

ABSTRACT

Employee engagement at PT. XYZ is currently at a 'moderately engaged' level, which falls short of the organization's desired 'highly engaged' state necessary for optimal performance. This study aimed to analyze the influence of biographical characteristics and leadership style on employee engagement, with job satisfaction as a mediating variable.

The methodology employed was a quantitative, survey-based approach. The research sample consisted of 103 permanent PT. XYZ employees selected through purposive sampling. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software. The results indicate that biographical characteristics and leadership style have a direct and significant positive effect on job satisfaction. Job satisfaction was also found to have a direct and significant influence on employee engagement. Conversely, biographical characteristics and leadership style do not have a significant direct effect on employee engagement. However, both variables show a significant indirect effect on employee engagement, mediated by job satisfaction.

The key conclusion of this research is that job satisfaction plays a crucial mediating role in the relationship between biographical characteristics, leadership style, and employee engagement. The practical implication is that to enhance employee engagement, PT. XYZ should prioritize strategies focused on improving job satisfaction. These steps include developing effective leadership, improving the promotion system, and increasing employee benefits and compensation.

Keywords: *Employee Engagement, Job Satisfaction, Leadership Style, Biographical Characteristics.*