

The Effect of Work Engagement and Job Satisfaction and Their Impact on Employee Commitment

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ABSTRACT

The rapid business competition is a challenge for managers in running the organizations they manage. This article aims to analyze the effect of job involvement and job satisfaction on employee commitment to the organization of Bank BPR KS in Bandung. This research is based on a survey of Bank BPR KS where in recent years there has been a high turn-over. Respondents were asked to provide responses related to the factors that influence commitment, namely job involvement and job satisfaction. There were 83 employee respondents who were sampled using the slovin formula. Multiple linear regression analysis was used in this study. The results showed that the variables of job involvement and job satisfaction had a partially significant effect on employee commitment. Based on the results of the F test, it is found that the two variables have a significant effect on employee commitment simultaneously. Based on the test results, the coefficient of determination shows that the effect of the three independent variables on the dependent variable is 58%. While the remaining 42% or influenced by other variables not examined.

Keywords : Job Involvement; Job Satisfaction; Employee Commitment

INTRODUCTION

Currently, employee commitment is needed for every organization to have effective and long-term performance. Every organization, whether manufacturing or service, was established to achieve predetermined goals and objectives (Fitrio, 2020) In achieving these goals and objectives, the role of the human element is very important. Without the human element, other units (finance, marketing, and production) cannot run. Currently, employees who work in organizations want to provide good performance both individually and in team work (Astuti, 2020). These things prove that increasing the level of employee commitment actually increases organizational performance (Peace, 2014). Employees who have a high commitment will contribute their energy and time to achieve organizational goals (Sriviboon, 2019). Therefore, organizations need to develop employee commitment by considering the factors that can increase it. (García, 2019)

The company makes various efforts to continuously develop and retain employees. This is inseparable from the importance of the role of employees who are competent and can contribute well to the company (Lu, 2019). Companies must give more attention to employees

so that employees can play an active role and work optimally. This of course requires a high commitment from each employee. From the explanation above, it is important for companies to know the factors that can affect employee commitment. If the organization makes employees motivated, satisfied, committed and engaged, it will lead to increased productivity and decreased turnover rates (Bernarto, 2020). Another phenomenon that is currently developing in the industrial and organizational world according to Zhang, (2020) is that professionals tend to be more committed to their profession than the companies they work for. Over the years, employee commitment to the organization has been conceptualized in a number of different ways. Ampofo, (2020) defines that employee commitment to the organization is one of active participation in following the goals and values in the organization. According to Naiemaha, (2019) employee commitment to the organization is one aspect that needs to get attention by the organization. This is because attention to commitment can have an impact on organizational performance because employees will constantly strive for the betterment of the organization where they work. According to Haque, (2019) the quality of human resources that has a strong influence on the organization is the commitment of the employees themselves and their involvement in the work they do. Employees who are involved, he will have a commitment to the work itself so that it requires to complete it.

Therefore organizations need to understand the importance of employee commitment for better performance. According to Muscat, (2020) there are several factors that can affect employee commitment to the organization, namely:

Table 1
Factors that affect commitment

Factors	Percentage (%)
Organizational culture	55
Reward/compensation	20
Satisfaction	15
Work engagement	10

Source: Muscat (2020)

Based on the table above, job satisfaction and involvement are in a small percentage. According to Jermstiparsert, (2019) if the satisfaction variable decreases, then employee commitment tends to decrease, resulting in employees leaving the organization. This can also increase the high turn over. The focus in this study, researchers took two factors to determine how much influence job satisfaction and engagement have on employee commitment to the organization. This research was conducted at Bank BPR KS in the city of Bandung. Researchers obtained the latest data in the past three years showing high turnover resulting in many employees leaving the company, the table below describes the turn-over of Bank BPR KS in Bandung:

Table 2
Turn-over BPR KS

Information	Tahun	
	2020	2021
Initial number of employees	142	121
Sign-in employees	139	118
Exit employee	25	30
Final number of employees	117	91
Percentage	19,3%	28,3%

Source: report BANK BPR KS

According to Halcomb, (2020) if the turnover is more than 10%, the company is said to be bad, and this can be seen from the reality on the ground which shows that there is a decrease in employee commitment and satisfaction so that many employees resign from the company. Employees do not appreciate what he does, do not dare to accept the work challenges given by the leadership, have no leadership concern or are not appreciated for the work achieved and lack of incentives for employees to complete the work given. Based on the background of this research, the following problems can be formulated; (1) how much influence job involvement has on employee commitment to the organization? (2) how much influence job satisfaction has on employee commitment to the organization? (3) how much influence job involvement and job satisfaction have on employee commitment to the organization?

