

The Influence of the Work Engagement on Organizational Commitment with Job Satisfaction as Mediation at the Long Apung Airport Organizing Unit

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ABSTRACT: This research was conducted at the Long Apung Airport Organizing Unit in Malinau, North Kalimantan. The research design uses explanatory research. This type of research is quantitative. The population in this study was 56 employees. The sampling technique in this research uses saturated sampling or census sampling, where all members of the population are sampled. Data collection was carried out through distributing questionnaires. The data analysis technique used is the SEM method.

The research results show that the work environment has a positive and not significant effect on organizational commitment, employee engagement has a positive and significant effect on organizational commitment, the work environment has a positive and significant effect on job satisfaction, employee engagement has a positive and significant effect on job satisfaction. In this research, positive and significant results were also obtained between job satisfaction mediating the influence of the work environment and employee engagement on organizational commitment.

KEYWORDS : *Work Environment, Employee Engagement, Job Satisfaction, Organizational Commitment*

I. INTRODUCTION

In government institutions, human resources are a determining factor in the success or failure of a good service. Therefore, human resources have a very important role, the utilization of state apparatus continues to be improved, especially in relation to quality, efficiency of service and protection of the community, as well as the professional ability and welfare of the apparatus are highly considered in supporting the implementation of tasks. In Law No. 43 of 1999 concerning Civil Servants, it is stated that: "To achieve quality goals for each employee, a high employee commitment to the organization is required."

Organizational commitment is one of the important elements in a company's management system. A person's success in a field of work is largely determined by their commitment to the field they are working in. Having a commitment can be a motivation for someone to work better or vice versa, causing someone to leave their job, due to demands from other commitments. One organization that certainly needs reliable workers and has a high commitment to the organization is the Long Apung Airport Management Unit located in Long Ampung Village, South Kayan District, Malinau Regency, North Kalimantan. Commitment is needed to be able to provide progress and easily achieve organizational goals.

Organizational commitment is a state in which an employee sides with the organization and its goals and is willing to maintain membership in the organization. (Robbin & Coulter, 2010). (Meyer et al., 1993; Schwarz et al., 2023) This is supported by the results of research conducted by (Isna et al., 2023) which explains that the work environment has a positive and significant influence on organizational commitment.

In addition to the importance of the work environment in forming a high commitment to the organization, employee engagement is also an important factor that determines the life of an organization. Employee engagement is defined as "using the self of organizational members for their work roles". In engagement, people use and express themselves physically, cognitively, and emotionally during role performance (Judeh, 2021; Na-Nan et al., 2021). Positive attitudes held by employees towards the organization and its values, engaged employees understand the business context and collaborate with coworkers to improve job performance for the benefit of the organization (Ahmed, 2023) This is supported by research (Ahakwa et al., 2021; Tharanya et al., 2020) which states that employee engagement has a positive and significant relationship and influence on organizational commitment.

With the existence of a suitable work environment and a high level of engagement, of course it can affect employee commitment which will have an impact on the ease of the organization to achieve its goals. Employees who feel attached and comfortable with the work environment in the organization where they work will form job satisfaction which will encourage increased commitment to the organization. According to Luthans (Luthans et al., 2007; Na-Nan et al., 2021), employee job satisfaction is a positive feeling formed from employee assessments of their work based on employee perceptions of how good their work is, which means that what is obtained in work has met what is considered important. One aspect of forming employee job satisfaction is that the organization provides opportunities for employees to develop further, creating a safe work environment

From the description in the background above, it is necessary to clarify the findings of empirical evidence, that there is a gap / gap that is the basis for this research, namely the first gap is the difference in research from (Ikmal Anis Makhshusho, 2023) which states that the work environment does not affect organizational commitment. The second gap is research (Ahakwa et al., 2021) which analyzes the influence of the work environment on employee performance, where organizational commitment is a mediator, however, there is still little research that examines job satisfaction as a variable that mediates between the work environment and organizational commitment. Based on the background above and seeing the existing phenomena, the author is interested in continuing more in-depth research to see how much influence the work environment and employee engagement have on organizational commitment with job satisfaction as a mediating variable on employees of the Long Apung Airport Organizing Unit.

