

# THE STRATEGIC EFFECTS OF JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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## Abstract

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In today's rapidly evolving business landscape, intense performance demands, advancing technologies, shifting organizational contexts, and high client expectations pose significant challenges to performance in construction firms. A capable workforce is essential for achieving strong organizational performance and sustaining a competitive edge. Various factors influence how effectively a construction organization performs (Abawa & Obse, 2024). Notably, the job satisfaction and employee engagement of construction engineers play a crucial role in driving industry progress and are key contributors to organizational performance. This study investigated the mediating role of employee engagement in the relationship between job satisfaction and organizational performance by distributing 467 self-reported questionnaires to engineers in Jordanian construction organizations. The collected data, analyzed using structural equation modeling (SEM) via IBM-SPSS-AMOS 24.0, revealed that both job satisfaction and employee engagement are positively correlated with organizational performance. Job satisfaction has a positive and significant effect on employee engagement, and, importantly, employee engagement partially mediates the relationship between job satisfaction and organizational performance. In this context, fostering collaboration among staff is considered vital for improving organizational performance, particularly when employees experience high levels of satisfaction and engagement. This study also highlights practical implications for managers, offering insights into how strategic efforts to enhance satisfaction and engagement can lead to measurable performance gains.

**Keywords:** Job Satisfaction, Employee Engagement, Organizational Performance

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## 1. INTRODUCTION

The pressure to perform well, demographic shifts, and globalization have necessitated companies across multiple sectors (El-Kot & Leat, 2008; Chandrakumara & Sparrow, 2004) to manage

organizational performance for market sustainability (Uppachai et al., 2025) and a competitive edge. As an industry that significantly impacts national economic development, the construction sector and construction engineers play a pivotal role in project success. Construction companies could optimize

their market competitiveness through standardized productivity practices (Marzuki et al., 2012) for high profitability and low or zero expenditure (Hiyassat et al., 2016). Although the issues underpinning construction-related productivity have been extensively acknowledged and garnered scholarly attention (Dai et al., 2009), the Jordanian construction sector is highly criticized by scholars and governmental organizations following its lack of productivity (Alzubi et al., 2023; Hiyassat et al., 2016; Abu-Mahfouz, 2023; Samarah & Bekr, 2016). Jordan, which ranked 116th out of 123 nations worldwide based on a study by the Jordan Strategy Forum (JSF) on labor productivity between 2010 and 2018, implied a decline in Jordanian construction performance by 0.783% (JSF, 2018).

Given these findings, the relatively low performance levels observed in Jordan may be addressed by improving job satisfaction, which is recognized as one of the critical drivers of performance (Alzubi et al., 2023). Job satisfaction remains a core challenge for Jordanian construction engineering firms striving to enhance their performance (Al-Abbadi & Agyekum-Mensah, 2017; Alzubi et al., 2023). Supporting this view, Aghimien et al. (2025) and Bhatta et al. (2018) emphasized that job satisfaction is a fundamental element in the success of construction firms.

As a central factor influencing both performance and productivity, the presence or absence of job satisfaction (Attar & Sweis, 2010; Jaber, 2020; Vrontis et al., 2019) has significant implications for the output of Jordanian construction companies (Al-Abbadi & Agyekum-Mensah, 2017; Alzubi et al., 2023). In particular, the satisfaction of engineers contributes to the development of the construction sector and plays a key role in driving organizational performance (Alzubi et al., 2023).

At the same time, employee engagement is critical to achieving organizational sustainability, fulfilling strategic objectives, and adapting to a dynamic industry environment (Fletcher & Robinson, 2013; Marlita, 2025). Employee engagement remains a significant concern within the organization and continues to warrant research due to its strong influence on employees' ability to perform effectively (Marlita, 2025). It is a positive psychological state that enables individuals to focus effectively on their work (Kahn, 1990). Engagement enhances employee performance, improves job satisfaction, and supports organizations in achieving their goals (Ibrahim & Al Falasi, 2014). Over the past decade, the importance of employee engagement has grown significantly (Arulenthilkumar & Punitha, 2024; Marlita, 2025), and many organizations now use it as a strategic tool to align employee growth with organizational goals (Bedarkar & Pandita, 2014; Woodruffe, 2006). Fletcher and Robinson (2013) noted that many firms invest in engagement initiatives to foster independence and maintain a competitive advantage. According to Gallup, only 13% of employees report being engaged at work. Employee engagement supports individuals across all age groups and promotes stronger relationships between staff and management (Motyka, 2018). Positive employee attitudes and behaviors can enhance a firm's competitiveness. Today's workforce increasingly seeks employers who provide inclusive, respectful, and satisfying work environments.