The Concept Job Involvement

Workers are those who have attended training and are authorized by the company to carry out the work. They work within hour limits and are counted every minute of their activities (Hsu, 2019). Employee involvement is one of the important concepts related to individual responsibility for their actions and acting without the need to be directed or ordered directly. The success of organizational goals depends on the contribution of human resources. The first step of employee involvement is the formation of a work team, which acts as a driving force in the operation process (Yuspahrudin, 2020). Work teams should be structured based on individuals in positions who have a significant contribution to the work results. The team must consist of managers and staff who come from functions within the company in accordance with their core business. According to Aboramadan, (2020) work engagement is a participatory approach that uses employee input and is intended to increase employee commitment to the organization. This definition directly implies that job involvement is the degree to which a person associates himself with work. Lambert, (2020) states that employee commitment can be divided into affective commitment, continuance commitment, and normative commitment. Employees with a high level of work involvement will try strongly and actively to associate themselves with the type of work they do. According to Dartey-Baah, (2019) there are three dimensions in explaining employee job involvement, namely a feeling of meaning, a sense of security, and a feeling of availability. Previous research stated that employee job involvement positively affects employee commitment to the organization.

H1. There is a positive influence between work involvement on employee commitment to the organization.

The Concept Employee Satisfaction

According to Lu, (2019) employee job satisfaction is the assessment of one's work as an achievement or enabling the achievement of one's important work values, provided that these values correspond to or help meet one's basic needs. In short, employees who are satisfied with their work are employees who value their work as an achievement or appreciation for the values of the work and the acceptance of these values is in line with the fulfillment of their basic needs (García, 2019). Job satisfaction is considered as an individual's general feeling towards his job or as an interconnected series of individual attitudes towards aspects of his job. Based on this definition, it can be understood that job satisfaction is an emotional response or an employee's feelings towards various aspects of a job (Duan, 2019). Job satisfaction is not a single concept, but job satisfaction is an emotional feeling in the achievement or appreciation of work. According to Rajamohan, (2019) there are several aspects that can affect job satisfaction, including salaries,

promotions, benefits and awards. Previous research stated that job satisfaction can affect employee commitment to the organization.

H2. There is an influence between job satisfaction on employee commitment to the organization.

The Concept Employee Commitment

Commitment is an attitude that reflects the extent to which an individual knows and is attached to his organization (Chan, 2019). Committed employees are generally reliable and will devote their full potential. According to Eliyana, (2019) employee commitment is more than just a formal membership, because it includes an attitude of liking towards the organization. Peng, (2020) argues that commitment is a strong and close feeling from a person towards organizational goals. Based on these definitions, organizational commitment can be defined as the degree to which an employee identifies with the company and its goals. Nguyen, (2019) states that there are several factors that can affect employee commitment to the organization, one of which is work involvement and job satisfaction. Brown, (2019) suggests three dimensions in measuring employee commitment, namely affective, continuance and normative commitment.

H3. There is an influence between job involvement and job satisfaction on employee commitment to the organization.

Conceptual framework

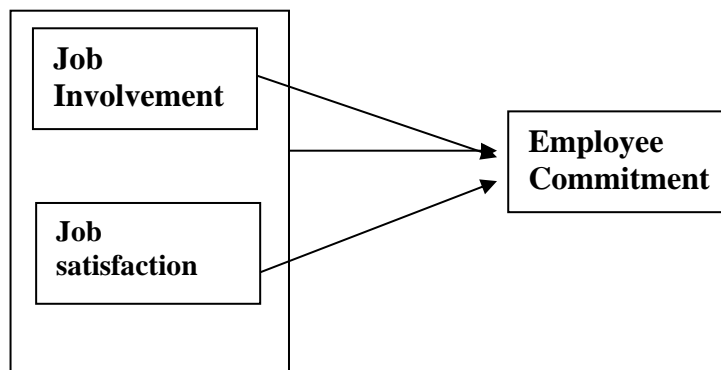


Figure 1. Conceptual framework

Research Hypothesis

H1. There is a positive influence between work involvement and employee commitment to the organization.

H2. There is a positive influence between job satisfaction and employee commitment to the organization.

H3. There is a simultaneous influence between job involvement and job satisfaction on employee commitment to the organization.

METHOD

In this study, the researcher intends to investigate the effect of perceived control and swift guanxi online variables and their impact on repurchase intention. This type of research is descriptive verification. Descriptive research is a type of conclusive research with the main objective of describing something, such as an explanation of its characteristics or functions. While verification research is research that tests the truth of a (knowledge) in an existing field and is used to test hypotheses using statistical calculations. The research method used is the explanatory

method. According to Sugiyono (2012) Explanatory research is a research method that intends to explain the position of the variables studied and have a causal relationship between one variable and another. In this study, the researcher distributed a questionnaire questionnaire online by distributing a network link that would direct the object to a page that displayed several questionnaire questions.