II. LITERATURE REVIEW

Work Environment

The work environment is everything that is around employees when working, both physical and non-physical, which can affect them in carrying out their daily tasks and work at the Long Apung Airport Management Unit, both from technological conditions and social conditions and related to the achievements of the entire organization directly which can affect employees when completing the work that is the assigned task

According to (Daslim et al., 2023; Kholilah et al., 2021; Robbins & Judge, 2015) the indicators found in the work environment are: 1. Workplace security, In order to keep the place and conditions of the work environment safe, it is necessary to pay attention to security at work. Therefore, the security factor needs to be realized by the Aviation Security (Avsec) section. 2. Technology, Technology is an operational work tool, namely all objects or goods that function as sophisticated tools that are directly used in operations such as computers, x-rays, metal detectors. 3. Availability of work facilities, This means that the equipment used to support smooth work is complete/up-to-date. The availability of complete work facilities, although not new, is one of the supporters of a smooth work process. 4. Relationships with coworkers, This means harmonious coworkers and without any unpleasantness between coworkers. One factor that can influence employees to stay in an organization is the existence of a harmonious relationship between coworkers. Harmonious and family-like coworker relationships are one of the factors that can influence employee performance. 5. Working conditions, Every employee wants a pleasant working atmosphere, a comfortable working atmosphere includes clear lighting or light. Sound that is not noisy and calm, at work. The amount of compensation given by the company will not have an optimal effect if the working atmosphere is less conducive

Employee Engagement

Employee engagement is a state of employees who feel an attachment to the Long Apung Airport Organizing Unit, willing to do their best to defend the organization so that they voluntarily do their work with the best performance, for the success of the organization.

According to (Jiatong et al., 2022; Schaufeli et al., 2002; Tharanya et al., 2020) there are 3 indicators or characteristics of employee engagement, including: 1. Vigor, A state full of high energy levels and a strong mentality in doing work. 2. Dedication, A significant feeling towards work and full attention and interest in doing work. 3. Absorption, A description of employee behavior that gives full attention to work and is involved in a job.

Job Satisfaction

Job satisfaction is a positive emotional state that is felt and formed from what employees feel about their work that makes employees want to work at the Long Apung Airport Management Unit.

(Luthans et al., 2007; Smith, 1969) simplified Vroom's 7 aspects of job satisfaction indicators into only 5 aspects, namely: 1. Compensation: Fairness in providing salaries that are in accordance with job demands, skills, salary standards from the compensation system and promotion policies. 2. Work: Opportunity to demonstrate abilities, skills, freedom, and more challenging work. 3. Promotion: Opportunity for someone to develop by increasing job demands, expertise, abilities, and responsibilities. 4. Supervisor: Supervisor or supervisor who can always provide feedback and instructions for implementing work that is fair, open, and can work together. 5. Colleagues: Having relationships with coworkers who are supportive and friendly, can fill the need for social interaction, and increase job satisfaction

