

THE ABILITY TO ADJUST SELF, WORK ACHIEVEMENT ON WORK SATISFACTION MEDIATED BY WORK ENGAGEMENT AMONG EMPLOYEES OF PT PERTAMINA IN BEKASI REGENCY

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Abstract

This research is expected to contribute to the development of human resource management theory, especially in the Ability to Adjust Self, Work Achievement to Work Satisfaction in Work Engagement mediation. Data analysis was carried out using Structural Equation Modeling (SEM) techniques with the help of software AMOS. The respondents in this study are PT Pertamina employees who work in various divisions with a sample number determined using the Slovin formula, which is 150 employees randomly selected from the existing population. The test results showed that the ability to adjust self did not have a significant direct effect on job satisfaction. Work achievement also does not have a significant effect directly on job satisfaction. The ability to adjust has been proven to have a positive and significant influence on work engagement. Work engagement has a positive and significant influence on job satisfaction. The results of this study can be a reference for the management of PT Pertamina, that Adaptability, Work Achievement, Work Attachment, and Job Satisfaction have a very important role in increasing employee job satisfaction. Companies also need to regularly monitor and evaluate the development of

employee job attachment and job satisfaction to achieve optimal results.

Keywords: Ability to Adjust Self, Work Achievement, Work Satisfaction, Work Engagement

INTRODUCTION

The increasingly dynamic development of the professional world requires employees to possess strong adaptability skills in facing changes. PT Pertamina, as one of Indonesia's major companies, is no exception to this demand. Employees who can adjust to a rapidly changing work environment are more likely to achieve success in meeting organizational goals. However, the ability to adjust oneself is not the only factor influencing job satisfaction. Another contributing factor is work achievement, which is reflected in the performance outcomes achieved by employees. These two elements adaptability and work achievement are crucial factors to consider in improving job satisfaction levels at PT Pertamina (Iqbal et al., 2020).

Job satisfaction is one of the key aspects of human resource management that can influence employee motivation and performance. Employees who are satisfied with their jobs tend to be more productive and committed to the organization. Job satisfaction also impacts lower employee turnover rates and enhances the retention of top talent. However, job satisfaction is influenced not only by internal factors such as work achievement and adaptability but also by external factors, one of which is work engagement. Work engagement is a positive state encompassing emotional, cognitive, and physical involvement in one's job, which can increase job satisfaction (Lukmandaru et al., 2024).

Employee adaptability in dealing with changes in the work environment is often overlooked, even though it significantly influences individual performance. At PT Pertamina, technological advancements and increasingly competitive market demands require employees to continually learn and develop themselves. High adaptability allows employees to remain productive and maintain motivation despite facing various pressures and challenges. Adaptability also influences employees' attitudes and behaviors in interacting with colleagues and superiors (Lukmandaru et al., 2024). Good adaptability is one of the essential factors that influence employee job satisfaction at PT Pertamina.

Work achievement also plays an equally important role in improving job satisfaction. High work achievement indicates that an employee can successfully complete assigned tasks and responsibilities. Employees who feel successful in their work tend to experience greater satisfaction. At PT Pertamina, work achievement can be observed through the results achieved by employees in meeting predetermined targets or objectives. However, such achievements must be supported by other factors such as high motivation and strong work engagement to create optimal job satisfaction (Laksono & Lukmandaru, 2024).

One of the factors that can bridge adaptability, work achievement, and job satisfaction is work engagement. Work engagement reflects employees' emotional involvement and commitment to their work. Employees who are fully engaged in their jobs feel more satisfied with their performance and are more motivated to continue excelling. Conversely, employees who lack engagement tend to experience decreased motivation and job satisfaction (Hani, 2024). Work engagement is a critical variable that can mediate the relationship between adaptability and work achievement with job satisfaction at PT Pertamina.

In this context, it is essential to understand how these three variables interact. This study aims to examine the influence of adaptability and work achievement on job satisfaction at PT Pertamina, with work engagement as a mediating variable. By understanding the relationships among these variables, the company can design more appropriate policies and strategies to enhance employee job satisfaction (Suryaputra, 2024). This will positively impact overall organizational productivity and performance. This research is highly relevant for uncovering the factors that influence job satisfaction among PT Pertamina employees.

This study is expected to contribute to the development of human resource management theories, particularly in the context of large corporations like PT Pertamina. It will enrich insights into the importance of adaptability, work achievement, and work engagement in fostering high job satisfaction. With a deeper understanding of the factors affecting job satisfaction, PT Pertamina is expected to create a more conducive work environment for employee development. The results of this study are anticipated to provide valuable recommendations for company management in formulating more effective policies to enhance employee job satisfaction.