Essentially, competent human capital is crucial for achieving optimal performance and maintaining a competitive advantage in construction organizations (Abu-Mahfouz, 2023; Roy et al., 2019). Employees have a significant impact on the construction industry, especially considering that labor costs account for 30% to 50% of total project expenditures in most countries (Abu-Mahfouz, 2023; Jarkas & Bitar, 2012; Kazaz et al., 2008).

Therefore, effective staff management across various domains, particularly in relation to job satisfaction (Anin et al., 2015; Al-Abbadi & Agyekum-Mensah, 2017; Alzubi et al., 2023) and employee engagement (Mahfouz et al., 2022; Othman et al., 2019), is considered essential. In light of this, the relatively low levels of organizational performance within Jordan's construction sector could potentially be improved by increasing job satisfaction and promoting employee engagement.

In essence, this study offers an early empirical examination of the mediating role of employee engagement in the relationship between job satisfaction and organizational performance in Jordan's construction industry. Understanding how job satisfaction and employee engagement influence organizational performance is particularly relevant for construction firms in Jordan, an area that remains underexplored in existing research. Accordingly, this study applies social exchange theory to investigate the interconnections among these constructs, aiming to bridge the current research gap and provide deeper insight into these organizational dynamics.

The study is structured into several sections. Section 2 outlines the conceptual model and the key variables used to develop the study's hypotheses. Section 3 details the methodology and sample selection. Section 4 presents the statistical results, including the tested model and hypotheses. Section 5 discusses the findings in detail, while Section 6 concludes the study, noting its limitations and suggesting directions for future research.

## 2. LITERATURE REVIEW

### 2.1. Social exchange theory

Researchers have applied social exchange theory to examine the relationship between employees and organizational performance (Ahmed et al., 2018; Alrazehi et al., 2021; Pinho et al., 2014; Sungu et al., 2019). Social exchange theory describes the interactions or relationships between two or more parties, such as the exchange between employees and their organizations, which involve ongoing obligations and the mutual exchange of resources. These exchanges are based on reciprocity, where future returns or repayments are anticipated (Cropanzano et al., 2017; Cropanzano & Mitchell, 2005). According to social exchange theory, when employees perceive strong support from their organization, they are likely to reciprocate with positive behaviors that contribute to beneficial outcomes (Arulenthilkumar & Punitha, 2024), such as job satisfaction, employee engagement, and enhanced organizational performance. For example, highly-satisfied workers tend to "pay back" the company in a fairly active or directed manner where workers engage in resource investment

to achieve organizational aims (optimal engagement level) (Huang et al., 2016; Mohiya, 2025), improved performance (Alamir et al., 2019), and increased loyalty to the organization (Alamir et al., 2019; Alrazehi et al., 2021).

## 2.2. Job satisfaction

Job satisfaction may be described as the level of satisfaction experienced by people in their work. Companies recognize the growing importance of job satisfaction, which denotes workers' level of happiness at work (Chaudhry et al., 2017), based on their perceptions and evaluations of various job-related features (Ibrahim et al., 2013). Several scholars characterize job satisfaction as an individual's overall perception or attitude toward their job. Consequently, many organizations place it among their highest priorities (Alzubi et al., 2023).

## 2.3. Employee engagement

Employee engagement refers to "a positive work-related psychological state characterized by a genuine willingness to contribute to organizational success" (Albrecht, 2010, p. 5). Engaged employees are more likely to understand the purpose and nature of their tasks (Kavitha, 2025; Ugwu et al., 2014). Those who are actively engaged tend to be highly motivated, aligned with the organization's mission and values, and proactive in contributing to its goals. The level of employee engagement can significantly impact individual performance, team productivity, and the overall well-being of the organization (Susanto et al., 2023). Therefore, employee engagement plays a vital role in shaping an organization's long-term success (Arulenthikumar & Punitha, 2024).

## 2.4. Organizational performance

The evaluation approaches utilized to measure firm performance through various examinations substantially vary following their multi-dimensionality and complexity (Kirby, 2005), as performance could be attained by an individual, team, company, or process (Abu-Mahfouz, 2019). Organizational performance reflects how successfully a company meets its objectives (Abawa & Obse, 2024; Zhang et al., 2008). It is widely recognized across various fields as a key outcome measure, often used to evaluate firm productivity as a central dependent variable (Richard et al., 2009).