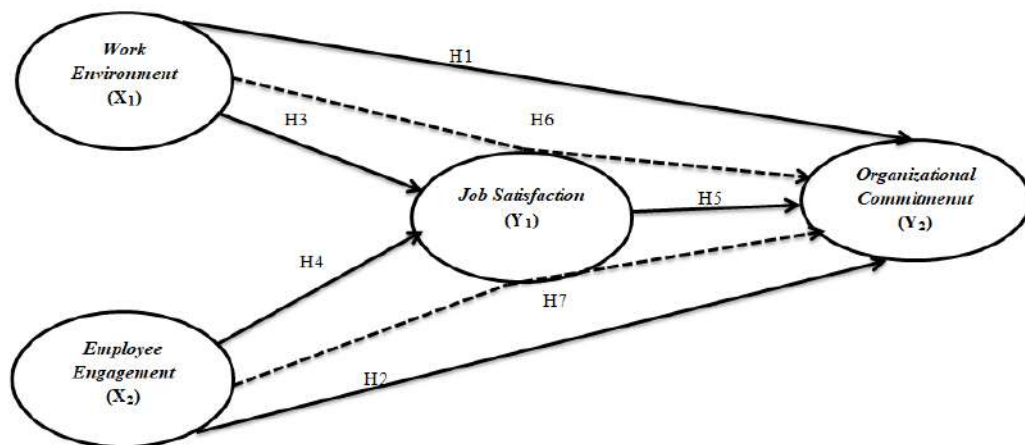
Organizational Commitment

Organizational commitment is a condition felt by individuals to be bound to the Long Apung Airport Organizing Unit and maintain their membership in the organization so that they do not easily find work outside the company where they work.

According to (Laily & Urip Wahyuni, 2023; Meyer et al., 1993) indicators for measuring organizational commitment are: 1. Affective commitment, is related to the emotional relationship of members to their organization, identification with the organization, and member involvement in activities in the organization. 2. Continuity commitment, is related to the awareness of organizational members that they will experience losses if they leave the organization. 3. Normative commitment, describes feelings of attachment to continue to be in the organization.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Figure 1 Conceptual Framework



Based on Figur 1 above, The relationship between variables in this study can be explained, namely:

1. The work environment has a positive and significant effect on organizational commitment of employees of the Long Apung Airport Management Unit.
2. Employee engagement has a positive and significant effect on organizational commitment of employees of the Long Apung Airport Management Unit.
3. The work environment has a positive and significant effect on job satisfaction of employees of the Long Apung Airport Management Unit.
4. Employee engagement has a positive and significant effect on job satisfaction of employees of the Long Apung Airport Management Unit.
5. Job satisfaction has a positive and significant effect on organizational commitment of employees of the Long Apung Airport Management Unit.
6. The work environment has a positive and significant effect on organizational commitment through job satisfaction of employees of the Long Apung Airport Management Unit.
7. Employee engagement has a positive and significant effect on organizational commitment through job satisfaction of employees of the Long Apung Airport Management Unit.

IV. RESEARCH METHODS

This type of research is quantitative research by seeking causal relationships. This research is an associative research that is causal in nature, where the relationship studied is causal (Sugiyono, 2008). The design of this research is explanatory research explaining the relationship between one variable and another consisting of the work environment, employee engagement, and organizational commitment in the Long Apung Airport Organizing Unit employee section.

Required Data

The data in this study uses quantitative research data, namely data in the form of numbers or qualitative data that is numbered (scoring). Quantitative data can be grouped into two, namely discrete data and continuous data. Discrete data is data obtained from the results of calculating or counting (not measuring). This data is also often called nominal data. Nominal data is usually obtained from exploratory research or surveys. Continuous data is data obtained from measurement results. Continuous data is grouped into three, namely: ordinal, interval and ratio. (Sugiyono, 2016)

Population and Sample

The population is all employees of the Long Apung Airport Management Unit totaling 56 employees. The research sample uses a total sampling approach, namely all members of the population are used as analysis units consisting of 47 male employees and 9 female employees with a total of 56 people.

Data Sources

The source of research data is an important factor that is considered in determining the method of data collection. The data used in this study comes from primary data and secondary data as follows:

1. Primary Data, namely data collected directly at the research location or obtained directly from respondents who will be respondents in this study.
2. Secondary Data, namely data obtained indirectly through books, documentation, literature and personnel administration reports, archives and others related to the subject of this study.

SEM-PLS Analysis

In this study, data analysis uses the Partial Least Square (PLS) approach. PLS (Partial Least Square) is used to estimate the partial least squares of regression models or known as projections to latent structures. PLS is a predictive technique that is an alternative to ordinary least squares regression (OLS), or structural equation modeling (SEM).

