

THE IMPLEMENTATION OF WORK ENGAGEMENT AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENTS AT PT KARYA SAKTI SEJAHTERA

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Abstract

The purpose of this study was to determine the effect of Work Engagement and Job Satisfaction on Organizational Commitment to the employees of PT. Karya Sakti Sejahtera, which is a company engaged in the construction sector in Indonesia. The sampling method used was saturated sampling, and the number of population and samples in this study was 103 people. This research uses multiple linear regression methods in analyzing research data. The results showed that both Work Engagement and Job Satisfaction had a significant positive effect on Organizational Commitment, separately and simultaneously. This implies that the higher the employee's work engagement and job satisfaction, the higher the employee's organizational commitment to the company. This study recommends that the company evaluate employees regarding their engagement, evaluate the work system in the company, and hold discussions with employees to solve the work engagement problem. The company can also evaluate the working conditions, form workgroups, and improve the compensation policy to solve the job satisfaction.

Keywords: Work Engagement, Job Satisfaction, Organizational Commitments

INTRODUCTION

Human resources (HR) have an essential role in helping companies compete because the activity of a company will not run smoothly without HR running the activities properly. Good management and management of HR will have a significant impact because it can increase the commitment of human resources in the company. HR who has a high commitment will encourage the company's growth because organizational commitment shows power or desire from someone in identifying his engagement in an organization. So that organizational commitment will cause a sense of participation in HR against the company (Purnomo et al., 2018).

According to Haryanto et al. (2018), organizational commitment is a person's identification and bond in an organization. Someone very committed will probably see himself as a true member of a company, referring to organizations in personal terms, ignoring a small source of dissatisfaction, and seeing himself remain a member of the organization. Instead, someone who is less committed is more likely to see himself as an outsider, expressing more dissatisfaction with many things and not seeing himself as just a member. Related to organizational commitment, researchers are interested in making PT. Karya Sakti Sejahtera as a research object. This is because researchers found a problem with the low commitment of the organization in the company.

The company revealed many employees who resigned themselves from the company. This alone is caused by confidence and employee satisfaction with the company in a poor state. The lack of employee confidence and satisfaction with the company does come from employee personal reasons. Still, the company stated that this allegedly began to emerge in 2016, where one of the managers from PT. KSS was involved in a corruption case. This condition is aligned with the theory from Gani et al. (2018), which states that one of the basic principles of organizational commitment is employee confidence and satisfaction with the organization or company. If the employee feels unsure and/or less satisfied with the organization, the employee will feel hesitant to commit to the organization.

In addition, other problems revealed by the company are that lately employees begin to be less actively involved in the company. This is characterized by the low engagement of employees in work, which is seen from the frequent employees late. This is also

exacerbated because of the current Covid-19 pandemic. Referring to other theories from Gani et al. (2018), if employees commit to the company, employees will do their work seriously and involve themselves actively in the company. Therefore, this disclosed problem shows the low commitment of employees against the company.

Based on the results of the interview above, researchers arrested two factors that caused the low commitment of the organization to the company, namely work engagement and job satisfaction. According to Haryanto et al. (2018), work engagement is the intensity in which individuals are actively involved in their work, identifying themselves to their work, and realize that the performance of its work is essential for her pride. Then Ilahi et al. (2017) explain that job satisfaction is emotional employees where it occurs or not the meeting point between the value of the services received by employees from the organization with the level of value of the service that is desired by the employee.

Regarding work engagement, the company reveals many employees who feel lazy to come to work, which is indicated by the frequent employees who arrive late while working. This employee laziness is caused by a lack of pride in the company. As mentioned earlier, the company suspects that this is caused by a corruption case that had trapped one of the company's managers. Since this case occurred, the employee's perception of the company has been negative, so that employees become lazy to be actively involved in work. This is mentioned by Haryanto et al. (2018), where work engagement can be interpreted as a level where employees are willing to work and directly involved in their work and direct the full capabilities he has for the job. So it can be concluded, with the high level of delay in the company, many employees are less willing to work and be directly involved in their work optimally.

Then regarding the problem of job satisfaction in the company, the average absence in the company is relatively high, with a percentage of 3.37% per month. This level of absence can be an indication related to the low job satisfaction in the company. This is also mentioned by Haryanto et al. (2018), where if the employee is not satisfied with his work, the employee has greater possibilities for often being absent, experiencing stress, and continuously trying to find another job. Researchers also obtain information that many company employees feel unsatisfied because the compensation given is less commensurate, the work given is not following the interests and/or capacity of

employees, the deadline (deadline) given is too short, and the communication of tops that lacks to employees.

