

Testing the Employee Engagement Model Mediated by Commitment Variables: A Study at PT. Mechatron Teknologi Industri

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Abstract. Employees who are involved will give their best performance and do everything related to their work optimally to achieve organizational goals. This research aims to analyze the influence of the work environment, on compensation through the mediation of commitment to employee engagement. The sample in this research were employees of PT. Mechatron Teknologi Industri uses saturated sampling method. The analysis method used in this research is Smart PLS 3. The results of the research show that the work environment has a positive and significant influence on employee engagement. Compensation does not have a positive and significant influence on employee engagement. The work environment has a positive and significant effect on commitment. Compensation does not have a positive and significant influence on Commitment. Commitment does not mediate the indirect influence of the work environment and compensation on employee engagement..

Keywords: Commitment, Compensation, Employee Engagement, Work Environment

1 Introduction

Human resources (HR) at the employee level are the main assets of an organization. The concept that can be used to assess how well the organization and workforce are performing is employee engagement. This concept will produce a high-performing organization and human workforce. An employee's bond with an organization through good management of human resources, the organization, and their work is one of the main performance indicators of the human resource management function. Key performance indicators assume that this concept is much more important and strategic than the concept of job satisfaction.

There is previous research that explains the influence of the work environment and compensation on employee engagement [1];[2];[3]; and [4]). However, several studies above

explain that the relationship between the work environment and employee engagement with the results is not significant [5]). Other research also states that compensation has no influence on employee engagement [6]). Then the relationship between commitment and employee engagement was found not to have a significant impact, as was done by researchers [7]).

Based on the gap in previous research and empirical research, the author next intends to research this problem further to examine the influence of the work environment and compensation mediated by commitment on employee engagement at PT. Mechatron Teknologi Industri.

2 Literature Review

2.1 Human Resources

Every business or organization needs resources to accomplish its objectives. Resources are the sources of strength, energy, or power required to generate movement, activity, power, and action. Natural, financial, human, scientific, and technical resources are all included in this category. Of all these resources, human resources are the most crucial. To achieve organizational objectives, human resources are utilized to mobilize and coordinate other resources. In the absence of human resources, other resources will be squandered and less effective in accomplishing corporate objectives [8].

2.2 Work environment

According to [9], the workplace is where workers perform their daily tasks. The company's workplace is separated into two areas, specifically:

1. Physical work environment: This refers to all aspects of the physical surroundings of the workplace that may have an impact on workers.
2. Non-physical work environment. A non-physical work environment is characterized by positive working relationships between managers and employees, as well as between employees themselves.

2.3 Compensation

Hasibuan (2017:118) explains that compensation is "any income that workers receive as compensation for the work they do for businesses and government agencies." Explaining again, Hasibuan (2017:4) mentions compensation indicators in general, namely, salary, wages, incentives, allowances, and facilities [10].

2.4 Commitment

Meyer and Allen's Organizational Commitment Theory, also known as Tri-Dimensional Organizational Commitment Theory, is a framework developed by [11] and is the basis for measuring commitment variables. This theory discusses the concept of commitment in the organizational context and identifies three main dimensions of employee commitment [12]:

1. Affective Commitment
2. Calculative Commitment (Continuance Commitment)
3. Normative Commitment

2.5 Employee Engagement

According to the definition, engagement is also defined as a good, meaningful, and motivating experience that is marked by dedication, vigor, and absorption. High levels of energy, resiliency, a willingness to attempt, and perseverance in the face of difficulties are traits that define vigor. Feeling valued, excited, motivated, valuable, and demanding are characteristics of dedication, while complete focus on a work is a characteristic of absorption [13].

2.6 Research Hypothesis

- H₁. Work Environment has a positive influence on Employee Engagement.
- H₂. Compensation has a positive influence on Employee Engagement.
- H₃. Work environment has a positive influence on commitment
- H₄. Compensation has a positive influence on commitment
- H₅. Commitment mediates the influence of the work environment and compensation on Employee Engagement.

