more involved and work harder. Employees that are engaged are more likely to produce their best work every day and stay with a company that values employee engagement. Your organization will enhance productivity, work quality, and retain top personnel by investing in employee engagement. Employees are demotivated by confusing communication and a lack of support from direct superiors, particularly when few face-to-face interactions (Cesário, & Chambel, 2017; Lisbona et al., 2018; Wood et al., 2020).

According to a past study, work involvement is also linked to more excellent performance. When employees are cared for, they become more engaged at work. Work engagement refers to an employee's dedication and commitment to their company. It describes the employee-employer connection as well as the employee experience. Breevaart, & Bakker, 2018; Côté et al., 2020; Tsaur et al., 2019) describe engaged employees as having a favorable attitude about their work and high levels of passion and absorption.

Moreover, human resource development and management have paid close attention to employee work engagement. Employees that are engaged, dedicated, and interested in their work are desirable to employers. Employees' in-role and extra-role performance are positively related to their work engagement. This means that increasing employee engagement will boost productivity, improve job quality, and help to retain top personnel. As a result, engaged employees result in long-term staff retention, increased productivity, and enhanced work quality (Chen, & Fellenz, 2020; Karatepe et al., 2020; Lai et al., 2020).

Furthermore, workplace engagement contributes to a company's bottom line in a good way. In truth, it is mirrored in the services offered to customers and clients. It can also be distinguished from similar notions such as job embedding.

Social cohesiveness, feeling supported by one's boss, information sharing, shared goals and vision, communication, and trust can all improve employee engagement and productivity. Employees want to be valued and respected, and they want to know that their opinions are heard. Employees who are highly engaged are more productive and committed to their employers (Gemeda, & Lee, 2020; Teo et al., 2020; Xiong & Wen, 2020).

Work engagement also leads to a better individual or group performance. As a result, customers are more satisfied and loyal when personnel is engaged. Work engagement is a generally persistent variable because of the persistence of specific job and organizational features. Employees who are linked to their teams, enjoy their employment, and have favorable views about their employer are more likely to stay and put in extra effort to help the company flourish (Kuijpers et al., 2020; Oksa et al., 2020; Radik et al., 2020).

As a result, work engagement suggests that organizational, procedural justice, employee knowledge exchange, and innovative work behavior are essential for long-term corporate viability. Administrative justice's procedural, distributive, and interactional aspects impact employee psychological well-being, lowering stress levels and attrition. On the other hand, work engagement refers to an employee's intense devotion to their job. Employees that are committed have a lot of energy and mental toughness, and they put in a lot of effort in their jobs (Bakker, & Albrecht, 2018; Karatepe et al., 2020; Schaufeli et al., 2017).

Work engagement is also similar to personal, behavioral, and trait engagement. Each one has its framework and point of view. On the other hand, work engagement comprises the cognitive, emotional, and behavioral components of an employee's experience. Individual employees' feelings of self-efficacy and levels of work engagement were boosted by social support. By accounting for considerable heterogeneity in predicting occupational and organizational outcomes, work engagement has become a fundamental indicator of teachers' professional lives (Bakker et al., 2017; Gürlek & Tuna, 2019; Schaufeli, 2018).

Work engagement may also mediate between social support and teacher efficacy. When people are entirely focused on the subject at hand, they perform better. As a result, allocating resources to work is critical for success. As a result, changes in efficacy perceptions are significantly linked to changes in work engagement. Because of their comfort, immersion, and love for their work, engaged employees are less likely to leave a company than those who are not (Amor et al., 2020; Knight et al., 2020; Soares, & Mosquera, 2019).

As a result, in any business, work engagement is critical. Employees' full potential and highest performance are

tapped when they are more engaged at work. Engaging employees have a lot of energy and focus, are invested in their work, and are tough to divert. In reality, work engagement can lead to various favorable organizational outcomes because engaged individuals perform well. Excellent performance stems from positive emotions experienced by employees, which led to enhanced productivity (Engelbrecht et al., 2017; Orgambídez-Ramos, & de Almeida, 2017; Wood et al., 2020).

Furthermore, high levels of work engagement are linked to excellent health, which permits employees to perform successfully. Engaging employees can build and mobilize their resources and operate in groups. Because it buffers different unfavorable effects of job demands, job resources are the most essential drivers of work engagement. Employees' resources are more accessible to influence than job resources. In reality, people that are minimally engaged are uninterested in their workplace. Those who lack motivation will do anything they can to get by. Employees that are hardly engaged may be looking for alternative employment and have a high risk of turnover (Breevaart, & Bakker, 2018; Cesário & Chambel, 2017; Li, 2017).

Workplace engagement is believed to include a crossover component since engaged individuals can pass on their enthusiasm to other colleagues, causing them to perform better. Positive feelings such as happiness, excitement, curiosity, and spirit are common among engaged employees. Positive emotions can extend people's perspectives and build personal resources in their ideas and behaviors. On the other hand, work involvement is closely linked to changes in efficacy (De Simone et al., 2018; Oksa et al., 2020; Tsaur et al., 2019).

Arousal or activation levels are high in persons with a high level of work involvement. As a result, engaged employees are less likely to leave a company. On the other hand, work engagement helps employees reach their full potential. That is, they are energized, focused, and dedicated to their work. Employees that are engaged are more productive. Individuals who are highly involved often exhibit remarkable mental resilience and devotion to their work (Bayona et al., 2020; Salmela-Aro, & Upadyaya, 2018; Schaufeli, 2018).

Work engagement, on the other hand, lacks theoretical integration. Work engagement is affected by organizational turmoil, management distrust, job market uncertainty, and a lack of coherence among individuals and teams. Employees engaged have a high level of positive affect and, to a lesser extent, a low level of negative affect. Work engagement is becoming more important in human resource management and businesses. To drive work engagement, employees need

to share common goals, such as helping employees to feel valued and emotionally connected to their work (Borst, 2018; Hakanen et al., 2021; Nazari et al., 2020).

Increased autonomy and a sense of responsibility may lead to higher levels of work engagement. Employees are often motivated to perform better when they have the freedom to choose when and how they finish tasks. As a result, happy emotions can help develop long-term psychological resources that increase work engagement. Workplace involvement helps employees form stronger bonds with their co-workers. Healthy personal relationships are critical in teams, becoming increasingly crucial in a job. As a result, work involvement promotes a positive work environment (Haar et al., 2017; MacLennan et al., 2017; Ree & Wiig, 2020). Overall, the literature emphasizes how complicated and perplexing work participation may be. The majority of studies were cross-sectional self-report surveys. In contrast, using more complex methodologies like longitudinal study designs or multiple respondents could give inferences of causality more weight. Employee commitment is lacking when there is no work engagement. As a result, it's critical to know how to deal with disgruntled personnel.

Correlation between Measures
Several models can be used to characterize the relationship between job performance and job satisfaction. It may be unidirectional, with job happiness causing performance and vice versa. Job satisfaction and performance are linked. Their job satisfaction has an impact on their performance as well. The previous study has found that various factors influence employee job satisfaction, including individual-related factors, organizational-level factors, and organizational environmental factors. For instance, employees' commitment has been found to affect performance. Studies show that job satisfaction is people's general attitude about their jobs. Job satisfaction in terms of pay, the job itself, promotion opportunities, support from supervisors, and relationship with co-workers affect performance (Dinc, 2017; Gul et al., 2018; Shaju & Subhashini, 2017).

Furthermore, employee attitudes are influenced by job satisfaction and performance. According to one study, the perception of the job itself is the primary cause of job satisfaction. In contrast, evidence from another study suggests that other personality traits, such as extraversion and conscientiousness, can also influence performance. Indeed, job satisfaction is thought to be a strong predictor of performance (Gupta and Shaheen, 2017; Mittal & Bhakar, 2018; Umrani et al., 2019).

Recent studies have discovered that job satisfaction significantly impacts performance over a long time. Different outcomes were found in the relationship between

job satisfaction and performance. However, only a few studies have supported the existence of such links. It includes recognition, achievement, the work itself, responsibility, and advancement. As a result, job satisfaction influences performance (Qureshi et al., 2019; Yang et al., 2021).

Job satisfaction is an essential factor in determining employee performance. A study was conducted among Polytechnic employees to investigate the relationship between job satisfaction and employee performance in Polytechnic employees. The quantitative and cross-sectional approach was used. A total of 130 people responded to the survey. The results of simple regression analysis show that job satisfaction has a significant and positive influence on performance. This implies that increasing job satisfaction among Polytechnic employees is critical to improving their performance (Gopinath et al., 2020; Ngo, 2021; Omar et al., 2020; Wu et al., 2017).