Regarding the influence between work engagement in organizational commitment, several studies such as those carried out by Nagalingam et al. (2019), Vivian et al. (2019), Jones (2018), Purnomo et al. (2018), and Haryanto et al. (2018) state that works engagement has a significant influence on organizational commitment. Then regarding the effect of job satisfaction with organizational commitment, several studies such as those carried out by Jones (2018), Gani et al. (2018), Ahmad (2018), Ilahi et al. (2017), and Bailey et al. (2016) shows that job satisfaction has a significant influence on organizational commitment.

This background and differences in the results of previous studies underlie researchers to make the problem a basis for this research. Therefore, the purpose of this study itself is to find out the description of work engagement, job satisfaction, and organizational commitment to the company, and to see whether work engagement and job satisfaction have a significant influence on the company, both separately and simultaneously.

LITERATURE REVIEW

Organization Commitment

According to Purnomo et al. (2018), organizational commitment is an employee's attachment to the organization. Employees who are committed will have a strong desire to keep their status as a member of the organization, striving according to the organization's wishes and having trust and acceptance of the value and objectives of the organization. Therefore, the organization will be more effective if the employees have a high commitment. Employees who have a high commitment will also impact the employees themselves, for example, on employee career development in the organization and to the organization.

Organizational commitment can also be interpreted as the attitude that reflects employee loyalty in an organization where organizational members express their concerns to organizations and successes and sustainable progress (Mangkunegara & Octorend, 2015). In addition, organizational commitment reflects positive feelings of organizations and

their values, which is a form of willingness and loyalty of employees to contribute to organizational goals (Munir et al., 2014)

Regarding the organizational commitment in this study, researchers used Meyer & Allen Theory, where the organization's commitment problems occurred at PT. KSS is related to the feelings of employees to be committed, where if these feelings are negative, there will be a problem of commitment. This theory explains that employee commitment to organizations is a psychological state and has different components that affect employees' feelings about the organization where they work. This component consists of the care of employees for the work they have (affective), the fear of the felt by employees if they have to lose their jobs (continuous). A sense of obligation to remain in the organization (normative). When all components are positive, then employees will be committed to their organization, and vice versa (Weibo et al., 2010).

Work Engagement

According to Haryanto *et al.* (2018), work engagement is the intensity in which individuals are actively involved in their work, identify themselves psychologically against their work, and realize that the performance of its work is essential for their pride, in addition, work engagement can also be interpreted as a level where employees are willing and are directly involved in his work, and direct all the abilities he has for the job. Vivian et al. (2019) have a slightly different explanation, where work engagement is defined as a degree where an employee identifies himself with his work, actively participates in it, and considers the importance of his work performance. Thus, employees with high work engagement are highly identified and very concerned about the types of work.

Regarding work engagement in this study, researchers used the theory of Broaden-and-Build Theory, where the problem of work engagement that occurred at PT. KSS is related to the lack of positive emotions that trigger work engagement in company employees. This theory states, positive emotions to employees indicate optimal welfare. Positive emotions will encourage exploration behavior that creates learning opportunities and achieving goals and helps build personal resources for employees. In this theory, work engagement is recognized as an active measure of welfare. More positive emotions are

felt by employees, and the employee will be increasingly involved in their work (Ouweneel et al., 2011).

Based on the description above, it is suspected that work engagement has a positive and significant influence on organizational commitment. Nagalingam *et al.* (2019) explain that employees who have high work engagement will be dedicated and enthusiastic about their work, so in the end, they will develop a high commitment to its companies indicated by fewer desires to abandon the company, as well as higher motivation to show their performance. Finally, Vivian *et al.* (2019) revealed that the higher the level of engagement in his work, the higher the level of commitment to the organization because work engagement can improve the relationship between employees and their work; this is caused by the employees enjoying the work he is currently doing.

Job Satisfaction

According to Akbar et al. (2016), Job Satisfaction is an emotional state where employees see their work a fun or unpleasant. This understanding is then clarified by Ilahi et al. (2017), where job satisfaction is an employee of emotional employees where it occurs or not the meeting point between the value of the service receives received by employees from the organization with the level of value of the service that is desired by the employee. Haryanto et al. (2018) explain that job satisfaction is a feeling of pleasure of employees in looking and carrying out their jobs. This explained that if an employee is satisfied, the employee will tend to be less absent, give more positive contributions, and feel comfortable at the company. But on the contrary, if employees are not satisfied, then the employee has greater possibilities for often being absent, experiencing stress, and continuously trying to find another job.