The conceptual framework of this research is shown in Figure 1:

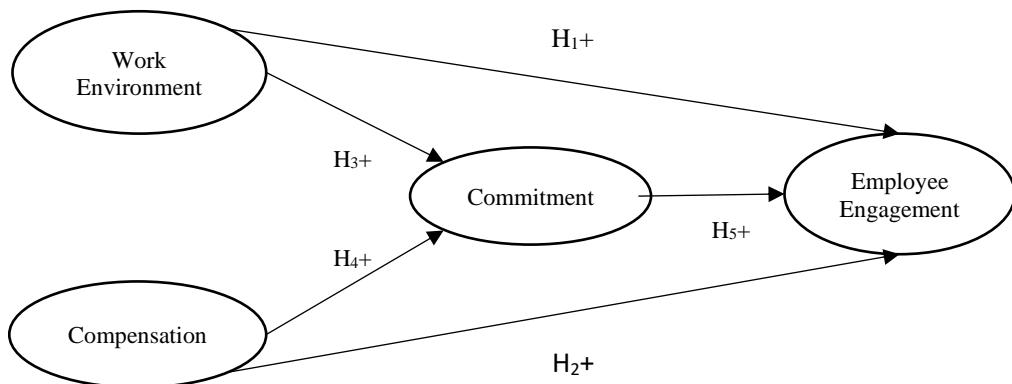


Figure 1. Research model

This research is explanatory research using a quantitative approach. The object of this research is the influence of the work environment and compensation by mediating commitment on engagement. This research explains the influence between variables through hypothesis testing, namely the variables Work Environment (X1), Compensation (X2), Organizational Commitment (Z), and Employee Engagement (Y). The population in this study were all employees at PT. Mechatron Teknologi Industri. The sampling method in this research is probability sampling using a census or total sampling, where all members of the population are sampled. In this research, the sample used was all employees of PT. Mechatron Teknologi Industri, totaling 32 respondents. The data collection method used was data collection through questionnaires. In determining the weight for each questionnaire, this research uses a Likert scale. Data analysis techniques use Smart PLS3 software.

The operational definitions for the dependent variable employee engagement, the independent variables work environment and compensation, and the mediating variables are as follows:

Table 1. Operational Definition of Variable

Variable	Definition	Indicator
Work Environment (X1)	The work environment is where workers perform their daily tasks [9].	<ul style="list-style-type: none"> • Co-worker relationships at the same level • Relationship between superiors and employees • Collaboration between employees • Wages • Wages • Incentive • Allowance • Facility
Compensation (X2)	Compensation is any income workers earn in return for the work they do for businesses and government agencies [10].	
Employer Engagement (Y)	<p><i>engagement</i> refers to the strong emotional and intellectual connection that employees have to their work.</p> <p>Employee involvement is also demonstrated by the behavior of employees who are more involved with their work and have the ability to contribute effectively and efficiently to the environment in which they work. [12]</p>	<ul style="list-style-type: none"> • Vigor • Dedication • Absorption
Commitment (Z)	The desire of certain employees to stay with the company is known as organizational commitment [13].	<ul style="list-style-type: none"> • Affective commitment • Continuing commitment • Normative Commitment

Source: Primary Data, processed (2024)

4 Result and Discussion

4.1 Respondent Descriptive

Respondents in this study had the following characteristics: According to the results of the characteristics of the respondents, it was explained that respondents based on male gender amounted to 31 people (96.875%) and female gender amounted to 1 person (3.125%) out of 32 total respondents. Respondents aged 21-30 years amounted to 12 people (37,500%), respondents aged 31-40 years amounted to 3 people (9.375%), respondents aged 41-50 years amounted to 12 people (37,500%), and respondents aged > 50 years amounted to 5 people (15.625%). There were 12 respondents with a high school education (37.500%), 7 respondents with a diploma education (21.875%), 11 respondents with a bachelor's degree (34.375%), and 2 respondents with a postgraduate education (6.250%). Respondents with work experience < 5 years were 0 people (0.000%), respondents with work experience 5-10 years were 9 people (28.125%), respondents with work experience 11-20 years were 14 people (43.750%), and respondents with work experience > 20 years totaled 9 people (28.125%).