The human relations movement considered the potential link between job satisfaction and performance. Human relations management thrives on promoting job satisfaction to improve performance. The most influential narrative review of the job satisfaction-job performance relationship was published after the human relations movement. The authors of this article reviewed studies that linked job satisfaction to performance. The findings revealed that performance and job satisfaction are related (and & Arkan, 2019; Roberts & David, 2020; Tevfik et al., 2017).

The use of human resources determines an enterprise's success. The questionnaire design method is used in this study to examine the relationship between job stress, job satisfaction, and performance in high-tech and traditional industries. According to the findings of this study, some demographic variables have significant differences in job stress, job satisfaction, and performance in both conventional and high-tech industries. Furthermore, there is a significant positive correlation between job satisfaction and performance in traditional sectors, but not in high-tech sectors (Koo et al., 2020; Schlaegel et al., 2020; Yang et al., 2021).

Moreover, a study was conducted to determine the effect of job satisfaction on the performance of university lecturers in the south-East of Nigeria. Results revealed that job satisfaction has a significant positive impact on the performance of the academic staff of public universities in South-East Nigeria. Based on the findings, the study recommended, amongst others, that Academic staff should be empowered through meaningful responsibilities in terms of job enlargement, job enrichment, and authority that come

with it (Mira et al., 2020; Okolocha et al., 2021; Shafique et al., 2018).

One study concluded that there was little to no relationship between job satisfaction and performance, classifying it as minimal or non-existent. But available for review at that time since only nine studies were reviewed that reported a correlation between individual job satisfaction and performance. Despite these shortcomings, several other influential narrative reviews on the job satisfaction-job performance relationship have been published. Thus, job satisfaction was found to boost performance (Holmberg et al., 2017; Lee et al., 2020; Nasurdin et al., 2020).

Previously, these theoretical perspectives on the relationship between job satisfaction and performance were not reviewed together. The most widely used methodology has involved investigating these two variables concurrently. Some studies have used longitudinal, panel, or cross-lagged designs to explore the job satisfaction-job performance relationship, but such studies have been rare. But one thing is in common, a significant relationship was found between job satisfaction and performance (Günay, 2018; Khan et al., 2020; Kim, & Min-Kyeong, 2017).

Some of these studies have attempted to increase the job satisfaction-job performance correlation in a natural work environment through some theoretically justified intervention, such as the use of contingent versus noncontingent reward schedules for performance. Other studies have investigated the effectiveness of organizational interventions on raising job satisfaction and performance levels. The magnitude of the relationship between these two variables was significantly correlated (Alown et al., 2020; Gunawan et al., 2017; Jalal & Zaheer, 2017).

Job satisfaction behaviors on the job, the most essential of which is performance, influence performance in social psychology. Surprisingly, research that looked at a reciprocal relationship between job happiness and performance outside of causal investigations revealed a negative correlation between the two variables (Ali et al., 2018; Garg et al., 2018; Holmberg et al., 2018).
These studies have expressly shown that job happiness has a unidirectional causal effect on performance. In a relatively saturated model involving these attitudes, work satisfaction and performance path coefficients were discovered; a simplified model generated a significantly stronger but still nonsignificant coefficient. Similarly, when regressing supervisory performance ratings on job happiness and organizational commitment, job satisfaction explained more incremental variance in professional and clerical workers' performance than commitment in both samples (Adekanye, & Nduka, 2017; Halim et al., 2020; Soomro & Shah, 2019).

Not surprisingly, the rationale for the reverse association between performance and job happiness is entirely different. Although there are variances in these theories, the performance-work satisfaction model is based on the notion that performance leads to desirable outcomes that individuals find fulfilling. According to expectation-based motivation theories, job pleasure is derived from the rewards generated by the version. In other words, through the provision of internal and extrinsic rewards, performance would lead to job satisfaction. Good performance can result in rewards, contributing to happiness (Guzmán et al., 2018; Indarti et al., 2017; Kucharska & Erickson, 2019).

Apart from that, job happiness is determined by performance. Satisfaction was seen as a result of goal-directed activity and value accomplishment in this scenario. Even proponents of intrinsic motivation would admit that performance impacts contentment. Furthermore, job satisfaction is a product of the benefits that emerge from performance-based behavior. Job satisfaction was significantly influenced by performance. Some studies, however, revealed no meaningful effect. As a result, assessing the association between job happiness and performance is inconclusive. Although the version did not have a one-to-one relationship with job happiness, this does not rule out the possibility of a link (Li et al., 2020; Perera, 2019; Sathyanarayan & Lavanya, 2018).

The mix of ability, effort and opportunity obtained determines performance. Performance is capital for companies to survive and develop in responding to business and business competition today. Advanced and growing companies are highly reliant on reliable human resources to produce a high performance on employee performance, which will later affect the company's performance. Maintaining and improving staff performance, on the other hand, is not straightforward. A variety of things can influence performance. So, in this study, the focus would be to see the extent of the influence of job satisfaction on performance in a national company engaged in oil palm plantations. The results showed an effective contribution from the power of job satisfaction on employee performance (Buntaran et al., 2019; Karem et al., 2019; Theresia et al., 2018).

Furthermore, a study investigates the relationship between job happiness and performance. The data was gathered using an unintentional sampling technique. The data were analyzed using the Structural Equation Model (SEM). The findings of this study reveal that performance has a considerable negative impact on work satisfaction (Djastuti, 2019; Eliyana & Sridadi, 2020; Haryono et al., 2019).

The purpose of this study was to look at the relationship between Occupational Stress, Job Satisfaction, and Performance among Nansana Municipal Council employees. The findings revealed a significant relationship between job satisfaction and performance (r=.388** and p=.000). The results also showed that occupational stress affects job satisfaction at Nansana municipal council; however, it was recommended that administrators identify ways of improving performance by identifying different ways of motivating workers (Eliyana, & Ma'arif, 2019; Faraz & Indartono, 2018; Namuleme, 20).

According to the study's findings, job satisfaction had a statistically significant impact on work engagement, while trust had a substantial moderating effect. The study's results indicated that academic staff at public universities are more engaged at work, which helps them achieve their vision and mission of being centers of excellence. As a result, there is a strong link between job happiness and work engagement (Ahmed et al., 2017; Ali et al., 2018; Gupta & Shaheen, 2017). Organizations are fighting to retain their skilled personnel in today's dynamic economy. Several studies have linked job happiness to employment; however, a more in-depth analysis is required to comprehend workplace contentment, enhancing work engagement fully. This demonstrates that job happiness is the most critical factor in employee engagement. As a result, job happiness and work engagement are strongly linked (Al-dalahmeh et al., 2018; Chaudhry et al., 2017; Garg et al., 2017).

More importantly, both job happiness and work engagement are crucial factors in keeping employees, according to authors in the management literature. Furthermore, there was evidence that job satisfaction and work engagement are linked. To put it another way, happy employees are more engaged at work. However, there appears to be no research on the relationship between job satisfaction, work engagement, and trust in the literature. Hence this study provides new empirical and theoretical insights into the relationship. According to studies (Akingbola, & van den Berg, 2019; De Simone et al., 2018; Kapárková et al., 2018; Ugaddan, & Park, 2017), job satisfaction has a considerable impact on work engagement.

The association between job satisfaction and employee engagement among Social Security Administration (SSA) employees was investigated in correlation research. The Federal Employee Viewpoint Survey (FEVS) is a tool that assesses how employees feel about their organizations. Data was gathered from the FEVS, provided by the Office of Personnel Management (OPM). This quantitative correlational research study aims to determine how employee engagement and job satisfaction are related at SSA. According to correlation data, job satisfaction and staff engagement were favorably associated (Ali et al., 2018; Perera et al., 2018; Zhang & Li, 2020).

In addition, job satisfaction and work engagement in construction, tertiary education, healthcare, and institutions of higher learning in various countries were investigated. The link between job happiness and workplace engagement was investigated. The findings demonstrated an association between job happiness and work engagement. In other words, the better the job happiness, the higher the levels of involvement at work. As a result, the two factors have a significant positive association (Geisler et al., 2019; Havens et al., 2018; Zhang et al., 2020).

On the other hand, job satisfaction was found to have no direct effects of gender on work engagement in U.K. academics. As a result, job satisfaction has an impact on employee motivation. According to the reviewed literature, research on the relationship between job satisfaction and work engagement is still scarce. In Israel, trust was discovered to influence the association between job satisfaction and work engagement (Côté et al., 2021; Nguyen et al., 2018; Pujol Cols, & Lazzaro Salazar, 2018).

In Taiwanese research of job happiness and work engagement, trust modulated the link between job satisfaction and work engagement. This suggests that faith, as a determinant of job satisfaction, enhances workplace work engagement. Although researchers have looked at the function of trust in moderating the relationship between job satisfaction and work engagement, just a few have determined if it does. On the other hand, job satisfaction was positively connected with work engagement (Extremera et al., 2018; Jeanson & Michinov, 2020; Yan et al., 2018).