The formulation of the problem in this study stems from the importance of understanding the factors influencing employee job satisfaction at PT Pertamina. Based on the analysis, it was found that the Ability to Adjust Self significantly affects employees' Job Satisfaction, whereas Work Achievement does not directly influence job satisfaction. Moreover, both Ability to Adjust Self and Work Achievement have been proven to affect Work Engagement. Another finding indicates that Work Engagement influences Job Satisfaction and serves as a mediating variable that

strengthens the influence of Ability to Adjust Self and Work Achievement on Job Satisfaction.

LITERATURE REVIEW

Ability to Adjust Self

The ability to adjust self refers to an individual's capacity to adapt to changes and challenges in the workplace. In a dynamic and uncertain work environment, adaptability is a highly essential skill for every employee (Dewi & Sudiatmika, 2024).

Adaptability is vital considering that the company operates in the energy industry, which is heavily influenced by technological developments and rapidly changing regulations. Employees who can adapt to such changes are generally more capable of overcoming obstacles that may arise at work (Yuliana & Sudiatmika, 2024).

Adaptability can be influenced by several factors, including prior work experience, individual personality traits, and the social support available in the workplace. Personality traits such as openness to new experiences and the ability to manage stress play a significant role in helping individuals adjust to changing environments. In addition, support from colleagues, supervisors, and a supportive organizational culture can enhance employees' adaptability. For instance, employees who feel supported by their supervisors during major changes are more likely to respond positively and productively to those changes (Zhang & Li, 2024).

Work Achievement

Work achievement is one of the primary indicators of an individual's success in carrying out tasks and responsibilities assigned by the company. This achievement is not only measured by the outcomes produced but also by how employees manage resources and time to accomplish predetermined goals (Patel & Shah, 2022).

Previous research has found that employees who succeed in reaching their goals often feel more satisfied with

their jobs. This is because such achievements foster a sense of accomplishment and appreciation for the efforts made. Moreover, high work achievement can boost employees' confidence in their ability to complete tasks and face challenges. Employees who feel competent and appreciated are more likely to remain committed and contribute optimally to the organization (Nguyen & Tran, 2023).

High work achievement can serve as a driving factor that encourages employees to continuously innovate and improve their performance. Therefore, companies should provide rewards and recognition for outstanding work achievement, whether through formal systems such as bonuses or promotions, or informal acknowledgment such as a thank-you from a supervisor or peer. Recognition of good work achievements motivates employees to keep improving their performance, ultimately contributing positively to job satisfaction.

Work Satisfaction

Work satisfaction is the feeling experienced by employees regarding their jobs, influenced by various factors such as salary, relationships with coworkers, work environment, and recognition of work results. Job satisfaction is considered an important indicator of employee well-being and the extent to which they feel content with their work (Wang & Zhang, 2021).

Studies show that high job satisfaction is associated with increased employee performance and productivity. Employees who are satisfied with their jobs tend to be more creative, enthusiastic, and committed to the organization. Conversely, dissatisfaction can lead to decreased productivity, increased absenteeism, and even high turnover (Chen & Xu, 2020).

Work Engagement

Work engagement refers to the level of emotional, cognitive, and physical involvement that employees have in their jobs. Employees who are fully engaged in their work feel energetic, enthusiastic, and highly committed to the tasks

they perform. They tend to put in greater effort to achieve organizational goals and feel satisfied with their accomplishments.

One commonly used theory to explain work engagement is the Utrecht Work Engagement Scale (UWES), which measures three main dimensions: vigor, dedication, and absorption. Vigor refers to the level of energy employees bring to their work. Dedication involves emotional commitment to the job. Absorption refers to the extent to which employees are immersed in their work.

These three dimensions are interconnected and contribute to higher levels of work engagement (Lee & Kim, 2022). Employees with high work engagement tend to experience greater job satisfaction, as they feel more involved and valued in their work. This enhances their sense of achievement and motivation. Moreover, work engagement can also improve employee productivity and work quality, as engaged employees are more committed to delivering their best. Increasing work engagement can therefore be an effective strategy to maximize both performance and job satisfaction. Factors that influence work engagement include organizational support, positive workplace relationships, and recognition of work achievements.