4.2 Evaluate the Measurement Model

1. Convergent Validity Test

Table 2. Outer loading, composite reliability and average variance extracted

Variable	Measuremen t Items	Outer loading	Cronbach Alpha	Composite reliability	AVE
Work environment	X1.1	0.815			
	X1.2	0.855			
	X1.3	0.876	0.823	0.883	0.654
	X1.4	0.875			
	X1.5	0.889			
	X1.6	0.900			
	X2.1	0.862			
	X2.2	0.778			
	X2.3	0.876			
	X2.4	0.854	0.930	0.942	0.700
Compensation	X2.5	0.891			
	X2.6	0.768			
	X2.7	0.819			
	Z1	0.785			
	Z2	0.839			
Commitment	Z3	0.758	0.935	0.949	0.755
	Z4	0.849			
	Y1	0.822			
	Y2	0.780			
	Y3	0.813	0.910	0.930	0.689
<i>Employee engagement</i>	Y4	0.870			
	Y5	0.805			

Variable	Measurements Items	Outer loading	Cronbach Alpha	Composite reliability	AVE
	Y6	0.886			

Source: Primary Data, processed (2024)

The work environment, compensations, commitment, and employee engagement variables have a value of > 7 , which means they are valid and able to show that the measurement items for each variable are strongly correlated in explaining the variable. The work environment, compensation, commitment and employee engagement variables have composite reliability > 0.70 , Cronbach alpha > 0.7 , and convergent validity as indicated by AVE > 0.5 , so the level of reliability of the work environment, compensation, commitment, and employee engagement variables is acceptable. According to the results of the validity test above, it can be seen that all statements on each variable studied are accurate in supporting the construct studied [14].

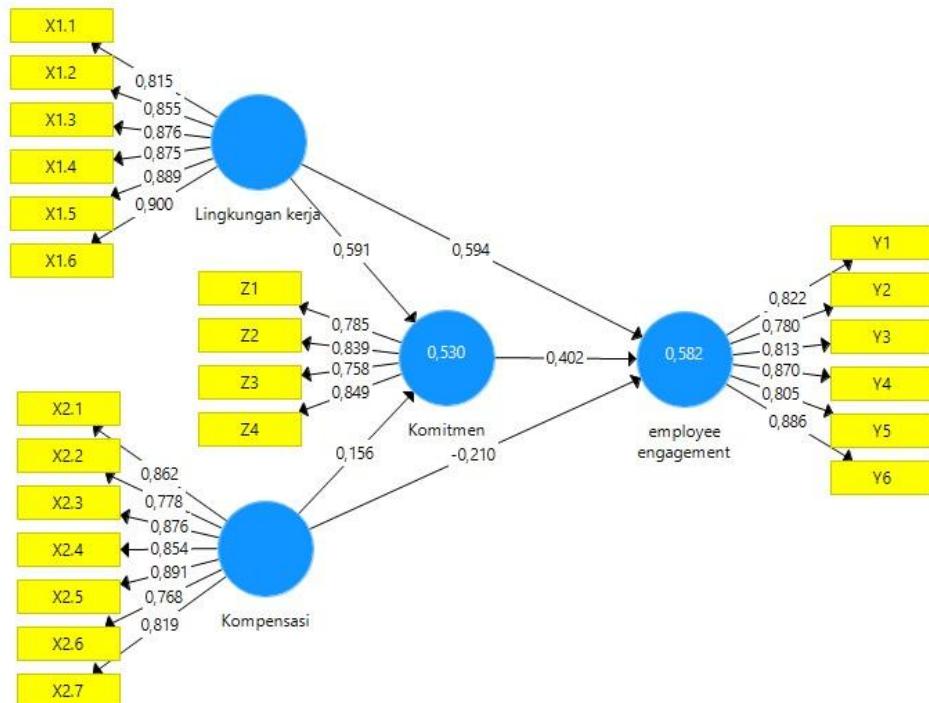


Figure 2. PLS algorithm results

2. Descriptive Validity Test

Table 3. Discriminant Validity with the Fornell and Lacker

Variable	Commitment	Compensation	Work environment	Employee engagement
Commitment	0.809			
Compensation	0.656	0.836		
Work environment	0.723	0.846	0.869	
Employee engagement	0.694	0.556	0.707	0.830

Source: Primary Data, Smart PLS (2024)

The employee engagement variable has a greater AVE root (0.830), a greater correlation with commitment (0.694), a greater correlation with compensation (0.556), and a greater correlation with the work environment (0.707). These results indicate that the discriminant validity of the employee engagement variable is met. Likewise with the commitment, compensation, and work environment variables, where the root of AVE is greater than the correlation between the variables [14].