Indeed, the moderating influence of trust on the connection between job happiness and work engagement shows that academics working in low trust environments are less involved with their work than those working in high trust environments, even when both have high job satisfaction. Another study, on the other hand, found a strong and positive link between job satisfaction and work engagement. This shows that academics who are very happy with their jobs are actively involved in their work (Li et al., 2017; Ogbuanya & Chukwuedo, 2017; Yalabik et al., 2017).

Furthermore, this conclusion can be explained by job satisfaction promoting work engagement, allowing people to be eager, excited, and passionate about their jobs. As a result, delighted people are likely to be highly engaged at work. Regardless of the lack of theory on the relationship between job happiness and work engagement, it is noteworthy that the findings in this study suggested that job satisfaction with work engagement is more dependent on the treatment of employees than on the number of working years (Guarnaccia et al., 2018; Meng, & Berger, 2019; Rahman et al., 2017; Tomietto et al., 2019).

However, the effect of trust in modulating the relationship between job satisfaction and work engagement was investigated in this study. Work engagement among academicians in a low-trust workplace was lower than among those in a high-trust setting, although both had high job satisfaction. As a result, the relationship between job satisfaction and work engagement is discovered to be significant. Academic staff can gather information on the positive association between job happiness and work engagement if trust and transparency (Gupta, & Shaheen, 2017; Lovakov et al., 2017; Pohl & Galletta, 2017).

When issues about management style are addressed, and fair chances for career growth are provided, job satisfaction and work engagement will improve. To put it another way, the free flow of information throughout the workplace will increase job satisfaction and engagement. Occupational commitment is vital for increasing work engagement and job satisfaction. As a result, job satisfaction and work engagement have a strong relationship (Petrovi et al., 2017; Perera et al., 2018; Schaufeli, 2018).

As gatekeepers of rural residents' health, Village doctors play a critical role in improving rural inhabitants' health. On the other hand, village medical teams are threatened by the rapid turnover of village doctors, both individually and collectively. Job satisfaction may directly negatively impact turnover intention and an indirect effect via job engagement. The study's findings showed that job happiness, resilience, and work engagement were early and powerful predictors of village doctors' desire to leave (Meng, & Berger, 2019; Yalabik et al., 2017; Zhang et al., 2020).

People are the lifeblood of any business and the foundation upon which it is built. On the other hand, unhealthy personnel may cause this foundation to disintegrate due to increased absenteeism and rising expenditures. As a result of the multi-dimensional idea of performance, work involvement may affect different aspects of performance. As a result, the taxonomy of performance and work engagement must be developed (Lovakov et al., 2020; Perera et al., 2018; Petrovi et al., 2017).

This study aims to see how much job happiness affects work engagement. Employee productivity and organizational performance have both been linked to work arrangements. A total of 110 employees from a private property company in Makassar, Indonesia, participated in the study. Job satisfaction was a significant predictor of work engagement using simple multiple regressions. These findings suggest that job satisfaction could potentially boost work engagement (Barreiro, & Treglown, 2020; Pieters, 2018; Shafique et al., 2018).

A cross-sectional study was done utilizing online questionnaires. A total of 312 Portuguese workers were included in the study. In hierarchical multiple regression analyses, work involvement was a strong predictor of job satisfaction. The findings corroborate the JDR model by demonstrating that motivational processes and job demands can predict good outcomes such as job satisfaction. JDR model provides a framework for motivating workplaces and engaging and pleased employees on a practical level (Ferreira, & Rodrigues, 2018; Gong et al., 2020; Orgambdez & Extremera, 2020).

This quantitative correlational study aimed to see how linked employee engagement, job happiness, and organizational commitment. Emerson's social exchange theory and Bakker and Demerouti's job demands-resource theory were merged into the theoretical framework. Employee work engagement and job satisfaction were significantly linked (Al-dalahmeh et al., 2018; Ulibrk et al., 2018; Eliyana & Sridadi, 2020).

The purpose of this correlational study (N=187) was to investigate the impact of work engagement and job satisfaction on nurse performance at Gowa Regency's Syekh Yusuf Regional Hospital. As measured by the qualities of vigor, devotion, and absorption, work engagement was a factor in nurses' performance. The association between work engagement and nurse performance was fully mediated by power. Furthermore, job satisfaction influenced nurses' work engagement and performance (Kapárková et al., 2018; Nas, 2021; Zhang et al., 2018).

Although multiple studies have linked job happiness to work engagement, more research is needed to determine if intrinsic or extrinsic job satisfaction increases work engagement among private sector bank managers at various hierarchical levels in India. The primary driver of work engagement, according to this study, is job satisfaction (Garg et al., 2017; Renyut et al., 2017; Topchyan & Woehler, 2021). The impact of co-worker and customer incivility on frontline personnel's work engagement and performance was investigated in this empirical study. Disrespect among co-workers and customers was found to diminish work engagement and performance. Incivility among co-workers has a more significant impact on work engagement and performance than incivility among customers. Furthermore, job satisfaction has a beneficial effect on productivity (Kim, 2017; Wang & Chen, 2020; Kooij et al., 2017; Yongxing et al., 2017).

On the other hand, work engagement and performance were adversely related in a study. Individual behavior and responses were interdependent in such a circumstance.

Workplace engagement may impact team effectiveness and, as a result, performance. After adjusting for other variables, unit-level dedication and absorption, but not vigor, were found to be positively related to the interdisciplinary team's nurse-reported quality of care. Ankr, & Arkan, 2019; Kim, 2017; Song et al., 2018) found no link between any of the three engagement facets and nurse-reported quality of care at the unit and level.

Over the previous two decades, the Indian information technology (I.T.) industry has experienced spectacular growth. I.T. organizations must use flexible human resource management (FHRM) that directly and indirectly impact performance to overcome this unprecedented transformation. As a result, this article investigates the effects of job engagement on performance among I.T. workers in India using FHRM. The findings show that employee use of FHRM is a critical mediator in the favorable association between job engagement and performance (Kooij et al., 2017; Sekhar et al., 2018; Shin et al., 2020).

This study looks at a dynamic mediational model in which work engagement acts as a mediator between PsyCap and performance over time. According to structural equation modeling, both absolute levels and increases in PsyCap predicted increased work engagement, which in turn predicted increased performance. Furthermore, the moderating role of earlier PsyCap alterations in work engagement and performance change was validated over time (Alessandri et al., 2018; Ali et al., 2018; Song et al., 2018). As a result, many researchers have looked into the link between work engagement and performance. While this research supports the idea that job engagement is linked to counterproductive performance, they do not prove it. In contrast, one study showed that work engagement was positively correlated with nurses' perception of performance on unit care quality. Personal identification, trust in the manager, and work engagement mediated the relationship and unit care quality. Similarly, work engagement was positively correlated to performance in terms of quality care (Beck, & Shen, 2019; Kooij et al., 2020; Nasurdin et al., 2018). Furthermore, there was a positive link between job engagement and performance, with meetings serving as a mediating factor in the relationship between empowerment and perceived performance. As a result, work engagement impacts performance in Pakistan's banking sector. Whether or not higher degrees of work engagement was linked to higher performance levels (Ali et al., 2018; Bouckenooghe et al., 2021; Ubaid et al., 2020).

Most studies relied on employee impressions of job engagement rather than objective performance data such as financial outcomes or employee attrition. A few studies used their party to measure team efficacy, such as customer

ratings. As a result, many researchers have looked into the link between work engagement and performance. While this research supports the idea that job engagement is linked to counterproductive performance, they do not prove it. Nonetheless, the findings demonstrated a considerable link between work engagement and performance (Dajani, & Zaki, 2015; Rahman et al., 2017; Ullah & Khattak, 2018).

Similarly, the evidence on the link between work engagement and performance is less persuasive than the link between employment and in-role performance. As a result, there aren't many links between work engagement and performance. The relationship between work engagement and performance was the subject of most investigations at the individual level. Those investigations pointed to a positive link between the two factors (Ahmad, & Gao, 2018; Ahmed et al., 2017; Qadeer et al., 2016).

This study aims to examine the ideas of job engagement and performance. The themes of employee engagement and performance are thoroughly explored. Furthermore, there is a strong positive and near-high level association between work engagement and performance; there is a largely positive and above-moderate level relationship between their views of vigor and dedication. As a result, Aguaj et al., 2018; Guan & Frenkel, 2018; Ismail et al., 2019) discovered a favorable association between work engagement and performance.