Table 1 Results of Convergent Validity Test with Outer Loading

	<i>Work Environment (X1)</i>	<i>Employee Engagement (X2)</i>	<i>Job Satisfaction (Y1)</i>	<i>Organizational Commitment (Y2)</i>
X1.1	0.896			
X1.2	0.941			
X1.3	0.870			
X1.4	0.883			
X1.5	0.735			
X2.1		0.865		
X2.2		0.890		
X2.3		0.884		
Y1.1			0.819	
Y1.2			0.702	
Y1.3			0.760	
Y1.4			0.845	
Y1.5			0.870	
Y2.1				0.910
Y2.2				0.899
Y2.3				0.831

In the second test, the results obtained showed that the indicators used to measure each variable in this study had a loading factor value of more than 0.70, so it can be concluded that all indicator items in the second test were declared valid to explain the variables (constructs).

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Mean Variance Extracted (AVE)
Employee Engagement (X2)	0.855	0.863	0.911	0.774
KepuasanKerja (Y1)	0.859	0.867	0.899	0.642
KomitmenOrganisasi (Y2)	0.855	0.866	0.912	0.776
LingkunganKerja (X1)	0.916	0.916	0.938	0.753

Meanwhile, for the Fornell-Lacker's cross loading value, the AVE root value between constructs must be greater when compared to the value of other constructs. In this study, the AVE root value between constructs for each construct has met the requirements so that it can be used in research.

Table 3 Hypothesis Testing Results through Path Coefficients

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment (X1) -> Organizational Commitment (Y2)	0.279	0.355	0.183	1.525	0.133
Employee Engagement (X2) -> Organizational Commitment (Y2)	0.280	0.239	0.092	3.034	0.004
Work Environment (X1) -> Job Satisfaction (Y1)	0.794	0.809	0.037	21.459	0.000
Employee Engagement (X2) -> Organizational Commitment (Y2)	0.280	0.239	0.092	3.034	0.004
Job Satisfaction (Y1) -> Organizational Commitment (Y2)	0.879	0.982	0.223	3.946	0.000
Work Environment (X1) -> Job Satisfaction (Y1) -> Organizational Commitment (Y2)	0.698	0.797	0.193	3.617	0.001
Employee Engagement (X2) -> Job Satisfaction (Y1) -> Organizational Commitment (Y2)	0.196	0.205	0.068	2.878	0.006

According to table 3 above, the results of the hypothesis testing are as follows:

- Hypothesis 1, Work Environment has a positive and insignificant effect on Organizational Commitment. The results of the hypothesis test indicate that there is an insignificant effect between the work environment and organizational commitment because the results of the t-statistic test are 1.525 (<1.96) and the P-values meet the requirements of 0.133 (>0.05). The original sample estimate value is positive, namely 0.279, which indicates a unidirectional relationship. Thus, the H2 hypothesis in this study which states that "Work Environment has a positive and insignificant effect on organizational commitment in the UPBU Long Apung organization" is rejected
- Hypothesis 2, Employee Engagement has a positive and significant effect on Organizational Commitment. The results of the hypothesis test indicate that there is a significant effect between Employee Engagement and organizational commitment with a t-statistic of 3.034 (>1.96) and P-values meet the requirements of 0.004 (<0.05). The original sample estimate value is positive, which is 0.280, indicating a unidirectional relationship. Thus, the H2 hypothesis in the study states that "Employee Engagement has a positive and significant effect on organizational commitment at UPBU Long Apung" is accepted
- Hypothesis 3, Work Environment has a positive and significant effect on Job Satisfaction. The results of the hypothesis test show that there is a significant influence between the work environment and job satisfaction with a t-statistic of 21.459 (> 1.96) and P-values meet the requirements of 0.000 (<0.05). The original sample estimate value is positive, which is 0.794, indicating a unidirectional relationship. Thus, the hypothesis H3 in this study states that "work environment has a positive and significant effect on job satisfaction at UPBU Long Apung" is accepted
- Hypothesis 4, Employee Engagement has a positive and significant effect on Job Satisfaction, The results of the hypothesis test indicate that there is a significant effect between employee engagement and job satisfaction with a t-statistic of 3.034 (> 1.96) and P-values meet the requirements of 0.004 (<0.05). The original sample estimate value is positive 0.280 which indicates a unidirectional relationship. Thus, the hypothesis H4 in this study states that "employee engagement has a positive and significant effect on job satisfaction at UPBU Long Apung" is accepted
- Hypothesis 5, Job Satisfaction has a positive and significant effect on organizational commitment The results of the hypothesis test indicate that there is a significant effect between job satisfaction and organizational commitment with a t-statistic of 3.946 (> 1.96) and P-values meet the requirements of 0.000 (<0.05). The original sample estimate value is positive 0.879 which indicates a unidirectional relationship. Thus, the H5 hypothesis in this study states that "job satisfaction has a positive and significant effect on organizational commitment at UPBU Long Apung" is accepted
- Hypothesis 6, Work Environment has a positive and significant effect on Organizational Commitment mediated by Job Satisfaction. The results of the hypothesis test show that there is a significant influence between the work environment and organizational commitment with job satisfaction mediation with a t-statistic of 3.617 (> 1.96) and P-values meet the requirements of 0.001 (<0.05). The original sample estimate value is positive, namely 0.698, which indicates that the direction of the relationship between the work environment and organizational commitment with job satisfaction mediation is unidirectional. Thus, H6 in this study which states that "the work environment has a positive and significant effect on organizational commitment through job satisfaction at UPBU Long Apung" is accepted