## 2.5. Hypotheses development

A competitive setting proves necessary to improve one's satisfaction level to that of engagement (Abraham, 2012). Since engaged employees go beyond mere commitment, displaying genuine passion for their work (Balakrishnan & Masthan, 2013). Highly engaged workers induce more profitability through their productivity, focus, and work enjoyment (Pongton & Suntrayuth, 2019). In line with past literature, work satisfaction essentially impacts staff engagement (Arulenthikumar & Punitha, 2024; Azmy et al., 2022; Chauhan et al., 2024; Hossen et al., 2020; Huang et al., 2016; Marlita, 2025; Mohiya, 2025; Nabilla et al., 2023;

Pongton & Suntrayuth, 2019; Tepayakul & Rinthaisong, 2018). Employee engagement was also found to be a consequence of job satisfaction (Abraham, 2012; Shmailan, 2016). Such examinations of managerial roles potentially establish a trustworthy, cooperative, and innovative environment for workers to experience high satisfaction levels towards optimal engagement (Abraham, 2012). Hence, the following hypothesis was developed:

*H1: Job satisfaction has a significant and positive effect on employee engagement.*

Staff engagement was related to organizational performance following past research (Chaudhry et al., 2017; Gede & Huluka, 2024; Kavitha, 2025; Mishra & Biswal, 2024; Ogonnaya & Valizade, 2018; Schneider et al., 2018; Shmailan, 2016). Employees with high levels of engagement are dedicated and emotionally attached to their companies (Balakrishnan et al., 2013). This organizational bonding and rapport subsequently catalyze company success. For example, individuals who depict a positive rapport with and emotional connection to their work, colleagues, and companies perform optimally and demonstrate high organizational contributions (Shmailan, 2016). In this vein, highly-engaged staff who work enthusiastically on satisfying, positive, inspiring, and rewarding company tasks (Bakker et al., 2008) could be retained within the organization (Gede & Huluka, 2024; Kavitha, 2025; Mishra & Biswal, 2024; Pongton & Suntrayuth, 2019). As such, the following hypothesis was developed:

*H2: Employee engagement has a significant and positive effect on organizational performance.*

Following past empirical works, job satisfaction significantly impacts organizational performance (Abawa & Obse, 2024; Alrazehi et al., 2021; Chaudhry et al., 2017; Hemsforth et al., 2024; Hilton et al., 2023; Jeffrey, 2025; Ogonnaya & Valizade, 2018) as organizational performance is controlled by job satisfaction compared to job satisfaction, which determines organizational performance (Alrazehi et al., 2021). According to Jeffrey (2025), increasing job satisfaction can be an effective strategic approach to boosting overall organizational performance. Undeniably, the connections that fulfill their representatives at a higher level tend to develop active and stable employees who generate profit, enjoy their work, and thrive with hierarchy and reliability (Chahal et al., 2016). As such, the following hypothesis was developed:

*H3: Job satisfaction has a significant and positive effect on organizational performance.*

Employee engagement has been identified as a mediating factor that positively enhanced organizational performance (Chaudhry et al., 2017; Ogonnaya & Valizade, 2018; Schneider et al., 2018). Some studies have demonstrated that employee engagement serves as a mediator between job satisfaction and employee performance (Nabilla et al., 2023). In addition, certain studies have revealed that employee engagement plays a mediating role in the relationship between job satisfaction and organizational commitment (Arulenthikumar & Punitha, 2024). Furthermore, a positive association has been established between job satisfaction and employee engagement

(Arulsenthilkumar & Punitha, 2024; Azmy et al., 2022; Chauhan et al., 2024; Hossen et al., 2020; Marlita, 2025; Mohiya, 2025; Nabilla et al., 2023; Pongton & Suntrayuth, 2019; Wirawan et al., 2020). Based on these findings, recent research has proposed the following hypothesis:

*H4: Employee engagement mediates the effects of job satisfaction on organizational performance.*

### 3. RESEARCH METHODOLOGY

This research employed structural equation modeling (SEM) using IBM SPSS AMOS 24.0 to test all proposed hypotheses. Alternatively, SmartPLS version 3.3.2 can also be used to evaluate these hypotheses by computing the p-values corresponding to each path coefficient.