Although much research has been done to explore the influence of work involvement in non-work-related activities, less has been done to examine the impact on performance. The paper reveals that employees who are harmoniously passionate about their work are more effective in performance and in fostering work engagement, as evidenced by a questionnaire-based survey of 210 full-time permanent employees and 27 managers of a large commercial bank in Pakistan, as well as statistical analysis using SPSS and AMOS (Gaikwad, & Swaminathan, 2020; Matsuo, 2019; Ozturk et al., 2021).

There have been numerous studies on the impact of work engagement on performance. However, little study has looked into how the Islamic faith affects performance at work. In contrast, a Muslim's performance and involvement should be evaluated from an Islamic perspective to maintain a Muslim's productivity in the face of adversity. In carrying out these responsibilities, the individual will make every effort to engage and perform and feasible. Therefore, work engagement positively influences performance (Amito, 2021; Ishmail et al., 2019; Kim et al., 2018; Zahrah et al., 2018).

A study was done on the relationship between job engagement and performance in a group of teacher trainees.

The findings revealed a substantial positive link between participant perceptions of work engagement and performance. Work engagement is strong when teachers' performance levels are high. However, the factors did show a weak connection with no statistical significance. To put it another way, there is no link between work engagement and performance (Ahmed et al., 2017; Bizri et al., 2021; Perera et al., 2018).

This study aims to look at the impact of work engagement on initial performance and then look at the effects of work engagement on customers in public and private banks in the Mumbai area using a Simple Random Sampling Design. The researcher discovered a strong link between job satisfaction and performance. The type of bank has a tangible connection with work engagement; however, the type of bank has an insignificant relationship with performance and work engagement. Work engagement and customer happiness have a negligible link (Gaikwad, & Swaminathan, 2020; Grobelna, 2019; Reece Sr, 2018).

The purpose of this correlational study (N=187) was to examine the influence of nurses' work engagement performance at Syekh Yusuf Regional Hospital in Gowa Regency. As measured by the qualities of vigor, devotion, and absorption, work engagement was a factor in nurses' performance. As a result, there is a strong link between work engagement and performance. According to the study, increase nurse morale, encourage superior-subordinate solid relationships, and undertake training to increase creativity and inventive behavior (Abas et al., 2019; Li et al., 2021; Nas, 2021).

The importance of creating shared value in innovating the social change process has been recognized; yet, we know very little about CSV from those who create shared value. This study aimed to see how employees of a sports organization see their work engagement and performance. According to the findings, workplace involvement helps employees perform better (Li et al., 2021; Noronha et al., 2018; Wu et al., 2020).

This study aimed to determine the impact of job features, job crafting, and work engagement on performance. Task performance and contextual performance are the two dimensions of performance investigated. The research was conducted on middle-level hotel managers. The study's sample size was 90 people, and the analysis was done using a correlation approach. According to the findings, work engagement has a favorable and significant association with task and contextual performance. In addition, regression analysis found that work engagement was the most critical performance factor. As a result, it can be inferred that

engaged employees perform better (Cote et al., 2021; Dulara & Sen, 2017; Han et al., 2021).

Based on the effectiveness of the performance management system, performance is the most significant phenomenon that can influence the entire working format of companies in either a positive or negative manner. On the other hand, work engagement refers to an individual's level of involvement in their assigned obligations. The impact of work engagement on performance was investigated in this study. According to the findings, work engagement and performance have a favorable relationship (Kim, & Hyun, 2017; Tahir & Khan, 2021; Zeijen et al., 2021).

Employee performance is now acknowledged as critical to an organization's health, which has sparked study in other related characteristics such as job embeddedness and work engagement, affecting employee performance. A total of 365 IT professionals were surveyed for the study. Significant correlations between work engagement and employee performance were discovered through correlational analyses (Bakker & Albrecht, 2018; Kapil & Rastogi, 2017; Tahir & Khan, 2021).

One of the most prestigious research traditions in industrial-organizational psychology is investigating the link between job satisfaction and performance. However, the possible link between job satisfaction and work engagement, and work engagement and performance, specifically, the nature of the relationship, with particular attention to factors that might modify or mediate the association, was not yet explored more closely. However, it is undeniable that the human relations movement sparked interest in the connection. More studies have theorized a unidirectional effect of performance on job satisfaction than those suggesting a unidirectional impact on performance.

From the literature available, it can be concluded that the association between work engagement and job satisfaction is positive, but whether the relationship between job satisfaction and performance remains unknown. Although several studies link job satisfaction with work engagement, a closer examination is needed to understand whether job satisfaction enhances performance. So, this study aims to study the level of job satisfaction among elementary teachers of selected schools in Davao del Sur.

Thus, the above review of literature on work engagement, job satisfaction, and performance supports the credibility and validity of this study since these come from distinguished authors in their field.

Theoretical Framework

This research is based on Campbell's (1993) Model of Job Performance, which states that three factors influence job performance: declarative knowledge, procedural knowledge and ability, and motivation. Declarative knowledge is the ability to comprehend a specific work need. The talents of knowing how to do things, such as cognitive, psychomotor, physical skill, self-management, and interpersonal skill, are referred to as procedural knowledge and skill. On the other hand, motivation results from a person's decisions. This involves the decision to perform, the amount of effort put in, and the persistence of the action.

Additionally, eight essential performance components with necessary three traits such as Core task proficiency, Demonstrated effort, and Maintenance of personal discipline, supplement Campbell's three ways to measure job effectiveness. Campbell concludes the first section of the job analysis by demonstrating how energy meets relevance in the workplace. As a result, this model is relevant to this study.

Furthermore, this research is backed up by arguments. The first hypothesis is based on Gardner and Pierce's (1998) findings, which show a strong link between job satisfaction and performance. Indeed, according to Berghe (2011), the connection between job satisfaction and performance is insignificant at best.

The second thesis is based on Alzyoud's (2018) findings, which found that job satisfaction had a statistically significant impact on work engagement, with trust as a strong moderator. The results of Garg et al. (2017), who discovered a moderate positive link between job satisfaction and work engagement, back this up.

Finally, the third argument is based on Reijseger et al.'s (2018) theoretical model of the positive relationship between work engagement and performance. Work engagement is a crucial predictor of performance, according to Jackson (2014), accounting for 5% of the variance in in-role performance.

As a result, these arguments support the trustworthiness and validity of the data.

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Conceptual Framework
The conceptual framework of this study is shown in Figure 1. Job satisfaction is taken from Job Satisfaction Questionnaire, Romero, & Bantigue (2015) with indicators such as: *Security* refers to salary, benefits, rewards promotion, recognitions, promotions; *work environment* refers to policies, organizational structures, physical emotional; and *community attachments* refers to linkages to the community.

Performance is obtained from Job Performance Scale, Munisamy (2013) which indicators include: *Stress* refers to work motivation, satisfaction, duties and responsibilities, willingness to accept fault, respect from colleagues, seeing problems as challenges, rewards for greater success, encouragement and positive feedback. *Working environment* refers to personal growth, leadership, encouragement, value, image, change, problem-solving and happiness at work. *Workload* refers to accomplishment at work, resources, and better ways of doings things, clearly define goals, keeping employees informed, involvement in decision makings, information sharing, and win-win solutions to problems. *Salary* refers to the satisfaction in terms of the current salary, benefit packages, recent increments, pay structure, rewards, personal growth financially, performance appraisal, and opportunities for career advancement.

Work engagement is taken from Work Engagement Scales, Garg, Dar and Mishra (2017) with no indicators. *Work Engagement* refers to to the positive, rewarding, affective-motivational state at work.

The testing of mediation was utilized in this study to expose the connection between the independent and dependent variables. The mediation caused by the mediator variable is developed as an intervention model. As a result, the mediation model examines the relationship between the independent variable and the dependent variable, the relationship between the independent variable and the mediator variable and the relationship between the mediator variable and the dependent variable (Baron and Kenny, 1986).

