

## ***ABSTRACT***

*This study aims to analyze the influence of employee engagement and leadership style on employee performance with job satisfaction as a mediating variable at the National Land Agency (Badan Pertanahan Nasional/BPN) of Kebumen Regency. This research employed a quantitative approach. The population consisted of all 76 employees of BPN Kebumen Regency who were involved in land administration and mapping activities. A census (total sampling) technique was applied, in which all members of the population were selected as respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS).*

*The results indicate that employee engagement has a positive and significant effect on employee performance. Furthermore, job satisfaction was found to significantly mediate the relationship between employee engagement and employee performance. However, job satisfaction was not found to mediate the relationship between leadership style and employee performance. These findings suggest that improving employee engagement can enhance employee performance both directly and indirectly through increased job satisfaction, whereas the influence of leadership style on employee performance is not transmitted through job satisfaction.*

*This study provides managerial implications for BPN Kebumen Regency to prioritize strategies aimed at strengthening employee engagement and job satisfaction in order to improve employee performance. In addition, the organization should maintain consistent and effective leadership practices to support optimal employee performance.*

***Keywords:*** *Employee Engagement, Leadership Style, Job Satisfaction, Employee Performance.*