Table 4. Discriminant Validity with the Heterotrait-Monotrait Ratio (HTMT)

Variable	Commitment	Compensation	Work environment	Employee engagement
Commitment				
Compensation	0.712			
Work environment	0.823	0.892		
Employee engagement	0.781	0.560	0.757	

Source: Primary Data, Smart PLS (2024)

According to the test results, the discriminant variable is attained since the variable pair's HTMT value is less than 0.9. Variables share variations in measurement items, there are items that measure them more strongly than share variations in other variable items [15].

4.3 Evaluation of Structural Models

Table 5. Inner Model Test (Multicollinearity Test/VIF)

Variable	Commitment	Compensation	Work environment	Employee engagement
Commitment				2,129
Compensation	3,512			3,564
Work environment	3,512			4,255
Employee engagement				

Source: Primary Data, Smart PLS (2024)

The estimation findings indicate a low degree of multicollinearity between variables, with the inner VIF value being less than 5. The robustness (non-bias) of the parameter estimate results in SEM PLS is confirmed by these findings.[15].

Table 6. Model Fit

Fit model items	Saturated Model	Estimated Model
SRMR	0.1	0.1
d_ULS	2,956	2,956
d_G	6,185	6,185
Chi-Square	552,341	552,341
NFI	0.488	0.488

Source: Primary Data, Smart PLS (2024)

The SRMR value in the saturated model is $0.1 = 0.1$, which means it satisfies model V. The NFI value is 0.488, which means 48.8%, (a good NFI value is close to 1 or greater than 0.9), so in terms of feasibility, the resulting model can be seen from the NFI model, which is less fit or does not meet the criteria [16].

4.4 Hypothesis Testing

Table 7. Hypothesis Testing for Direct Effects

Hypothesis	Path coefficient	p-value
H1- Work environment -> Employee engagement	0.594	0.037
H2- Compensation -> Employee engagement	-0.210	0.255
H3- Work environment -> Commitment	0.591	0.016
H4- Compensation -> Commitment	0.156	0.550
Commitment -> Employee engagement	0.402	0.032

Source: Primary Data, Smart PLS (2024)

According to the results of hypothesis test above, it is known as follows[15]:

1. Hypothesis H1 is accepted specifically that, with a path coefficient of 0.594 and a p-value of $0.037 < 0.05$, the work environment has a significant influence on employee engagement.
2. Hypothesis H2 is rejected, namely that there is no significant influence of compensation on employee engagement with a path coefficient of -0.20 and a p-value of $0.255 > 0.05$.
3. Hypothesis H3 is accepted, namely that there is a significant influence of the work environment on commitment, with a path coefficient of 0.591 and p-value of $0.016 < 0.05$.
4. Hypothesis H4 is rejected, namely that there is no significant influence of compensation on commitment with a path coefficient of 0.156 and a p-value of $0.550 > 0.05$.
5. There is a significant influence of commitment on employee engagement, with a path coefficient of 0.402 and a p-value of $0.032 < 0.05$.

Table 8. Hypothesis testing for mediation effects

Hypothesis	Path coefficient	p-value
Compensation -> Commitment -> Employee engagement	0.063	0.648
Work environment -> Commitment -> Employee engagement	0.237	0.148

Source: Primary Data, Smart PLS (2024)

The following is known according to the findings of the aforementioned hypothesis test[15]:

1. From the result of the calculations above, commitment does not play a mediating role between the work environment and employee engagement, with a P value (0.148) > 0.05.
2. From the results of the calculations above, commitment does not play a mediating role between compensation and employee engagement, with a P value (0.648) > 0.05.

4.5 Evaluation of Model Goodness and Fit

Table 9. Average AVE value (goodness of Fit)

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Commitment	0.823	0.828	0.883	0.654
Compensation	0.930	0.951	0.942	0.700
Work environment	0.935	0.937	0.949	0.755
Employee engagement	0.910	0.920	0.930	0.689
Total Average AVE				0.699

Source: Primary Data, Smart PLS (2024)

Table 10. Average value of R Square

Variable	R Square
Commitment	0.530
Employee engagement	0.582
Average R square	0.556

Source: Primary Data, Smart PLS (2024)

$$GoF = \sqrt{0.699 \times 0.556}$$

$$GoF = 0.623$$

The calculation results explain that the GoF model value is 0.623, which is in the high category, meaning that there is a match between the observed value and the expected value in the model [17].