Just like any other regression analysis, mediation analysis does not imply causal relationships unless it is based one experimental design. Mediation analysis is not limited to linear regression, but also logistic or polynomial regression and more (Shrout and Bolger, 2002). Thus, the researcher personally chose the foregoing propositions for they mainly proved concrete evidence or findings. Thus, link variables under consideration in a given correlation.
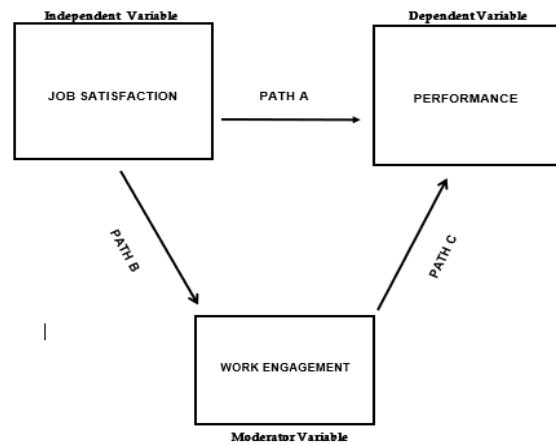

Figure 1. Conceptual Framework Showing the Variables of the Study

2 METHOD

Research Design

The link between job satisfaction and performance, job satisfaction and work engagement, and work engagement and performance was investigated using a descriptive-correlation methodology. Statistical data was used to determine the extent of a relationship between two or more variables in a descriptive non-experimental correlational approach (Goertzen, 2017). Case studies, surveys, naturalistic observation, interviews, and psychological tests were all utilized to describe behavior. The research method is discussed in great detail, allowing the reader to become acquainted with all research areas. The reader will gain a different understanding of the limitations and lessons acquired (Qaranta, 2017).

The variables were also subjected to mediation analysis. A mediator variable elucidates the relationship between the two other variables. It explains the link between the dependent and independent variables, in other words. As a result, the testing of mediation and the relationships between the three variables of job happiness, performance, and teachers' work engagement are explored (Baron and Kenny, 1986).

Population and Sample

The respondents of the study were 450 elementary school teachers of the selected schools in the Division of Davao del Sur. Only permanent teachers who were in the service for 10 years and above were included in this study. Teachers who have 10 years below teaching experience were not included in this study.

On the other hand, when participants feel that their privacy was at risk or at any point of the study, they felt

uncomfortable; they were free to withdraw their participation with no liability on their part. In launching the study, the researcher ensured that the minimum health protocols of the Department of Health (DOH), the Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF) and the local government units (LGUs) were followed strictly.

Because stratified random sampling involves the partition of a population into smaller groups known as strata, it was used to pick the sample. The strata are generated based on the members' shared features or characteristics in stratified random sampling or stratification. Smaller estimation errors, more manageable measurement when stratified, and the desire to acquire estimates of population parameters for groups within the population were all advantages of employing this method. When the population cannot be exhaustively partitioned into disjoint subgroups, or when the sample sizes of the subgroups are proportionate to the amount of data available from the subgroups, rather than scaling sample sizes to subgroup sizes, stratified sampling is ineffective (Botev, & Ridder, 2017).

Random sampling procedure was made within the month of October 2018. Universal sampling design is utilized in selecting the sample to concentrate on people with features and better assisted the significance and complexity of the study (William, 2006).

The selected schools were coded as follows: School A (S1); School B (S2); School C (S3); School D (S4); School E (S5); School F (S6); School G (S7); School H (S8); School I (S9); School J (S10); School K (S11); School L (S12); School M (S13); School N (S14); and School O (S15).

Research Instrument
A modified survey questionnaire was used as instrument of the study. This questionnaire was subjected to validation by experts of the field to ensure validity of the questionnaire which is composed of job satisfaction, performance and work engagement. In addition, it was also subjected to pilot testing to respondents with an acceptable Cronbach Alpha. Job Satisfaction has a .938, performance has .872, and work engagement has .843 Cronbach Alpha. The first part was job satisfaction, Job Satisfaction Questionnaire, Romero, & Bantigue (2015).The second part was about performance adapted from Performance Scale, Munisami (2013).Lastly, the third part was about work engagement, taken from Work Engagement Scales, Garg et al (2017).

A 5-point Likert Scale was used to answer the survey questionnaire. For job satisfaction, the following rating scales was followed:

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	If the items on satisfaction is

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	If the items on performance is always observed.
3.40 - 4.19	High	If the items on performance is often observed.
2.60 - 3.39	Moderate	If the items on performance is sometimes observed.
1.80 - 2.59	Low	If the items on performance is seldom observed.
1.00 - 1.79	Very Low	If the items on performance is never observed.

A 5-point Likert Scale was also used to assess performance using the following measures:
Lastly, a 5-point Likert Scale was utilized to determine the level of work engagement using the following considerations:

Data Collection
The following steps were undertaken to gather the data of the study. During the pre-administration, a request letter was sent to the Department of Education, Division of Davao del Sur asking permission to conduct the study. Then, another request letter was sought and sent to the school heads of the target participating schools fo the launching of the study. Upon approval, the researcher reproduced the survey questionnaires to launch the study to the target respondents. Then, the retrieval of the questionnaire were after one (1) week upon receipt. Due to the threat of Covid-19, minimum health safety protocol was observed such as

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	If the items on work engagement is always observed.
3.40 - 4.19	High	If the items on work engagement is often observed.
2.60 - 3.39	Moderate	If the items on work engagement is sometimes observed.
1.80 - 2.59	Low	If the items on work engagement is seldom observed.
1.00 - 1.79	Very Low	If the items on work engagement is never observed.

the wearing of face masks and face shields during the distribution and retrieval of the questionnaires. Finally, data collected were subjected to statistical treatment, analysis and interpretation.

3 RESULTS

Level of Job Satisfaction

Table 1 shows the level of job satisfaction in terms of *security, work environment, job responsibilities and community attachments/linkages.* As can be gleamed, the overall mean is 4.29 with a computed standard deviation of 0.51 which means very high. Specifically, security has the highest mean with a mean of 4.31 and an obtained standard deviation of 0.51 which is described as very high. Subsequently, work environment has a mean of 4.30 and a standard deviation of 0.47 which has a descriptive level of very high. Similarly, community attachments/linkages have a mean of 4.29 and a standard deviation of 0.39 which is again described as very high. Finally, job responsibilities has a mean of 4.25 and a standard deviation of 0.41 has a descriptive level of very high.

Therefore, the level of job satisfaction in terms of security, work environment, job responsibilities and community attachments/linkages is very high. In other words, job satisfaction is always experienced in the workplace.

Table 1
Level of Job Satisfaction

Indicators	SD	Mean	Descriptive Level
Security	0.51	4.31	Very High
Work Environment	0.47	4.30	Very High
Job Responsibilities	0.41	4.25	Very High
Community Attachments/Linkages	0.39	4.29	Very High
Overall	**0.37**	**4.29**	**Very High**

Level of Performance

Shown in Table 2 is the level of performance in terms of *stress, salary, working environment* and *workload*. As revealed, the overall mean is 4.29 and the standard deviation is 0.35 with a descriptive level of very high. This indicates that performance is always observed and manifested. Among the indicators of performance, stress has the highest mean of 4.42 with a standard deviation of 0.39 and descriptive level of very high. This is followed by working environment with a mean of 4.30 each and a computed standard deviation of 0.36. Similarly, workload has a mean of 4.30 and standard deviation of 0.43. The descriptive level for working environment and workload is both very high. On the other hand, salary has a mean of 4.16 and an obtained standard deviation of 0.52 with a descriptive level of high.

Therefore, the level of performance in terms of *stress, salary, working environment* and *workload* is very high. These findings mean that respondents strongly believe that the above-stated indicators are the factors affecting performance. In other words, performance in terms of stress, salary, working environment and workload are always observed and manifested.

Level of Work Engagement

Presented in table 3 is the level of work engagement. As can

Table 2
Level of Performance

Indicators	SD	Mean	Descriptive Level
Stress	0.39	4.42	Very High
Salary	0.52	4.16	High
Working Environment	0.36	4.30	Very High
Workload	0.42	4.30	Very High
Overall	**0.35**	**4.29**	**Very High**

be gleamed, it has an overall mean of 4.32 while the standard deviation is 0.04 and a descriptive level of very high. The items on work engagement which have very high descriptive level includes is *feeling like going to work when getting up in the morning* with a mean of 4.44 and a standard deviation of 0.56; *always persevering, even when things do not go well at work and being very resilient*, mentally at the job has a mean of 4.38 and a standard deviation of 0.53 and 0.53 respectively; *believing time flies when work*ing has a mean of 4.36 and a standard deviation of 0.53; *feeling strong and vigorous at the job, being able to continue working for very long periods at a time*, and *finding the work that has full of meaning and purpose* have a mean of 4.35 and a computed standard deviation of 0.57, 0.64 and 0.51 each; *believing that the job inspires*, and *being proud of the work done* has a mean of 4.34 each and standard deviation of 0.60 and 0.59 individually; *being enthusiastic about the job* has a mean of 4.32 and a standard deviation of 0.51; *feeling happy working intensely*, and *believing it is difficult to detach oneself from the job* have a mean of 4.29 and obtained a standard deviation of 0.52 and 0.57 respectively; *getting carried away when working* has a mean of 4.28 and a standard deviation of 0.55; *being immersed in the work* has a mean of 4.27 and a standard deviation of 0.51; and *feeling bursting with energy at work* has a mean of 4.24 *and a standard deviation of* 0.76 *However, one item has a descriptive level of high - forgetting everything else around whenever working* has a mean of 4.16 and an obtained stand deviation of 0.44.