7. Hypothesis 7, Employee Engagement has a positive and significant effect on Organizational Commitment mediated by Job Satisfaction. The results of the hypothesis test show that there is a significant effect between employee engagement and organizational commitment with job satisfaction mediation with a t-statistic of 2.878 (> 1.96) and P-values meet the requirements of 0.006 (< 0.05). The original sample estimate value is positive, namely 0.196, which indicates that the direction of the relationship between employee engagement and organizational commitment with job satisfaction mediation is in the same direction. Thus, H7 in this study which states that "employee engagement has a positive and significant effect on organizational commitment through job satisfaction at UPBU Long Apung" is accepted

V. CONCLUSION

Based on the results of the analysis and hypothesis testing and discussion that have been described, several things can be concluded, including:

1. The work environment has an influence and is not significant on organizational commitment at UPBU Long Apung. This means that the work environment at UPBU Long Apung has no relationship with employee commitment to their organization. The indicator that has the highest correlation from the work environment to organizational commitment is the relationship with coworkers.
2. Employee engagement has a positive and significant effect on organizational commitment at UPBU Long Apung. This means that high employee engagement or employee attachment has been able to increase employee commitment to their organization. The indicator that has the highest correlation from employee engagement is high enthusiasm.
3. The work environment has a positive and significant effect on job satisfaction at UPBU Long Apung. This means that the work environment at UPBU Long Apung has been able to significantly increase employee job satisfaction. The indicator that has the highest correlation from the work environment to organizational commitment is noise.
4. Employee engagement has a positive and significant effect on employee job satisfaction at UPBU Long Apung. This means that employee engagement or employee attachment can significantly increase employee job satisfaction. The indicator that has the highest correlation from employee engagement to job satisfaction is high enthusiasm.
5. Job satisfaction has a positive and significant effect on organizational commitment at UPBU Long Apung. This means that the higher the level of employee satisfaction with their work has been able to significantly increase employee commitment to their organization. The indicator that has the highest correlation from job satisfaction to organizational commitment is colleagues.
6. The work environment has a positive and significant effect on organizational commitment through job satisfaction at UPBU Long Apung. This means that a good work environment at UPBU Long Apung is able to increase job satisfaction, thereby encouraging a significant increase in employee commitment to their organization. The indicator that has the highest correlation from the work environment to organizational commitment through job satisfaction is noise.
7. Employee engagement has a positive and significant effect on organizational commitment through job satisfaction at UPBU Long Apung. This means that employee engagement or employee attachment is able to increase employee job satisfaction, thereby encouraging a significant increase in employee commitment to their organization. The indicator that has the highest correlation from employee engagement to organizational commitment through job satisfaction is high enthusiasm.

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