Table 11. PLS predictions (PLS Predict)

Measurement items	PLS		L.M	
	RMSE	MAE	RMSE	MAE
Z1	0.657	0.556	0.891	0.665
Z2	0.463	0.349	0.685	0.499
Z3	0.407	0.331	0.511	0.418
Z4	0.449	0.338	0.665	0.530
Y1	0.434	0.351	0.907	0.671
Y2	0.473	0.395	0.743	0.566
Y3	0.494	0.389	0.709	0.525
Y4	0.484	0.366	0.854	0.650
Y5	0.494	0.378	0.938	0.623
Y6	0.410	0.283	0.817	0.590

Source: Primary Data, Smart PLS (2024)

According to the processing results of 10 observations of RMSE and MAE values, it shows that all PLS model measurement items have lower RMSE and MAE values than the LM model (linear regression). This indicates that the proposed PLS model has high predictive power [15].

Table 12. Linearity test

Test items	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Commitment → employee engagement	0.473	0.502	0.289	1,637	0.102
Commitment → employee engagement	0.082	0.086	0.134	0.614	0.539
Compensation → Commitment	0.176	0.232	0.282	0.624	0.533
Compensation → employee engagement	-0.251	-0.275	0.282	0.889	0.375
Compensation → Commitment	0.041	0.009	0.172	0.238	0.812
Compensation → employee engagement	-0.042	-0.033	0.166	0.255	0.799
Work environment → Commitment	0.451	0.415	0.276	1,631	0.104
Work environment → employee engagement	0.607	0.603	0.347	1,750	0.081
Work environment → Commitment	0.311	0.332	0.224	1,388	0.166
Work environment → employee engagement	-0.125	-0.096	0.284	0.441	0.659

Source: Primary Data, Smart PLS (2024)

According to the results, the square form of work environment and compensation is not significant on commitment and employee engagement (P value > 0.05), and the square form of commitment is not significant on employee engagement (P value > 0.05). The results show a variable relationship. There is a linear relationship between the work environment to commitment and employee engagement; there is a linear relationship between compensation to commitment and employee engagement; and there is a linear relationship between commitment and employee engagement [15].

4.6 Discussion

1 First Hypothesis

Research on the results of direct influence hypothesis testing in Table 7, shows that the work environment has a positive and significant influence on employee engagement among employees PT. Mechatron Teknologi Industri. Thus, H1 in this study is declared accepted. This research is in line with research conducted by [2];[3];[5]).

This is in accordance with the work environment theory presented by [9], which states that the work environment in a company is divided into two dimensions, namely the physical work environment and the non-physical work environment, which will support the organization's operations. Theory [23], which states that the main goal is to create a workplace that supports employee health and well-being and improves performance. The availability of work environment facilities is to provide work support facilities for employees so that it will create a sense of comfort at work at work and as a result, there will be good employee engagement. This is in accordance with Gallup's statement. So, the work environment plays a role in supporting ease of interaction, smoothness, and the success of project work in the field.

2. Second Hypothesis

Research on the result of direct influence hypothesis testing in Table 7, shows that compensation does not have a positive and significant influence on employee engagement at PT. Mechatron Teknologi Industri. Thus, H2 in this study is rejected. This research is in line with research conducted by [18];[19]). However, the result of this research contradict the result of research conducted by [20];[3];[2]) which found that compensation had a positive and significant influence on employee engagement.

Compensation does not have a positive and significant influence on employee engagement at PT. Mechatron Teknologi Industri, because employees have more than 10 years of work experience, they are already professionals, when a work relationship occurs, the amount of compensation and work responsibilities are discussed, so during the journey while working, they only focus on their work. So compensation is no longer an issue while carrying out their work.