Therefore, the level of work engagement is very high which means that the items are always observed.

Table 3

Level of Work Engagement

Items	SD	Mean	Descriptive Level
Feeling bursting with energy at my work.	0.76	4.24	Very High
Feeling like going to work when I get up in the morning.	0.56	4.44	Very High
Feeling strong and vigorous at my job.	0.57	4.35	Very High
Being able to continue working for very long periods at a time.	0.64	4.35	Very High
Finding my job challenging.	0.60	4.40	Very High
Forgetting everything else around me whenever I am working.	0.74	4.16	High
Believing my job inspires me.	0.60	4.34	Very High
Being enthusiastic about my job	0.51	4.32	Very High
Believing time flies when I am working.	0.53	4.36	Very High
Feeling happy when I am working intensely.	0.52	4.29	Very High
Being proud of the work that I do.	0.59	4.34	Very High
Finding the work that I do full of meaning and purpose.	0.51	4.35	Very High
Believing it is difficult to detach myself from my job	0.57	4.29	Very High
Always persevering, even when things do not go well at my work.	0.53	4.38	Very High
Being very resilient, mentally at my job.	0.53	4.38	Very High
Being immersed in my work	0.51	4.27	Very High
Getting carried away when I am working	0.55	4.28	Very High
Overall	**0.40**	**4.32**	**Very High**

Significance of the Relationship between Job Satisfaction and Work Engagement

The test of correlation between the level of job satisfaction and work engagement is shown in Table 4. The data revealed an overall r-value of .250 and a p-value of (0.000) which is totally lower than 0.05 level of significance. The confidence level of this study is p value of 0.05 level of significance; therefore, the overall result revealed a significant relationship between job satisfaction and work engagement.

In fact, the significant relationship between job satisfaction in terms of security and work engagement has r-value of .024 and a p-value of (0.000) which is again very much lower than 0.05 level of significance. Same with the significant relationship between the level of job satisfaction in terms of work environment and work engagement which has an overall r-value of .219 and p-value of (0.000) which is again less than .05 significance level.

In addition, the significant relationship between the level of job satisfaction in terms of job responsibilities and work engagement has an overall r-value of .122 and p-value of (0.000) which is smaller than .05 level of significance.

Finally, the significant relationship between the level of job satisfaction in terms of community attachments/linkages and work engagement obtained an overall r-value of .242* and a p-value of (0.000) which is once again lower than .05 level of significance.

Therefore, there is a significant relationship between job satisfaction in terms of salary, work environment, job responsibilities and community attachments/linkages and the level of work engagement.

Significance of the Relationship between the Job Satisfaction and Performance

The test of correlation between the level of job satisfaction

Table 4

Significance of the Relationship between the Level of Job Satisfaction and Work Engagement

Job Satisfaction	Work Engagement Overall
Security	.246*
	(0.000)
Work Environment	.219*
	(0.000)
Job Responsibilities	.122*
	(0.016)
Community Attachments/Linkages	.242*
	(0.000)
Overall	**.250***
	(0.000)

*Significant at 0.05 significance level

and performance is shown in Table 5. The data revealed an overall computed r-value of .426 and a p-value of (0.000) which is totally lower than 0.05 level of significance. The confidence level of this study is set at p-value of 0.05 level of significance; therefore, the overall result revealed a significant relationship between job satisfaction and performance.

As a matter of fact, the significant relationship between job satisfaction in terms of security and the indicators of performance in terms of stress, salary, working environment and workload has an overall r-value of .312 and a p-value of (0.000) which is very much lower than 0.05 level of significance.

Similarly, the significant relationship between job satisfaction in terms of work environment and the indicators of performance in terms of stress, salary, working environment and workload has an overall r-value of .355 and p-value of p-value of (0.000) which is lower than 0.05 level of significance.

Likewise, the significant relationship between the level of job satisfaction in terms of job responsibilities and the indicators of performance in terms of stress, salary, working environment and workload has an overall r-value of .397 and p-value of (0.000) which is smaller than .05 level of significance.

Also, the significant relationship between the level of job satisfaction in terms of community attachments/linkages and the indicators of performance in terms of stress, salary, working environment and workload obtained an overall r-

value of .371 and a p-value of (0.000) which is once again lower than .05 level of significance.

Table 5.
Significance of the Relationship between the Job Satisfaction and Performance

Job Satisfaction	Performance				
	Stress	Salary	Working Environment	Workload	Overall
Security	.239*	.282*	.268*	.231*	.312*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Work Environment	.313*	.285*	.268*	.300*	.355*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Job Responsibilities	.341*	.314*	.321*	.334*	.397*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Community Attachments/Link ages	.323*	.275*	.298*	.332*	.371*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Overall	.359*	.346*	.343*	.353*	.426*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)

*Significant at 0.05 significance level

Therefore, there is a significant relationship between job satisfaction in terms of salary, work environment, job responsibilities and community attachments/linkages and the level of performance in terms of stress, salary, working environment and workload.

Significance of the Relationship between the Work Engagement and Performance
The test of correlation between the level of work engagement and performance in terms of stress, salary, working environment and workload is shown in Table 5. The data revealed an overall computed r-value of .426 and a p-value of (0.000) which is totally lower than 0.05 level of significance. The confidence level of this study is set at p-value of 0.05 level of significance; therefore, the overall result rejects the null hypothesis showing a significant relationship between the mediating variable and the dependent variable. Therefore, there is a significant relationship between work engagement and performance.

To illustrate, the significant relationship between work engagement and performance in terms of stress showed an overall r-value of .252 and a p-value of (0.000) which is lower than .05 level of significance.

In addition, the significant relationship between work engagement and performance in terms of salary showed an overall r-value of .232 and a p-value of (0.000) which is also lower than .05 level of significance.

Moreover, the significant relationship between work engagement and performance in terms of working environment revealed an overall r-value of .292 and a p-value of (0.000) which is also lower than .05 level of significance.

Finally, the significant relationship between work engagement and performance in terms of workload revealed an overall r-value of .163 and a p-value of (0.000) which is again lower than .05 level of significance.

Table 6
Significance of the Relationship between the Work Engagement and Performance

Work Engagement	Job Performance				
	Stress	Salary	Working Environment	Workload	Overall
Overall	.143*	.232*	.292*	.163*	.252*
	(0.005)	(0.000)	(0.000)	(0.000)	(0.000)

*Significant at 0.05 significance level

Mediating Effect of Work Engagement on the Relationship between Job Satisfaction and Performance
The mediating influence of work engagement on the connection between job satisfaction and performance is revealed in table 7. The mediation, as depicted, is a hypothesized causative series in which one variable influences a second variable, which influences a third variable. M (work engagement), the intervening variable, is the mediator. The association between a predictor (job happiness), X, and an outcome is mediated by work engagement (performance). Direct impacts are the paths a and b. The indirect effect is the mediational effect in which X leads to Y via M. The indirect impact denotes the portion of the X-Y relationship that is mediated by M. The indirect effect's regression coefficient represents the change in Y for every unit change in X mediated by M. (Baron and Kenny, 1986). In other words, work engagement leads to job happiness, which in turn leads to performance.

After calculating the indirect effect's regression coefficient, i significance or a confidence interval must be built. Mediation is not possible if one or more of these relationships are not important. However, if all correlations are significant, such as job happiness (X) and work engagement (M) both predicting performance (Y), partial mediation is supported (Fairchild, & Fritz, 2007).

When job satisfaction and the mediating variable, work engagement, are associated, job satisfaction is viewed as the criterion variable, while work engagement is treated as the outcome variable. As can be seen, the unstandardized value is.272, whilst the standardized value is.250; the specification error value is.053, whereas the critical ratio is 5.103, with a p-value of 0.000, indicating that there is a substantial association between job satisfaction and work engagement.

Table 7
Mediating Effect: Path Analysis (Partial Mediation)

PATH	ESTIMATES		SE	C.R.	P
	Unstandardized	Standardized			
JS ⟶ WE	.272	.250	.053	5.103	0.000
WE ⟶ JP	.135	.155	.041	3.310	0.000
JS ⟶ JP	.365	.387	.044	8.282	0.000

However, when the impact of work engagement (mediator variable) on performance (outcome variable), the results reveal an unstandardized value of .135 and a standardized value of .155. Furthermore, the specification error value is .041, the critical ratio is .041, and the p-value derived is 0.000, indicating that there is a substantial relationship between work engagement and performance.

The computed unstandardized estimate of .272 and standardized value of .250, specification error of .053, and critical ratio 5.103 produce a p-value of 0.000 in evaluating the effect of the causative variable, job satisfaction, on the outcome variable, performance. As a result, there is a strong link between job satisfaction and performance.