Furthermore, the researchers selected the object, namely Bank BPR KS Bandung City. The population in this study were BPR KS employees as many as 83 people. The sample in this study is the population itself. The data collection methods used in this study are observation, interviews and questionnaires using a Likert scale of 1 to 5. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something to be measured. Data analysis was performed using multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ using SPSS 25 software.

RESULTS AND DISCUSSION

Based on the results of data acquisition in this study, the following results were obtained:

Table 3
respondent profile

Respondent Profile		Percentage (%)
Gender	Man	33
	Woman	67
Age	20-30	67
	31-40	30
	41-50	3
Status	Married	54
	Not Married	36

Source: data processed 2021

Data from the responses of 83 respondents showed that 67% were women and 33% were men. This shows that the majority of Bank BPR KS employees are mostly women. Respondents in this study were consumers whose average age was > 20 years and not more than 50 years. Meanwhile, based on marital status, those who are married are more dominant. The descriptive analysis of respondents' responses to the perceived value variable, swift guanxi online, can be seen in the table below:

Tabel 4
Descriptive analysis results

No	Variable	Percentage (%)	Interpretation
1	Job Involvement	76,41	Good
2	Job satisfaction	72,14	Good
3	Employee commitment	74,16	Good

Source: data processed 2021

In table 4, the results show that the respondents' responses to each variable indicate that the results of the descriptive analysis are in the good category.

Validity and Reliability Test

Based on a questionnaire consisting of work involvement, satisfaction and commitment variables, the average value is above 0.3. If the standard value of validity is obtained more than 0.3, then the question can be said to be valid. The reliability testing is as follows:

Table 5
Reliability Test

Variable	Reliability test	r-critical	Information
Job Involvement	0,654	0,6	Reliabel
Job satisfaction	0,633	0,6	Reliabel
Employee commitment	0,722	0,6	Reliabel

Source: Processed data (2021)

Based on the recapitulation results presented in the table above, it can be seen that all variables show reliable results, where the reliability coefficient value of each variable is greater than the critical r of 0.6. Thus, all research variables have good reliability and can be used for further analysis.

Normality Test

Normality test is a test carried out with the aim of assessing the distribution of data on a group of variables whether the distribution of the data is normally distributed or not. The results of the normality test are as follows:

Table 6
Kolmogorov-Smirnov . one-sample test

		Unstandardized Residual
N		83
Normal Parameters ^{a,b}	Mean	0,00000000
	Std. Deviation	2,71090814
Most Extreme Differences	Absolute	0,073
	Positive	0,046
	Negative	-0,073
Kolmogorov-Smirnov Z		0,726
Asymp. Sig (2-tailed)		0,667
a. Test distribution is Normal		
b. Calculated from data		

Based on the table above, it can be seen that the value of Kolmogorov-Smirnov Z is 0.726 with a probability value of 0.667. Due to the probability value of the estimation results being greater than the specified significance level ($0.667 > 0.05$), it can be concluded that the unstandardized residual data has a normal distribution.

Multicollinearity test

According to Ghazali (2016), multicollinearity testing aims to determine whether the regression model found any intercorrelation or collinearity between variables. The tests are as follows:

Table 7
Multicollinearity test

coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Involvement (X1)	.564	1.748
	Job Satisfaction (X2)	.564	1,748

a. Dependent Variable : Employee Commitment (Y)

Source: Processed data (2021)

From the results of the table above, two independent variables, namely job involvement and job satisfaction, have a tolerance value of 0.564 and a VIF value of 1.748. These results can be interpreted that there is no multicollinearity between the independent variables and meets the requirements of the classical assumption of multicollinearity because the tolerance is greater than 0.10, while the VIF is smaller than 10.00.

Multiple Linear Regression Test

Multiple regression analysis was used to determine how much influence the perceived value and swift guanxi had on repurchase intention. The processing results are as follows:

Table 8
Regression test

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig.
		B	Std. Error	Beta		
1	(Constant)	0,975	2,183		0,447	0,656
	Job Involvement (X1)	0,454	0,071	0,476	6.385	0,000
	Job Satisfaction (X2)	0,656	0,117	0,419	5,621	0,000

a. Dependent Variable : Employee Commitment (Y)

From the output above, it is known that the intercept and regression coefficient values can be formed so that a multiple linear regression equation can be formed as follows:

$$Y = 0.975 + 0.454 X1 + 0.656 X2 + e$$

The above equation can be interpreted as follows:

$a = 0.975$ means that if the variables of job involvement and job satisfaction are zero, then employee commitment to the organization will be worth 0.975 units, thus it can be seen that the regression lines intersect the Y axis at the point 0.975.

