



## The effect of work engagement on job satisfaction mediated by organizational commitment in trading companies

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### ABSTRACT

The purpose of this study was to determine whether there is an effect of work engagement on job satisfaction mediated by organizational commitment. The object of research at PD. DB Cikarang. The research was conducted using quantitative methods with SEM Smart PLS software as an analytical tool. The number of samples obtained by random sampling technique using the slovin formula amounted to 60 respondents. Data collection is done through using google form in filling out online surveys. The data analysis method used is the R-square test, Bootstrapping, Path Coefficient, and Specific indirect effects. The results of this study indicate that (1) the job satisfaction variable has a significant positive effect on organizational commitment, meaning that if the level of satisfaction in employees is very high, the commitment to the company is also very good. (2) the work engagement variable has a positive and significant effect on job satisfaction, so this explains that the higher the work engagement, the higher the job satisfaction. (3) the work engagement variable has a positive and significant effect on organizational commitment, meaning that the higher the work engagement, the higher the organizational commitment (4) the organizational commitment variable has a positive effect and can mediate work engagement and job satisfaction, it means that the higher the work engagement and job satisfaction, the higher the organizational commitment to the employee's responsibility with the company.

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### 1. INTRODUCTION

Human resources are an important asset in an organization. For organizations, having productive human resources will produce performance that is expected to have an impact on the survival and progress of the company. In an organization or agency there are various components that support the performance of the organization or agency. These components include human resources, production support tools, financial conditions and so on, of these various components, the human resource component is an important factor that can determine the achievement of organizational and agency goals.

Related to the quality of employees in carrying out their duties, one concept that can be a measure is work engagement. Engagement is often connoted as vigor, dedication, and absorption. There are several studies that examine work engagement, including those connected to job satisfaction (Markos & Sridevi, 2021), explaining that there are several elements that encourage employees to have work engagement for their organization. One of these factors is a sense that the entity and work have important meaning for employees. Employees play an important role in the company to determine whether or not the goals of a particular company are achieved. Companies need employees with work engagement who are proactive and have a high commitment to work, so that companies can survive in the face of increasingly strong competition.

can be seen in Figure data on work engagement in 2023. Although overall work engagement has declined historically due to the pandemic, economic crisis, mass layoffs, and rising unemployment rates, work engagement increased from a low of 1.6 percent recorded in 2019 to 3.2 percent in 3 years. The percentage of workers reporting that they are engaged in their work also increased from 35.5 percent in December 2022 to 38.7 percent in January 2023. However, some components of job satisfaction and organizational commitment declined due to the recession and economic pressures. Overall, the results of this study show an interesting perspective and the changing dynamics of the relationship between supervisors and employees. data on work engagements in pd two stars in 2022 can be explained that, Work engagement went from a low of 1.6% recorded in 2019 to 3.2% of employees surveyed revealing that engaged employees are aware of the business context and work with their fellow workers to improve job performance for the benefit of the organization. Furthermore, the percentage of jobs reporting engagement in their work also increased from 35.5% in November 2022 to 38.7% in January 2023. (Schaufeli & Bakker, 2019). Work engagement at work is conceptualized as a member of the organization who performs work roles, works and maximizes himself physically, cognitively and emotionally during work. Research conducted (Schaufeli & Bakker, 2019) shows that there is a relationship between work engagement and job satisfaction. Job satisfaction itself can also be influenced by social support in the work environment.

work engagement is a positive and work-related state of mind characterized by vigor, dedication and absorption. work Engagement revealed by (W. Schaufeli and Bakker 2010) does not refer to a momentary and specific condition, but rather an affective and cognitive condition that continues and is real, which is not focused on objects, situations, conditions or behaviors. (Rezeki, 2018) defines work engagement as where an employee can identify himself physically with his job, and considers his performance important for himself in addition to the organization. Furthermore, according to Moura, (Moura et al., 2022) that there is a positive and significant relationship between work engagement and job satisfaction, so that if the level of work engagement is high in individuals, job satisfaction will be high. It can be concluded that respondents have high job satisfaction and have high work engagement. Therefore, the higher the work engagement, the higher the job satisfaction. Work Engagement has a direct positive effect on employee performance. This means that the higher the work engagement, the higher the employee performance (Moura et al., 2022)

Job satisfaction is generally used as a basis for measuring the level of maturity of the organization, one of the signs that the work situation of an organization is not good is low job satisfaction, on the other hand, high job satisfaction indicates organizational effectiveness, which means that the organization has been well organized. Employees tend to be positive towards their company and have strong work engagement. Therefore, employees will do their best with their capabilities to deliver the best performance for the entity where they work by completing their work as well as possible. Human resource planning or workforce planning is defined as the process of determining labor needs and means of meeting these needs so that their implementation is well integrated. (Moura et al., 2022) The company must also foster its employees so that their expertise can be

improved, one of the efforts that need to be made is to improve the abilities and skills of employees through human resource development, and job satisfaction also has an important meaning for employee self-actualization. Organizational commitment, work climate, job satisfaction and work ethic have a role in the formation of the performance of an employee who works in an organization. Based on previous studies, these variables are proven to have a role in shaping employee performance. (Darmawan, 2020).