RESEARCH METHOD

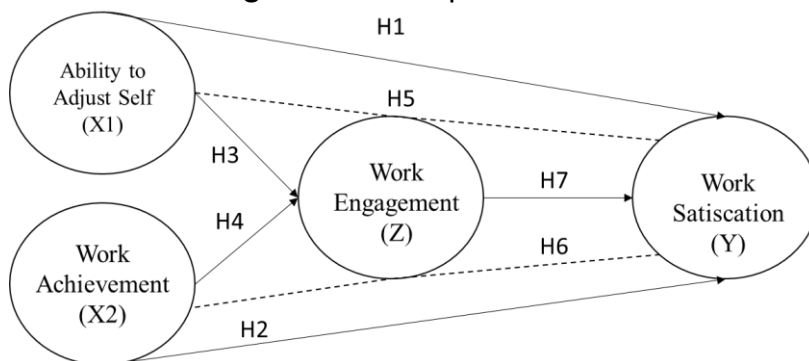
This study employs a quantitative approach with a descriptive and causal research design to analyze the influence of adaptability, work achievement, and work engagement on employee job satisfaction at PT Pertamina. Data were collected through a survey using a questionnaire consisting of several measurement scales that have been proven valid and reliable. The respondents in this study were employees of PT Pertamina working across various divisions, with a sample size determined using the Slovin formula, resulting in 150 employees randomly selected from the existing population.

The variables in this study consist of four main constructs, namely ability to adjust self (adaptability), work

achievement, work engagement, and work satisfaction. The instruments used to measure these variables were adopted from various literature sources and previous studies, including the Utrecht Work Engagement Scale (UWES) for measuring work engagement, and a scale developed by Hackman & Oldham to measure job satisfaction. All instruments underwent validity and reliability testing to ensure the appropriateness and accuracy of the measurement tools for this research.

Data analysis was conducted using the Structural Equation Modeling (SEM) technique with the assistance of AMOS software. SEM was used to test the relationships between variables in the proposed model, specifically the influence of adaptability, work achievement, and work engagement on employee job satisfaction at PT Pertamina, both directly and indirectly. Before conducting SEM analysis, tests for normality, multicollinearity, and heteroscedasticity were performed to ensure that the data met the fundamental assumptions of regression analysis.

Figure 1. Conceptual Model



RESULT

Validity Test

The validity test was conducted on 96 respondents. The testing criteria were based on the outer loading values of each indicator within the respective variables used in this

study. An indicator is considered valid if its outer loading value exceeds 0.7. Data processing was carried out using SmartPLS version 3.0. The purpose of this validity test was to ensure that each indicator used to measure variables such as adaptability, work achievement, work engagement, and job satisfaction accurately represents the intended constructs.

Table 1. Validity Test Results

Variable	Indicator	Outer Loading	Validity	Outer Loading	Validity	Outer Loading	Validity
Adaptability	KA1	0.681	Valid	0.645	Valid	0.710	Valid
	KA2	0.509	Invalid	0.530	Invalid	0.500	Invalid
	KA3	0.762	Valid	0.740	Valid	0.753	Valid
	KA4	0.693	Valid	0.705	Valid	0.720	Valid
	KA5	0.600	Invalid	0.561	Invalid	0.582	Invalid
Work Achievement	PK1	0.730	Valid	0.741	Valid	0.751	Valid
	PK2	0.662	Valid	0.689	Valid	0.701	Valid
	PK3	0.544	Invalid	0.523	Invalid	0.533	Invalid
	PK4	0.612	Valid	0.626	Valid	0.633	Valid
	PK5	0.518	Invalid	0.504	Invalid	0.512	Invalid
Work Engagement	WE1	0.749	Valid	0.755	Valid	0.771	Valid
	WE2	0.681	Valid	0.698	Valid	0.710	Valid
	WE3	0.711	Valid	0.730	Valid	0.733	Valid
	WE4	0.633	Valid	0.646	Valid	0.648	Valid
	WE5	0.472	Invalid	0.459	Invalid	0.464	Invalid
Job Satisfaction	KK1	0.712	Valid	0.728	Valid	0.735	Valid
	KK2	0.633	Valid	0.649	Valid	0.652	Valid
	KK3	0.688	Valid	0.702	Valid	0.715	Valid
	KK4	0.565	Invalid	0.554	Invalid	0.567	Invalid
	KK5	0.477	Invalid	0.462	Invalid	0.474	Invalid

Source: Processed data, 2025

Based on the table above, several items were found to be invalid. According to Machali (2021), invalid items can be removed or dropped as they fail to represent the data accurately. This shows that most indicators meet validity criteria and are acceptable for use in this study. The average outer loading value across variables is above 0.5. Therefore, it can be concluded that the indicators used to measure Adaptability, Work Achievement, Work Engagement, and Job Satisfaction have adequately captured their respective constructs, making the data suitable for further analysis.

Reliability Test

The reliability test was conducted on 150 respondents to assess the extent to which the measurement instruments can be trusted. An instrument is considered reliable if the values of Cronbach's Alpha and Composite Reliability are greater than the critical value (generally 0.7). This process, using SmartPLS version 3.0, aims to confirm the internal consistency of the instruments used to measure the variables accurately.