$b_1 = 0.454$ means that if work involvement increases by one unit while the other variables are constant, then employee commitment to the organization will increase by 0.454 units.

$b_2 = 0.656$ means that if the job satisfaction variable increases by one unit while the other variables are constant, then the commitment of employees to the organization will increase by 0.656 units.

Simultaneous Hypothesis Test

Table 9
Hypothesis test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.326	2	9.663	54.472	0,000 ^b
	Residual	17.207	97	.177		
	Total	36.533	99			

a. Predictor: (Constant), Job Involvement, Job Satisfaction

b. Dependent Variable: Employee Commitment

Source: Output SPSS (2021)

As the table above shows. Based on the ANOVA test, the calculated F value is 46,101 with a significant value of 0.000. From the calculation of the F table, namely at the level of $\alpha = 0.05$, $df = n-k-1 = 100-2-1 = 97$, the F table is 3.09. So when compared, $F_{count} > F_{table}$ is $54,472 > 3,09$ so it can be concluded that job involvement and job satisfaction simultaneously affect employee commitment to the organization.

Partial hypothesis test

The t-test was conducted to show how far the influence of one explanatory or independent variable individually in explaining the variation of the dependent variable. The results of the test are as follows:

Table 10
Test the partial hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
1 (Constant)	.473	.270		1.756	.082
Job Involvement (X1)	.273	.088	.281	3.108	.002
Job Satisfaction (X2)	.503	.088	.516	5.714	.000

b. Dependent Variable : Employee Commitment (Y)

Source: Output SPSS

From the values above, it can be seen that the t-count value obtained by the work involvement variable is $3.108 > t_{table} (1.985)$, in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted. This means that partially, the work involvement variable has a significant effect on employee commitment. Job satisfaction obtained $5.714 > t_{table} (1.985)$, in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted. This means that partially, the variable job satisfaction has a significant effect on employee commitment to the organization.

Coefficient of Determination

According to Ghozali (2012: 97), the determinant coefficient (R^2) is a tool to measure how far the model's ability to explain the variation of the dependent variable.

Table 11
Coefficient of determination test

Model	R	R Square
1	.727 ^a	.579

Predictors: (Constant), job satisfaction, job involvement

Dependent Variable: employee commitment

From the results of the table above, the coefficient of determination is 0.579, which means that the influence of the two independent variables on the dependent variable is 58%. Meanwhile, 42% or the rest is influenced by other variables not examined, such as advertising and prices.

Discussion

1. The effect of job involvement on employee commitment to the organization

In this study, responses to questions regarding perceived items were in the agree category. Seen from the results of the calculation of respondents' responses that have been described previously, each of the indicators proposed is included in the category of agree. Based on the results of partial hypothesis testing or the t-test that has been carried out, it can be concluded that the work involvement variable shows that H_0 is rejected and H_1 is accepted, meaning that companies that manage employees and provide work well can have an influence on employee commitment. These results are in line with Choi's research, (2020) that the work involvement variable affects employee commitment

2. The effect of job satisfaction on employee commitment to the organization

In this study, responses regarding job satisfaction are in the good category. Seen from the results of the calculation of respondents' responses that have been described previously, each of the indicators proposed is included in the category of agree. Based on the results of partial hypothesis testing or the t-test that has been carried out, it can be concluded that the job satisfaction variable shows that H_0 is rejected and H_1 is accepted. These results are in line with Kim's research, (2019) that job satisfaction can affect employee commitment to the organization.

3. The effect of job involvement and job satisfaction on employee commitment to the organization

Based on the results of simultaneous hypothesis testing or the f-test that has been carried out, it can be concluded that the variables of job involvement and job satisfaction simultaneously affect repurchase intention. This is also in line with the results of research conducted by Eliyana, (2019) that based on the results of the research that has been described, the conclusions that can be obtained are that these two variables have a positive effect on employee commitment. So it can be concluded that the results show that there is a match between the results obtained with the

theory that has been put forward in the literature review and previous research that partially job involvement and job satisfaction affect employee commitment to the organization.

CONCLUSIONS

The results of this study reveal that currently in various organizations, both manufacturing and service, employee commitment is very necessary for business continuity. For companies that can understand and manage employees well and appreciate performance, it is likely that employees will be committed to the organization itself. If employee commitment is high, employees will give good performance and try to do something that can improve organizational performance, therefore this research emphasizes the organization to always manage its resources, especially human beings in order to create a good work environment in order to achieve organizational goals. This research is only limited to the variables of job involvement and job satisfaction, it is possible that there are other variables that can affect employee commitment, such as the role of leadership and organizational culture. Therefore, further research is expected to add one moderating variable, such as leadership in explaining employee commitment.

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