#### 3.1. Measurement of constructs

The items for job satisfaction were based on the work of Novitasari et al. (2020), consisting of 18 items. For employee engagement, the items were adapted from Na-Nan et al. (2020), totaling 18 items. The organizational performance items were adapted from Cheung et al. (2012), comprising 16 items. Additionally, a five-point Likert scale was employed in this study, where 1 represents strongly disagree, and 5 signifies strongly agree.

#### 3.2. Pretest and pilot test

Experts assessed the research instruments to ensure face, content, and criterion validity. Following this, a pilot study was carried out by distributing 113 self-administered questionnaires to a randomly selected sample for data collection.

#### 3.3. Method of sampling and data collection

A total of 467 respondents, constituting Jordanian construction organization engineers, were selected through simple random sampling. The Jordanian

version of self-reported questionnaires was digitally disseminated to study samples who addressed the questions at their own convenience. Reminders to complete the questionnaire were also made through telephone calls if needed. Consequently, 303 valid questionnaires were collected out of the initial 467 counterparts with a 64.88% response rate.

A significant portion of the 303 participants 77% were male. In terms of professional experience, 68% had fewer than four years of work experience, 25% had between four and eight years, and 7% had more than eight years. The average age among respondents was 27 years. Regarding job roles, 81% were junior engineers, 18% held senior engineering positions, and 1% were project manager engineers. As for their areas of expertise, 43% specialized in civil engineering, 21% were architects, 19% were mechanical engineers, and 17% focused on electrical engineering. In terms of educational qualifications, the vast majority (98%) held a Bachelor's degree in engineering, while only 2% had completed a Master's degree.

## 4. RESULTS

### 4.1. Confirmatory factor analysis

According to the confirmatory factor analysis (CFA) results, all model fit indices met the recommended thresholds [confirmatory fit index (CFI) > 0.90, root mean square error of approximation (RMSEA) < 0.08, ChiSq/df < 3.0, and Tucker-Lewis index (TLI) > 0.90]. Therefore, the measurement model for the latent constructs met the criteria for construct validity. Each sub-construct displayed factor loadings above 0.60, indicating compliance with the requirements for unidimensionality (see Table 1). Furthermore, convergent validity and composite reliability (CR) for all latent constructs were confirmed, as both the average variance extracted (AVE) and CR values exceeded their respective benchmarks of 0.5 and 0.6.

**Table 1.** Confirmatory factor analysis results

Factor	Number of items	Factor loading	AVE	CR
<b>Job satisfaction (JS)</b> (Novitasari et al., 2020) ( $\alpha = 0.846$ )	18		0.69	0.81
Intrinsic satisfaction	12	0.88		
Extrinsic satisfaction	6	0.77		
<b>Employee engagement (EE)</b> (Na-Nan et al., 2020) ( $\alpha = 0.870$ )	18		0.73	0.89
Vigor	7	0.84		
Dedication	6	0.87		
Absorption	5	0.85		
<b>Organizational performance (OP)</b> (Cheung et al., 2012) ( $\alpha = 0.944$ )	16		0.55	0.83
Financial	4	0.76		
Internal business processes	4	0.71		
Customer	4	0.78		
Innovation and learning	4	0.72		

The reliability analysis showed that the study constructs were internally consistent, with Cronbach's alpha ( $\alpha$ ) values falling between 0.846 and 0.944. Additionally, as shown in Table 2, the correlations between constructs were lower than the square root of their respective AVEs, supporting discriminant validity in accordance with the guidelines of Awang (2018).