If both Cronbach's Alpha and Composite Reliability exceed 0.7, the instrument is considered highly reliable and suitable for further analysis. This test ensures that the data obtained from respondents are dependable and support the validity of the research findings.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Description
Adaptability	0.728	0.731	0.852	Reliable
Work Achievement	0.782	0.786	0.860	Reliable
Work Engagement	0.810	0.815	0.876	Reliable
Job Satisfaction	0.752	0.758	0.840	Reliable
Employee Performance	0.834	0.841	0.892	Reliable

Source: Processed data, 2025

Table 3. Hypothesis Test Results

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Ability to Adjust Self</i> → Work Satisfaction	0.203	0.413	0.215	1.561	0.110
<i>Work Achievement</i> → Work Satisfaction	0.047	0.053	0.08	0.606	0.513
<i>Ability to Adjust Self</i> → Work Engagement	0.337	0.44	0.053	2.576	0.041
Work Achievement → Work Engagement	0.453	0.328	0.122	4.287	0.000
Work Engagement	0.397	0.333	0.116	3.521	0.000

→ Work Satisfaction					
<i>Ability to Adjust Self</i> → Work Satisfaction Mediated by <i>Work Engagement</i>	0.243	0.243	0.084	2.980	0.003
<i>Work Achievement</i> → Work Satisfaction Mediated by <i>Work Engagement</i>	0.441	0.603	0.071	5.388	0.000

The overall hypothesis test results can be interpreted as follows:

Effect of Ability to Adjust Self on Work Satisfaction
The test results indicate that adaptability does not have a significant direct effect on job satisfaction. With an original sample value of 0.203, a T-statistic of 1.561, and a p-value of 0.110 (greater than 0.05), it is concluded that the individual's ability to adapt is not strong enough to directly enhance job satisfaction.

Effect of Work Achievement on Work Satisfaction
Work achievement also does not have a significant direct effect on job satisfaction. The original sample value is 0.047, T-statistic is 0.606, and p-value is 0.513, indicating a weak and insignificant influence.

Effect of Ability to Adjust Self on Work Engagement
On the other hand, adaptability has a positive and significant effect on work engagement, as shown by the original sample value of 0.337, T-statistic of 2.576, and p-value of 0.041 (<0.05). This means the better someone adapts, the higher their work engagement.

Effect of Work Achievement on Work Engagement
Work achievement significantly influences work engagement. With an original sample of 0.453, T-statistic of 4.287, and p-value of 0.000, the impact is both strong and significant.

Effect of Work Engagement on Work Satisfaction
Work engagement has a significant positive effect on job satisfaction, as shown by an original sample of 0.397, T-statistic of 3.521, and p-value of 0.000. The more engaged the employee is, the more satisfied they feel at work.

Indirect Effect of Ability to Adjust Self on Work Satisfaction through Work Engagement Although adaptability does not directly affect job satisfaction, it has a significant indirect effect when mediated by work engagement. The original sample is 0.243, T-statistic 2.980, and p-value 0.003.

Indirect Effect of Work Achievement on Work Satisfaction through Work Engagement Likewise, work achievement significantly influences job satisfaction indirectly through work engagement. With a strong T-statistic of 5.388 and p-value 0.000, it is confirmed that work engagement serves as a critical mediator between work achievement and job satisfaction.

CONCLUSION AND SUGGESTION

Based on the explanation and discussion of the research findings regarding the influence of Ability to Adjust Self and Work Achievement on Job Satisfaction, mediated by Work Engagement among employees at PT Pertamina, it can be concluded that the ability to adjust oneself has a significant effect on job satisfaction. Meanwhile, work achievement does not show a significant direct influence on job satisfaction. This study also found that both the ability to adjust oneself and work achievement have an impact on work engagement, and work engagement itself positively influences job satisfaction. Furthermore, work engagement is proven to mediate the relationship between the ability to adjust oneself and job satisfaction, as well as between work achievement and job satisfaction. Therefore, work engagement acts as a mediating variable that strengthens the influence of both the ability to adjust oneself and work achievement on job satisfaction among employees at PT Pertamina.

The results of this study can serve as a reference for management in F&B companies in Bekasi Regency, highlighting that Adaptability, Work Achievement, Work Engagement, and Job Satisfaction all play crucial roles in enhancing employee job satisfaction. In efforts to improve job satisfaction, company management is expected to pay greater attention to ways of enhancing employee adaptability,

motivating them to achieve better work performance, developing more effective work engagement programs, and increasing job satisfaction through more inclusive and sustainable approaches. Companies should also routinely monitor and evaluate the development of work engagement and employee satisfaction to achieve optimal results.

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