Step 4 follows Steps 1 through 3 because significant relationships are presented in those steps. Step 4: If the effect of M (path b) remains significant after controlling for X, the mediation is supported. Because X and M both predict Y in a meaningful way, the finding supports partial mediation. This indicates that the findings support the hypothesis that work engagement mediates the association between job satisfaction and performance, implying partial mediation. The figure below shows this in greater depth.

As revealed, the mediating effect of work engagement on the relationship between job satisfaction and performance. In fact, the effect of job satisfaction on performance controlling work engagement is -.15, therefore, there is a mediating effect. Hence, work engagement mediates the relationship between job satisfaction and performance.

X = JOB SATISFACTION
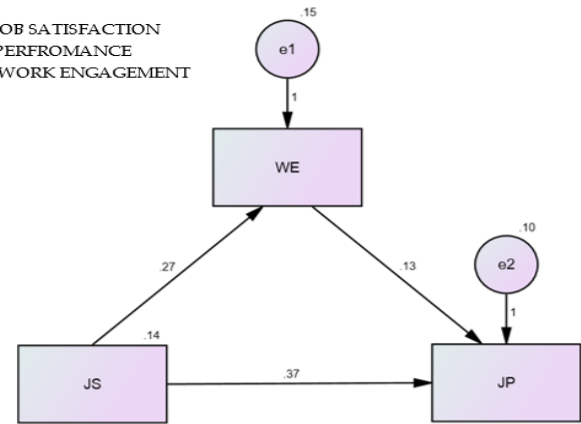Y = PERFROMANCE
M = WORK ENGAGEMENT

Figure 3: The Mediating Effect of Work Engagement on the Relationship between Job Satisfaction and Performance

4 DISCUSSIONS

Level of Job Satisfaction
Results showed a very high level of job satisfaction regarding security, work environment, job responsibilities, and community attachments/linkages experienced in the workplace. This supports the notion that job satisfaction is an essential component of work motivation. It assesses employees' contentment with their jobs, particularly in the nature of their work and the presence of a pleasant work environment. Apart from that, a job function with a higher level of responsibility generally leads to greater job satisfaction due to being respected and appreciated for one's efforts. In other words, when a person is given a lot of responsibility, it shows that the management believes in them. When people are overburdened with guilt, it has a detrimental impact. Employee burnout results from this negative consequence, and employee satisfaction suffers. The level of job satisfaction in terms of job security is very high. This is apparent in *being able to take pride in a job well done; having the chance to be reclassified/be promoted; being satisfied with the benefits received; being confident because of full credit for the work done; being pleased with the way the job provides a secured future; being satisfied with the pay compared to other co-workers in school; having opportunities for advancement; being satisfied with the when all efforts are rewarded; being satisfied with the income compared to a similar job in other companies, and being satisfied with the amount of pay for the work done.*

According to Bayona et al. (2020), a healthy work atmosphere allows employees to exchange ideas for the company's development, which can help the company thrive. These findings support the notion that creating a friendly work environment inspires and engages people, increasing job satisfaction. A healthy work environment can also increase employee productivity while lowering the

likelihood of frequent absenteeism and turnover. As a result, having a positive work environment is crucial to the firm's performance and enhances worker satisfaction.

Apriyanti et al. (2021) revealed that the work environment has a favorable and significant effect on job satisfaction. Furthermore, a positive work environment prioritizes both business success and employee satisfaction. Work-life balance, such as permitting remote work, an unrestricted flow of ideas among employees and management without fear of harsh criticism, and appropriate policies for employees are all part of creating a happy work environment.

In a study conducted by Jabbar et al. (2020), the findings revealed a positive and significant effect of work environment on job satisfaction. In the modern era, education institutions face several challenges due to the dynamic nature of the domain. One of the significant challenges is satisfying the teaching faculty to cope with the ever-changing and evolving environment to attain and retain in competition. To increase efficiency, effectiveness, and productivity, the teaching faculty must satisfy by providing a good working environment.

Finally, results also reveal that job satisfaction in terms of community linkage/attachments is very high. This community engagements include *being able to do the community outreach programs (i.e. linis barangay, coastal cleanup, tree planting); being able to be of some small service to other people; being able to encourage the stakeholders' participation in all school related activities; being able to bring the pleasantness of the school community towards external stakeholders; having linkages of the school in the immediate community; having a definite place in the community; being able to have my immediate head takes care of the complaints of some parents in the community; being able to be somebody in the community*, and *having a social position in the community that goes with the job*.

This is in line with Turkoglu et al. (2017) in which community attachment predicts job happiness. This is because it aids in the development of a knowledge of how community attachment or linkages are related to work satisfaction and provides insight in middle school urban learning contexts. In other words, teachers require a strong network of coworkers, whether in the workplace or in the community.

Level of Performance
As a result, there is a high degree of performance in terms of stress, salary, working environment, and workload. To put

it another way, task execution is linked to the amount of yield, the character of the yield, the idealness of the yield, the proficiency, and the viability of the work completed. It's concerned with when a task is completed, how it's completed, and what has been accomplished. This includes analyzing, researching, and evaluating the representative's work conduct and results in relation to the organization's objectives and targets (Carter, et al., 2018).

In fact, the level of performance in terms of stress shows a very high descriptive level especially in terms of *finding the rewards for success is greater than the penalties for failure, being willing to accept faults, receiving the respect deserved from colleagues, tending to see problems as challenge rather than as obstacles, being clear about my duties and responsibilities, being a self-motivated person feeling the manager encourages me at work, always receiving positive feedback from the employers, enjoying work,* and *being well trained in work.*

This is in contrast with Jalagat (2017) study which states that severe stress has a negative impact on performance due to management pressure to boost productivity. Workplace stress has an effect on performance in one way or another. Workplace stress is one of the primary causes of low productivity. Stress is a common occurrence in the workplace, and it manifests itself in various ways. It has been discovered that there is a link between stress and performance. Employee performance and efficiency are considered to be influenced by stress. As a result, stress has become a pressing issue that businesses must address in order for employees to execute their jobs efficiently and effectively.

Hussain et al (2019) ascribed stress to a person's life imbalance, which can lead to depression as well as problems including workplace conflict, role conflict, role ambiguity, and busyness. As a result, dealing with stress has become a must.

Moreover, the level of performance in terms of salary is high. *Believing performance appraisal influences pay raise, being satisfied with the company's pay structure, being satisfied with the amount the company pays my benefits, being satisfied with the pay raise interval in the company, experiencing personal growth financially in this company, being satisfied with benefit packages, being satisfied with current salary, being satisfied with my most recent increment,* and *being rewarded for the quality of the efforts*.

The high degree of salary performance can be linked to the fact that how a worker is paid by his company has a significant impact on his administrative performance. In fact,

this study concurs with Ormel, et al (2019), who found that a higher income correlates to better performance. A high-paid employee is motivated to do a good job because he wants to satisfy his boss in order to keep his job. His salary provides him with a sense of stability, allowing him to feel accomplished, and provides him with a high status rating, which he values. If a guy believes his financial gains are a fair trade-off, he is far more inclined to put in extra hours at work.

This is corroborated by the findings of Ramli's (2019) study, which found that compensation has a significant effect in job satisfaction. Incentive pay, based on the quantity of work delivered rather than on the time spent on the job, is particularly beneficial for increasing worker productivity. In fact, compensation has a significant effect on performance.

Furthermore, the level of performance in terms of *working environment* is very high. *Gaining personal growth by learning various skills in work, being happy with my job, understanding the importance to value and respect my colleagues,* b*eing valued by my supervisor, being rewarded for the quality of my efforts, believing my job brings positive changes to me,* b*eing encouraged by my supervisors to do well in my work,* f*eeling the school has a positive image towards friends and family, feeling the management appreciates my suggestions and leadership,* and *being able to solve problems immediately to satisfy the manager*.

This is in line with Parashakti et al's (2020) results, which claim that a positive work environment is critical to optimizing job satisfaction and performance. Company culture, management styles, hierarchies, and human resource policies are all part of it. A cornerstone to establishing a high-performing workforce is understanding how to employ a happy work environment to boost performance and prevent attrition. In other words, building a great work environment motivates and engages your staff more deeply, resulting in higher job satisfaction and employee retention inside your company, as well as less stress. Employees that work in a healthy atmosphere have more possibilities to offer ideas for the company's success, which can help it expand. A healthy workplace can also increase employee productivity and reduce the likelihood of frequent absenteeism (Virgana, 2020; Wang, & Brower, 2019).