**Table 2.** Discriminate validity index summary

Variable	JS	EE	OP
JS	0.83		
EE	0.41	0.85	
OP	0.31	0.37	0.74

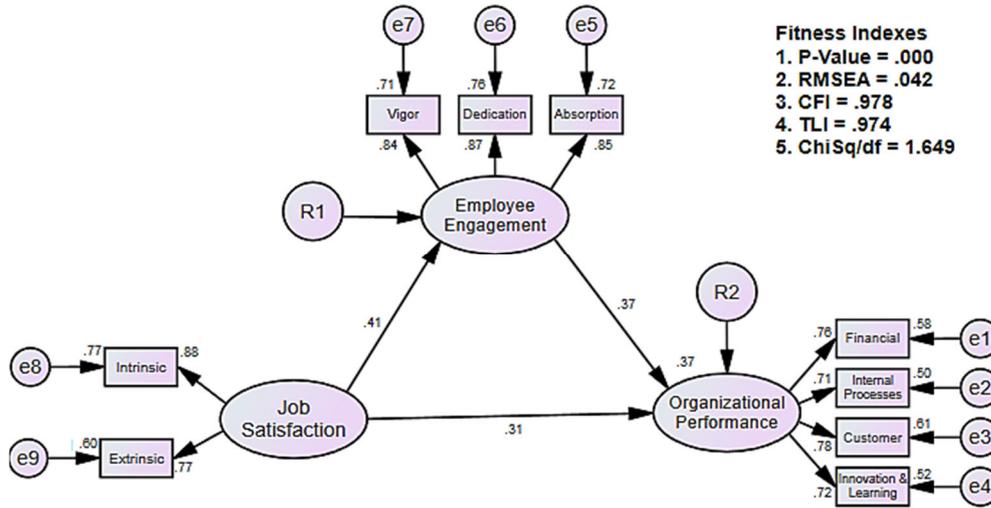
The skewness and kurtosis values ranged between -0.876 and 0.131 and -0.220 and 0.918, respectively, thus indicating normal data distribution and fulfilling the assumptions of employing parametric statistical analyses (Hair et al., 2014).

### 4.2. Structural equation modeling

Structural equation modeling was conducted using AMOS 24.0 to examine the path relationships among

the study constructs. The graphical representation of the SEM results is shown in Figure 1, and the regression path coefficients are detailed in Table 3.

Figure 1. The standardized regression path coefficient in the model



The results illustrated in Figure 1 reveal that job satisfaction (JS) and employee engagement (EE) together explain 37% of the variance in organizational performance (OP) among construction firms in Jordan.

The regression path coefficients derived from SEM are presented in Table 3. The findings provide strong evidence for H1, which confirms a significant positive relationship between

job satisfaction (JS) and employee engagement (EE) ( $\beta = 0.425, p = 0.001$ ). Supporting H2, the analysis also demonstrates a significant positive association between employee engagement (EE) and organizational performance (OP) ( $\beta = 0.281, p = 0.001$ ). Additionally, H3 is supported by the significant positive link between job satisfaction (JS) and organizational performance (OP) ( $\beta = 0.236, p = 0.001$ ).

Table 3. The regression path coefficient and its significance

Path	Std. Beta	Estimate	Std. error	CR	p	Result
EE ← JS	0.41	0.425	0.070	6.077	0.001	Significant
OP ← EE	0.37	0.281	0.057	4.953	0.001	Significant
OP ← JS	0.31	0.236	0.057	4.176	0.001	Significant

Since both the direct and indirect effects are significant, the analysis confirms the presence of a mediation effect within the model. This mediation is classified as partial, as the direct relationship remains statistically significant, as indicated in Table 3.

Furthermore, employee engagement (EE) was found to mediate the relationship between job satisfaction (JS) and organizational performance (OP). Job satisfaction (JS) had a positive influence on organizational performance (OP) through employee engagement (EE), thereby supporting H4 (see Table 4).

Table 4. Testing the mediator

Hypothesis	Path	Direct effect	Indirect effect	Results on mediation	Mediation type
H4	JS → EE → OP	0.31	0.15	Significant	Partial

The mediation effect was assessed using a bootstrapping approach with 5,000 resamples, as presented in Table 5. The results offer support for H4. Specifically, the analysis

confirmed that employee engagement (EE) mediates the relationship between job satisfaction (JS) and organizational performance (OP) (H4).

Table 5. Bootstrap estimates of the mediating effects of employee engagement (EE)

Hypothesis	Path	Bootstrapping value		Probability value		Results on mediation	Type of mediation
		Direct effect	Indirect effect	Direct effect	Indirect effect		
H4	JS → EE → OP	0.31	0.15	0.001	0.011	Significant	Partial

### 5. DISCUSSION

This study offers significant contributions to the existing body of knowledge by empirically

examining a conceptual framework that connects job satisfaction, employee engagement, and organizational performance. It presents evidence supporting four relationships within the model.

First, job satisfaction positively affects employee engagement. Second, employee engagement has a significant and direct effect on organizational performance. Third, job satisfaction has a significant and direct effect on organizational performance. Finally, job satisfaction positively affects organizational performance through employee engagement.