In theory [10] states that compensation indicators in general are salary, wages, incentives, allowances, and facilities. These are the main items discussed at the beginning of employee recruitment until the work bond process occurs. Independence in acting professionally will determine the results of the recruitment process and success at work. Norms of obligations and rights will become the basis of professional ties.

3. Third Hypothesis

The research results from Table 7, indicate that the work environment has a positive and significant influence on among employees at PT. Mechatron Teknologi Industri, as shown in the direct influence hypothesis testing. Therefore, H3 in this study is accepted. This finding aligns with previous research conducted by [21];[22]).

The work environment influences commitment, this happens because, when recruiting employees, the working conditions and supporting needs that can be provided to employees are discussed with each other. Prospective employees will express their wishes, and the company will see what needs to be fulfilled. In this case, the company opens up commitments that must be fulfilled by both parties. Normally, the bigger the company is, the more capable it is to fulfil the requests of prospective employees or provide a comfortable working environment, and the more commitment it will have.

The work environment theory presented by [9] states that the work environment in a company is divided into two dimensions, namely the physical work environment, and the non-physical work environment which will support the organization's operations. Theory [23], which states that the main goal is to create a workplace that supports employee health and well-being and improves performance. The purpose of the availability of work environment facilities is to provide work support facilities for employees so that it will give rise to a sense of comfort in working, and as a result, there is a moral feeling or norm to feel emotionally attached to the organization where they work. This is in accordance with Meyer and Allen's Organizational Commitment theory.

4. Fourth Hypothesis

Research on hypothesis testing results - direct influence Table 7, shows that compensation does not have a positive and significant influence on commitment to PT. Mechatron Teknologi Industri. Thus, H4 in this study is rejected.

Compensation does not have a positive and significant influence on commitment to PT. Mechatron Teknologi Industri is because employees have more than 10 years of work experience, so they are already professionals, when a work relationship occurs, the amount of compensation and work responsibilities are discussed. By mutually understanding the

professionalism of project work, after a work bond occurs, each of them will carry out their obligations. If the work period or responsibilities have been fulfilled, then both parties actually have the opportunity to decide on another opportunity. Therefore, compensation is each individual's rights and obligations in accordance with the initial employment agreement. This research is in line with research conducted by [24];[25]). However, the results of this research contradict the results of research conducted by [26];[27]), who found that compensation had a positive and significant influence on commitment.

In theory [10], states that compensation indicators in general are salary, wages, incentives, allowances, and facilities. These are the main items discussed at the beginning of employee recruitment until the work bond process occurs. The recruitment process also involves elements of commitment, but as time goes by commitment is no longer related to compensation but rather requires a supportive work environment.

5. Fifth Hypothesis

The research result of hypothesis testing for mediation effects of Table 8, shows that commitment does not mediate the influence of the work environment and compensation on employee engagement at PT. Mechatron Teknologi Industri. Thus, H5 in this study is rejected. This research is in line with research conducted by [7]; [28]). However, the results of this research contradict the result of research conducted by [6]), who found that commitment did not have a positive and significant influence on employee engagement.

Commitment does not mediate the influence of work environment and compensation on employee engagement at PT. Mechatron Teknologi Industri, because the employees have work experience and are professionals. Obligations and responsibilities are inherent in achieving the specified targets. Compensation is completed at the beginning of the employment contract, while the work environment is mostly normally met with applicable regulations, so that organizational commitment has become a normal company obligation.

By maintaining mutual professionalism and carrying out obligations and rights, an atmosphere will be created where employees feel emotionally connected to the organization where they work, feeling that they remain loyal to the organization because of moral feelings or norms. This is in accordance with the Tri-Dimensional Organizational Commitment Theory by Meyer and Allen [11].

5. Conclusion

Based on the results of the data analysis and discussion previously explained, the following conclusions can be drawn:

1. The work environment has a significant and influential effect on employee engagement among employees PT. mechatron Teknologi Industri.
2. Compensation does not have a positive and significant effect on employee engagement at PT. Mechatron Teknologi Industri.
3. The work environment has a significant and influential effect on the commitment of employees PT. Mechatron Teknologi Industri.
4. Compensation does not have a positive and significant effect on commitment to PT. Mechatron Teknologi Industri.
5. Commitment does not mediate the influence of the work environment and compensation on employee engagement at PT. Mechatron Teknologi Industri

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