Job satisfaction is often determined by how well results are met or match expectations. (Jufrizen, 2018) The problem faced by companies is how to create and manage employees in a company in order to create job satisfaction from their employees. Job satisfaction is often seen as an ideal condition, providing pleasure and is emotionally positive. This comes from the individual's view of the job or experience while working. Ultimately, organizational commitment affects employee expectations about the consequences that will arise from various actions. Employees will expect satisfaction rewards based on their perceptions of organizational commitment. If organizational commitment is felt to be fun, then employees will do something useful and will create a feeling of value. Research conducted (Risambessy et al., 2022) shows the relationship of job satisfaction as mediating the effect of organizational commitment on employee performance with the results of his research organizational commitment has a significant effect on employee performance through job satisfaction. The phenomenon in this study is that some components of job satisfaction and organizational commitment decreased due to recession and economic pressure. Overall, the results show an interesting perspective and the changing dynamics of the relationship between supervisors and employees. then the purpose of this study is to determine the direct effect of how Job satisfaction on organizational commitment, how the effect of Work Engagement on job satisfaction, how Work engagement on Organizational Commitment , how Work Engagement on Job Satisfaction mediated by Organizational Commitment.

to have a high commitment to the organization to have a high commitment to the organization so that it can be a good example for subordinates, so that employees feel proud to be part of the company, have high loyalty, and have a high level of loyalty. employees feel proud to be part of the company, have high loyalty, and feel happy to spend their careers in the company so that they are reluctant to leave this company. feel happy to spend a career in the company so that they are reluctant to leave this company. The results of this study are supported by research from. (Tumbol et al., 2022).

Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of the team or work group and ultimately affects the performance of the organization as a whole. Human resources have a major role in every company activity. If the organization is supported by excessive facilities and infrastructure and resources, but without the support of reliable human resources, the company's activities will not be resolved properly. This shows that human resources are the main key that must be considered properly (Sholihin & Arida, 2021). According to (Bagis et al., 2021) organizational commitment is a situation faced by employees regarding their existence in the organization by deciding to take sides and having goals accompanied by a desire to remain or become part of the organization. Robbins and Judge in Arifan's research (2018) state that there are three indicators in organizational commitment, namely affective commitment which means emotional-based attachment, continuous commitment where employees survive for fear of losing money if they leave their current workplace, and normative commitment means staying in the company because of obligations for company goals.

As an internal factor that plays an important role in the organization or agency, employees or employees as human resources are required to have good quality at work, human resources can be influenced by several aspects, namely individual aspects, group aspects and organizational system aspects (Setiani, 2020)

Job satisfaction, organizational commitment to reduce Management parties need to increase salary satisfaction according to workload, increase affective commitment which instills employee perceptions that leaving the company will incur high costs and risks and improve employee welfare more than other companies. (Antari, 2019). Job satisfaction and what can affect job satisfaction is work engagement because when individuals are involved with work, individuals will feel enthusiastic about work, committed and motivated by work so that it can affect job satisfaction. Research by (Cahyati & Qomariyah, 2019)

2. RESEARCH METHOD

The population of this study were 150 employees of PD. DB Cikarang. The research sample is PD. DB Cikarang. Those who are male and female are taken using the Slovin formula with a 10% margin of error obtained 60 people. The sampling technique uses google form in filling out an online survey. The method used is a quantitative method using SEM Smart PLS 3.0 software. As an analysis tool. To determine the effect of work engagement on job satisfaction, the effect of work engagement on organizational commitment, job satisfaction on organizational commitment, how work engagement on job satisfaction mediated by organizational commitment. To assess each statement on the questionnaire is to give a score to each statement, the method used for scoring is to use a Likert scale. On a Likert scale, variables are measured and translated into variable indicators. This study uses a Likert scale with research numbers directed with a value of 1 and a maximum of 5.