Following the current study outcomes, employee engagement substantially catalyzes the Jordanian construction organization's efficiency. Staff performance evaluations were not fully and precisely performed for high organizational performance, although Jordanian construction organizations encompass a substantial number of employees with standard wages. As such, elevating and sustaining organizational performance levels might pose complexities in terms of worker productivity. Employee engagement significantly impacted organizational performance, while job satisfaction substantially affected employee engagement and organizational performance (see Figure 1). The highest organizational performance effect was derived from employee engagement, following Markos and Sridevi (2010), where employee engagement strongly predicts positive organizational performance, thus depicting a reciprocal employer-employee connection compared to the three constructs: job satisfaction, employee commitment, and organizational citizenship behavior. Employees who are deeply engaged and passionate about their work develop a strong emotional connection to their organization and strive for its success, and tend to perform tasks beyond their professional obligations.

The findings of the study revealed that job satisfaction could enhance and improve organizational performance, as demonstrated by Abawa and Obse (2024), Alrazehi et al. (2021), Chaudhry et al. (2017), Hemsworth et al. (2024), Hilton et al. (2023), Jeffrey (2025), and Ogbonnaya and Valizade (2018). It was also shown to positively influence employee engagement, aligning with research by Arulsenthilkumar and Punitha (2024), Azmy et al. (2022), Chauhan et al. (2024), Hossen et al. (2020), Huang et al. (2016), Marlita (2025), Mohiya (2025), Nabilla et al. (2023), Pongton and Suntrayuth (2019), and Tepayakul and Rinthaisong (2018). Furthermore, employee engagement was found to significantly contribute to organizational performance, consistent with the results of Chaudhry et al. (2017), Gede and Huluka (2024), Mishra and Biswal (2024), Ogbonnaya and Valizade (2018), and Schneider et al. (2018).

A gap in the literature highlighted the mediating role of employee engagement in the relationship between job satisfaction and organizational performance. The direct effect of job satisfaction on organizational performance ( $\beta = 0.31$ ) was stronger than its indirect counterpart through employee engagement ( $\beta = 0.15$ ). As organizations achieve performance through employee satisfaction, employees' decision on whether to work wholeheartedly heavily relies on their workplace experience, wage, promotion, superiors, and colleagues (Suliman & Kathairi, 2012). Individuals who are satisfied with their jobs tend to demonstrate optimal work performance as well as better psychological and physical well-being (Fritzsche & Parrish, 2005). Imran et al. (2015) asserted that high job satisfaction among workers

reflects a direct increase in organizational productivity, given that satisfied employees are dedicated to their professional tasks. In this context, satisfaction is proposed as an outcome instead of an antecedent (Lau & Chong, 2002). Employee engagement substantially influences organizational performance (Chaudhry et al., 2017; Gede & Huluka, 2024; Ogbonnaya & Valizade, 2018; Schneider et al., 2018) as employees with positive workplace attitudes could boost company success (Gruman & Saks, 2011; Al Mehrzi & Singh, 2016). This study confirmed that employee engagement mediates the relationship between job satisfaction and organizational performance.

Additionally, the results indicated that job satisfaction serves as a direct and indirect driver of organizational performance. Both job satisfaction and employee engagement were shown to have direct impacts on organizational performance. Hence, workers who are satisfied could complement enhanced engagement processes for optimal organizational performance. Likewise, the social exchange theory (Cropanzano & Mitchell, 2005; Alfes et al., 2016; Cropanzano et al., 2017) affirmed how job satisfaction could elevate engagement levels to establish a conducive environment that enhances organizational performance. In this regard, workers who are satisfied would strive to optimize their engagement levels toward high organizational performance.

In summary, the mediating roles of employee engagement strengthen the direct link between job satisfaction and organizational performance. Undeniably, organizations could develop a set of interactions that boost staff performance apart from job satisfaction and employee engagement.

The findings of this study offer several practical implications for managers in the construction industry. First and foremost, it emphasizes the critical role of job satisfaction in fostering employee engagement, which in turn significantly enhances organizational performance. Managers should prioritize creating a supportive work environment where engineers feel valued, recognized, and motivated. This includes offering opportunities for professional development, ensuring fair compensation, promoting a healthy work-life balance, and maintaining open lines of communication.

Moreover, since employee engagement partially mediates the link between satisfaction and performance, it is essential for managers to actively invest in initiatives that promote engagement. These may include involving employees in decision-making processes, encouraging teamwork, and providing clear career advancement paths. By strengthening both satisfaction and engagement, organizations can build a more committed and productive workforce.