Finally, the level of performance in terms of *workload* is very high level. *Gaining personal accomplishment through work, being encouraged to come up with new and better ways of doing things, clearly defining quality goals in work, believing my skills and abilities are put into good use in my work, having the tools and resources to do my job well, feeling safe sharing my plans, programs and policies with my management, believing the management does an excellent job in keeping employees informed about matters affecting them, being satisfied with involvement in decisions that affect work, believing that the manager is committed to finding win-win solutions to problems at work;* and *being satisfied with the information given by the management on what is going on in my division* has very high descriptive level.

This is consistent with the findings of Gulo's research (2015), which found that workload had both positive and substantial effects on performance. When this pressure gets extreme, however, it has a negative effect. Occupational stress is unpleasant on a personal level unless it exceeds a person's coping abilities and resources to deal with it effectively.

This is also corroborated by Balducci et al (2021), who discovered that increased workload allows employees to learn and grow more quickly. Employees develop greater work experience as they perform their duties, broadening their exposure. Employees with increased responsibilities are more engaged and energetic. Workload pressure can be beneficial, resulting in higher productivity. Increased stress can also be caused by underutilization of human skills or failure to maximize the potential of employees. Employees are those capable of performing a job like their work.

This is in contrast to Hidayat, & Situmorang (2019), who found that excessive workload causes physical and mental weariness, as well as emotional reactions such as headaches, stomach problems, and irritation. A minimal workload, on the other hand, will lead to boredom and monotony. Boredom in daily routine work due to insufficient work or job that results in a lack of attention to work can hurt and degrade employee performance.

Level of Work Engagement
The level of work involvement is really high. Employees are inspired by, passionate about, and invested in the work they do, which accounts for the high degree of employee engagement. This is in line with the findings of Engelbrecht et al. (2017), who found that highly engaged employees are more focused and have a feeling of purpose, which motivates them, particularly when it comes to feedback and good management reviews. Even managers who provide too much input to their direct reports are rated higher by their team than those who do not supply enough. Employees thrive on feedback, and it has a significant impact on their level of engagement. Begin by having each employee meet with their manager for a check-in, and then encourage

middle management to hold frequent review sessions with their team as an ongoing project to promote employee engagement.

According to Hakanen et al., 2021, this very high degree of employee engagement can be attributed to the way individuals are motivated by, enthusiastic about, and invest resources in the task they undertake. When there is a goal they can rally behind and a purpose to excite them, workers are more engaged. Positive feedback is linked to ideal measurements of criticism. Indeed, managers who provide an excessive amount of feedback to their immediate subordinates are rated higher by their peers than those who do not. Employees want for feedback, which has an effect on their level of dedication.

In fact, engaging employees is essential for retaining significant ability and is an important component of the employee fulfillment puzzle, as disengaged individuals are more likely to look for work elsewhere. Employees that are engrossed in their work are more likely to be motivated and stay focused on their boss. As a result, more corporate objectives are being met.

In other words, employee involvement is extremely beneficial to any workplace. It suggests that employees are energized, happy, or fulfilled, because employees who are successful and have a good attitude on their responsibilities to the company are more likely to like their work, be excited to come to work every day, and feel appreciated. Employees who are engaged are more likely to spend the effort that leads to increased profitability. As a result, engaged people are locked in not because they're profitable or easy to deal with, but because they believe their work matters (Nas, 2021).

Significance on the Relationship between the Level of Job satisfactions and Work Engagement

The level of work engagement was found to have a significant relationship with job satisfaction in terms of salary, work environment, job responsibilities, and community attachments/linkages. This finding supports Alzyoud's (2018) hypothesis that job satisfaction statistically and significantly affected work engagement. The findings of Garg et al (2017), who discovered a positive moderate link between job satisfaction and work engagement, back this up. Similarly, studies have shown that when complaints about management style are addressed, facilities are supplied, and fair possibilities for career growth are provided, job satisfaction and work engagement increase.

This is also in line with Garg, et al. (2018), who claim that businesses are failing to retain their best staff. There are various studies that link job satisfaction to employment; nevertheless, a more in-depth analysis is required to comprehend workplace contentment, which boosts work engagement; whether intrinsic or extrinsic job satisfaction increases work engagement. This demonstrates that job happiness is the most important factor in employee engagement.

Significance on the Relationship between Job Satisfaction and Performance

The test of correlation between job satisfaction and performance revealed a significant relationship between job satisfaction and performance, similar to Dinc (2017)'s findings that job satisfaction in terms of pay, the job itself, promotion opportunities, supervisor support, and coworker relationships affect performance. Employee attitudes are caused by job satisfaction and performance, according to Umrani et al (2019). The impression of the job itself is the primary driver of job satisfaction, according to one study, while evidence suggests that other personality factors such as extraversion and conscientiousness might also influence performance. Job happiness is, in fact, thought to be a powerful predictor of performance.

Significance of the Relationship between the Work Engagement and Performance

A substantial association exists between work engagement and performance in terms of stress, salary, working environment, and workload, according to a correlation test. As a result, there is a strong association between work engagement and performance. This finding backs up Reijseger et al's (2018) theoretical model of a positive relationship between work engagement and performance. Work involvement, according to Jackson (2014), is a substantial predictor of performance, accounting for 5% of variance in performance.

However, this conclusion contradicts the findings of Kooija et al (2020), which identified a negative relationship between work engagement and performance. This suggests that work pressure crafting has a bad impact on job satisfaction and performance. Individual behavior and responses were interdependent in such a circumstance. Workplace engagement may have an impact on team effectiveness and, as a result, performance. After adjusting for other variables, unit-level devotion and absorption, but not vigor, were

shown to be positively associated to nurse-reported quality of care by the researchers.

While these researches support the idea that job engagement is linked to counterproductive performance, they do not prove it. Work engagement, on the other hand, was found to be positively connected with nurses' perceptions of performance on unit care quality in one study. The relationship and unit care quality were mediated by personal identification, personal identity, trust in the management, and job engagement. Work involvement was also linked to better performance in terms of providing high-quality care (Beck, & Shen, 2019; Kooij et al., 2020; Nasurdin et al., 2018).

Mediating Effect of Work Engagement on the Relationship between Job Satisfaction and Performance

When the relationship between job satisfaction and work engagement was investigated, job satisfaction was used as the criterion variable and work engagement as the outcome variable, with the result revealing a substantial link between the two. When the effect of work engagement on performance was investigated, the result revealed a substantial link between the mediator variable and the outcome variable. Work engagement and performance were found to have a substantial link when assessing the effect of job satisfaction on performance. In other words, work engagement supports partial mediation by mediating the relationship between job satisfaction and performance. These findings matched those of Gardner and Pierce (1998), which found a substantial link between job happiness and performance. Furthermore, Alzyoud (2018) discovered that job satisfaction had a statistically significant impact on work engagement, with trust acting as a strong moderator. Finally, the findings of Reijseger, Schaufeli, Peeters, and Taris (2018) were confirmed.

Conclusion

Based on the findings of the study, the following conclusions were drawn: The level of job satisfaction was very high. Similarly, the level of performance was very high. Likewise, the level of work engagement was very high.

Moreover, results showed a significant relationship between job satisfaction and work engagement. Further job satisfaction and performance were significantly related. Lastly, a significant correlation was found between work engagement and performance. This affirmed the findings of Gardner and Pierce (1998), Alzyoud (2018), Reijseger, Schaufeli, Peeters and Taris (2018), and Jackson (2014) which showed that job satisfaction and performance were significantly related;job satisfaction statistically and significantly affected work engagement, and trust

significantly moderated such relationship; a positive relation between work engagement and performance; and work engagement is found to be a significant predictor of performance.

Finally, work engagement has a mediating effect on the relationship between job satisfaction and performance the mediation is supported since the effect of M (path b) remains significant after controlling for X. Both X and M both significantly predict Y, therefore, the result supports partial mediation.

Recommendations

Since the study found a very high level of job satisfaction, performance and work engagement among the respondents, the researcher recommends that management should involve teachers in decision-making in school and promote continuous professional development.

Furthermore, the study found out that there is a significant relationship job satisfaction and performance; job satisfaction and work engagement; and work engagement and performance. The researcher recommends that school heads may develop teachers to be leaders themselves so that job satisfaction, performance and work engagement may be sustained.

Lastly, the study revealed that work engagement mediates the relationship between job satisfaction and performance of teachers. The researcher recommends schools and its stakeholders may make systematic, planned, and proactive efforts to improve performance through job satisfaction.

Further, teachers may increase theirwork engagement and performance through job satisfaction which is a motivational state of mind which refers to the feelings one experiences when at work. Besides, engaged and satisfied teachers are motivated to perform their job well. Finally, future researchers may use the findings of this study as their springboard to make further research on the field of occupational psychology.

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