3. RESULTS AND DISCUSSIONS

Analysis of Inner Models

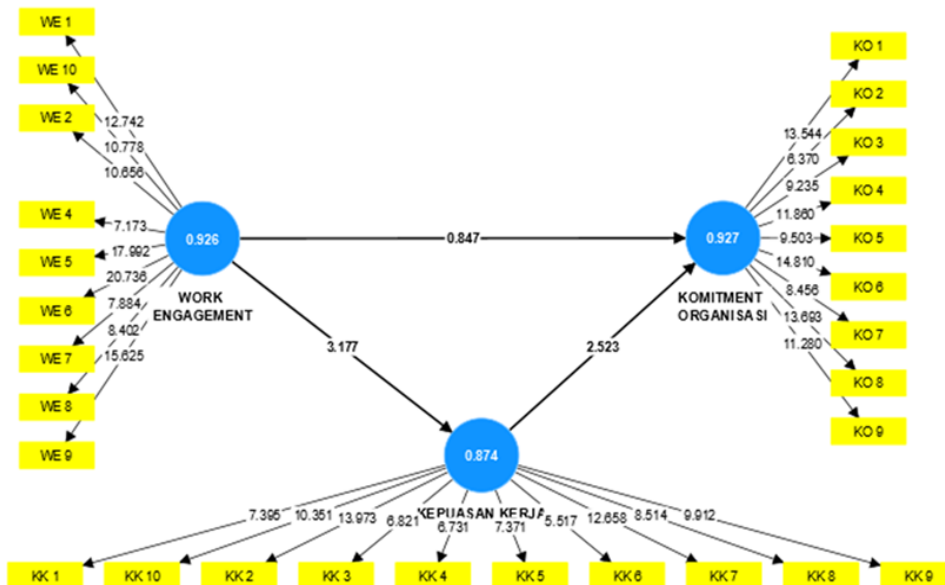


Figure 1. Inner Models

Test of R Square

Table 1. Test of R Square

	R Square	Adjusted R Square
job satisfaction	0,234	0,221

organizational commitment      0,491                      0,473

This test tests the structural model by looking at the R-square value, which is the result of the suitability test of the Job satisfaction model on organizational commitment, the R-square value is 0.234 or 23.4% and the organizational commitment variable is 0.491 or 49.1%, identifying that the contribution in this study uses the dependent variable, namely job satisfaction and organizational commitment to build work engagement and is explained by other variables outside this study.

#### Struktural Model Test

Table 2. Path Coefficient

	Original Sampel (O)	Sampel Avarage (M)	Standar Deviasi (STDEV)	T Statistic (  O/STDEV  )	P Values
job satisfaction -> organizational commitment	0,468	0,418	0,226	2,073	0,039
work engagement -> job satisfaction	0,482	0,551	0,160	3,012	0,003
work engagement -> organizational commitment	0,567	0,624	0,172	3,293	0,001

Results of data processing:

a. The p value of the job satisfaction

Variable has a value of 0.039, so this variable has a significant effect on organizational commitment. To check the positive or negative effect, it is necessary to check the value of the original sample on the variable. The job satisfaction variable on organizational commitment has an original sample value of 0.468, which means that the path estimate of the job satisfaction variable on the organizational commitment variable has a positive path with a value of 0.468. So it can be concluded that variable Job satisfaction has a significant positive effect on organizational commitment on PD employees. DB Cikarang, so the first hypothesis.

b. The p value on the Work engagement

variable has a value of 0.003, so this variable has a significant effect on Job satisfaction. To check the positive or negative effect, it is necessary to check the value of the original sample on the variable. The Work engagement variable on Job satisfaction has an original sample value of 0.482, which means that the path estimate of the Work engagement variable on Job satisfaction has a positive path with a value of 0.482. So it can be concluded that the Work engagement variable has a significant positive effect on job satisfaction in PD employees. DB Cikarang, so the second hypothesis.

c. The p value of the Work engagement

variable has a value of 0.001, so the variable has a significant effect on organizational commitment. To check the positive or negative effect, it is necessary to check the value of the original sample on the variable. The Work engagement variable on organizational commitment has an original sample value of 0.487, which means that the estimated path from the Work engagement variable to the organizational commitment variable has a positive path with a value of 0.487. So it can be concluded that the Work engagement variable has a significant positive effect on organizational commitment in PD employees.

Table 3. Spesific indirect effect

	Original Sampel (O)	Sampel Avarage (M)	StandardDe viation (STDEV)	T Statistic (  O/STDEV  )	P Values
work engagement -> job satisfaction -> organizational commitment	0,225	0,208	0,109	2,063	0,040

In the specific indirect effect test, the p values on the Work Engagement, Job Satisfaction, and Organizational Commitment variables have a value of 0.040, so it is said to be significant. This means that the variables of Work engagement, Job satisfaction, and Organizational Commitment have a significant influence.