Finally, managers should consider developing a culture of collaboration, as the study suggests that strong interpersonal connections and teamwork further enhance performance outcomes. Investing in leadership training, organizational culture development, and regular feedback mechanisms can create a more cohesive and high-performing organizational climate.

## 6. CONCLUSION

This research contributes to the existing literature by incorporating key variables to guide interventions

aimed at achieving optimal levels of organizational performance. Job satisfaction was found to influence employee engagement, which in turn contributed to improved organizational performance. Therefore, job satisfaction represents a critical factor for organizations seeking to enhance their overall performance. In addition to job satisfaction, organizations may also consider other organizational and individual dimensions, such as employee engagement, to further strengthen their performance outcomes.

To expand on the current findings, future studies could replicate and broaden the scope of this research to improve the understanding and generalizability of the outcomes. Examining the relationships between the variables in different cultural or industrial settings could offer more comprehensive insights. In particular, future research might test similar models in various countries or regions to evaluate their relevance across cultures.

Since this study was conducted among construction firms in Jordan, cultural factors and workplace practices unique to this context may have influenced how concepts like satisfaction and engagement were interpreted, which could restrict the applicability of the results to other environments.

Additionally, adopting a longitudinal design in place of the cross-sectional method used here could allow for stronger conclusions about causal relationships between job satisfaction, employee engagement, and organizational performance, thereby addressing limitations related to causal inference. Future research may also consider examining moderating variables such as organizational culture or trust, or mediating factors like employee motivation or employee creativity (Nguyen Thi & Ho Dai, 2025), to better understand the circumstances under which these relationships are either reinforced or diminished.

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## APPENDIX. QUESTIONNAIRE

<i>Job satisfaction</i>	
<b>Intrinsic</b>	
	I am responsible for self-assessment.
	Working is a daily activity to keep people busy.
	I have the opportunity to work correspond to my capabilities.
	I have the opportunity to manage the things people should work on.
	I have the opportunity to do different activities from time to time.
	I feel an accomplishment when I work well.
	I have the opportunity to work independently.
	I have the opportunity to be someone else in the work environment.
	I have the opportunity to try any method in doing work.
	I have the opportunity to do something for other people.
	I do my work correspond to my conscience.
	I feel comfortable working with certainty.
<b>Extrinsic</b>	
	I received a salary that is proportional to the work I have done.
	Employer has the ability to make the right decision.
	I have the opportunity to obtain things that support my work improvement.
	I received compliments when doing my work well.
	I have the ability to demonstrate the policy that is applied in my workplace.
	The employer pays good attention to the employee.
<b>Employee engagement</b>	
<b>Vigour</b>	
	I work without feeling tired.
	I use perseverance in the assigned work.
	Even though assignments are complicated or difficult, I am confident and will work effectively.
	I work to my full potential.
	I can be patient with problems I work with for a long time.
	Despite working with obstacles and problems, I will overcome them.
	I engage with my assignments until they are done.
<b>Dedication</b>	
	My work creates inspiration for me.
	My work assignments are very important and are a part of the department's success.
	I am proud to perform the work assignments.
	I wish to increase productivity and efficiency at work.
	I am willing to perform the assigned work.
	My work assignments challenge my ability.
<b>Absorption</b>	
	I feel time goes quickly while working.
	I focused on the assigned work.
	I love my job and do not think about changing.
	While working, I always concentrate on the assigned work.
	I am happy to work on the tasks I'm responsible for.
<b>Organizational performance</b>	
<b>Financial</b>	
	Meeting predetermined goals on profitability.
	Meeting predetermined goals on revenue growth.
	Maintaining competitiveness in the market.
	Meeting predetermined goals for increasing shareholders' returns.
<b>Internal business processes</b>	
	Meeting predetermined goals on the quality level.
	Meeting predetermined goals on cost control.
	Enhancing competence in identifying the company's goals.
	Enhancing competence in maintaining the process of achieving the predetermined goals.
<b>Customer</b>	
	Obtaining feedback from customers.
	Enhancing competence in satisfying customers' needs.
	Enhancing competence in keeping existing customers.
	Meeting predetermined goals for the company's vision of customer service.
<b>Innovation and learning</b>	
	Providing adequate training to employees.
	Providing adequate review of practice to adapt to market change.
	Enhancing competence in driving innovative ideas from employees.
	Enhancing competence in transforming employees' innovative ideas into decisions.