## DISCUSSION

Job satisfaction has a positive and significant effect on organizational commitment at PD. DB Cikarang. Thus, this explains that the higher the job satisfaction, the higher the organizational commitment at PD. DB Cikarang. This research is also in line with research conducted by (Utari, 2021) (Nurtjahjani et al., 2023) job satisfaction functions to be able to increase employee morale, increase productivity, reduce absenteeism, increase employee loyalty and retain employees to continue working in a company. Employees who get their job satisfaction are employees who have good attendance and turnover rates, are passive in labor unions, and have better work performance than other employees. which states that job satisfaction has a positive and significant effect on organizational commitment. The results of this study indicate that the most important step of job satisfaction is the loyalty and participation of employees in their loyalty to the organization, the willingness to achieve the vision and mission and values in line with the organization, and the desire to remain a member of the organization. The means that if the level of satisfaction in employees is very high, the commitment to the company is also very good.

Work engagement has a positive and significant effect on job satisfaction at PD. DB Cikarang. So this explains that the higher the work engagement, the higher the job satisfaction at PD. DB Cikarang. This research is in line with research conducted by (Karanika-Murray et al., 2018) which states that work engagement, namely vigor, dedication, absorption, is significantly and positively related to job satisfaction. Analyzing the moderating role of social support, from superiors and from colleagues, in the relationship between work engagement and job satisfaction. This also means that at PD. DB Cikarang, work engagement as something positive that is related to behavior at work which includes thoughts about the relationship between workers or employees and their jobs and get better satisfaction from their work.

Work engagement has a positive and significant influence on organizational commitment at PD. DB Cikarang. So this explains that the higher the work engagement, the higher the organizational commitment at PD. DB Cikarang. This research is in line with research conducted by (Tanjung, 2019) stated that partially work engagement affects organizational commitment, partially job satisfaction affects organizational commitment and simultaneously work engagement and job satisfaction affect organizational commitment. (Nurtjahjani et al., 2023), the findings through this study indicate the importance of emotional intelligence in encouraging work engagement and organizational commitment among lecturers. The results of this study indicate that the more the formation of a sense of commitment to the organization for employees, the stronger the employee's desire to remain in the company and always feel attached to it, so the company must maintain employee commitment to the organization so that employee retention is maintained and even increased.

Organizational commitment has a positive effect and can mediate work engagement and job satisfaction at PD. DB Cikarang. So this explains that the higher the work engagement and job satisfaction, the higher the organizational commitment at PD. DB Cikarang. This research is in line with research conducted by (MEELINDA, 2022) shows that work engagement and job satisfaction have a significant positive effect on organizational commitment, both separately and simultaneously. Organizational commitment affects job satisfaction, job satisfaction affects employee performance, job satisfaction is able to mediate the effect of organizational commitment on employee performance (Badrianto & Astuti, 2023) there is a positive and significant influence between job satisfaction and work engagement on organizational commitment (Serat, 2019) This has the implication that the higher the work engagement and job satisfaction felt by employees, the higher the employee's organizational commitment to the company will be. This means that the stronger the organizational commitment, the higher the employee retention in the company.

#### 4. CONCLUSION

Based on the results of testing, processing, and data analysis conducted by researchers regarding the effect of job satisfaction on organizational commitment, the effect of work engagement on job satisfaction, the effect of work engagement on organizational commitment, and the effect of organizational commitment in mediating work engagement and job satisfaction. This hypothesis testing uses SmartPLS 3.0 software. After analyzing the data, it can be concluded that. Job satisfaction has a positive and significant influence on organizational commitment at PD. DB Cikarang. So it can be concluded that the higher the job satisfaction in the company, the higher the value of organizational commitment in the company. Work engagement has a positive and significant influence on job satisfaction at PD. DB Cikarang. So it can be concluded that the higher the work engagement, the higher the job satisfaction in the company. Work engagement has a positive and significant influence on organizational commitment at PD. DB Cikarang. So it can be concluded that the higher the work engagement, the higher the organizational commitment in the company. Organizational commitment has a positive influence and can mediate Work engagement and Job satisfaction at PD. DB Cikarang. So it can be concluded that the higher the organizational commitment in the company, the higher the work engagement, the higher the job satisfaction and organizational commitment in the company. Future research can further explore additional mediators or moderators that may influence the relationship between work engagement, job satisfaction, and organizational commitment, considering contextual factors or individual differences.

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