Regarding job satisfaction in this study, researchers used the Two Factor Theory, where the problem of job satisfaction occurred at PT. KSS is related to the Satisfier Factor and Hygiene Factor, which, if these factors are not achieved, can cause dissatisfaction felt by employees. The principle of this theory is satisfaction and dissatisfaction are two different things. Based on this theory, work characteristics can be divided into two different factors, namely Hygiene Factors that lead to positive satisfaction for the short term and satisfaction that leads to positive satisfaction for the long term (Gani et al., 2018).

Based on the description above, it is suspected that job satisfaction has a positive and significant influence on organizational commitment. This influence is explained by Ahmad (2018), where high job satisfaction shows a positive evaluation of employees on his work, which will ultimately bring up positive reciprocity towards the obligations that employees have in the company. Besides that, Ilahi et al. (2017) explain that the commitment of employees of the organization is significantly determined by the magnitude of the exchange of contributions that the company can be given to members of the organization. The greater the conformity of the exchange based on the view of the employee, the greater their commitment to the company. This means that following the employee's view will cause job satisfaction to increase employee commitment to the company. Finally, Jones (2018) suggests that employees will consider the benefits and satisfaction it obtained in decision making, in this case, the decision to play an active role in the company, so that the higher the satisfaction felt by employees, the higher the level of organizational commitment from the employee.

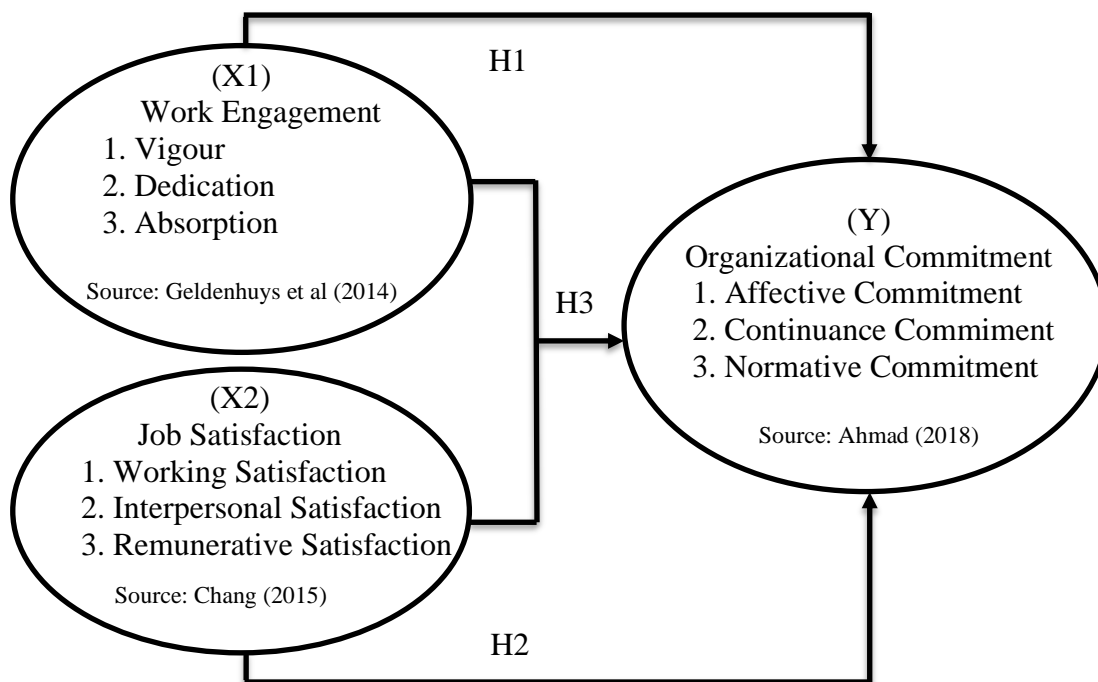


Figure 1. Research Model

Source: Data processed by author (2021)

Research Hypothesis

For the first hypothesis, the Ho1 is “Work engagement does not affect organizational commitment to PT. KSS”. Meanwhile, the Ha1 is “Work engagement affects the organizational commitment to employees of PT. KSS.”

For the second hypothesis, the Ho2 is “Job satisfaction does not affect organizational commitment to employees of PT. KSS”. Meanwhile, the Ha2 is “Job satisfaction affects organizational commitment to employees of PT. KSS”.

For the third hypothesis, the Ho3 is “Work engagement and job satisfaction cannot predict the model against organizational commitment to employees of PT. KSS”. Meanwhile, the Ha3 is “Work engagement and job satisfaction can predict the model against organizational commitment to employees of PT. KSS.”

RESEARCH METHOD

The researcher decided to research PT. Karya Sakti Sejahtera (KSS). PT. KSS is a construction company, which explicitly handles civil, mechanical, and steel construction work located on Jl. Kalimalang Raya, Bekasi. The study began in June 2020 by conducting periodic interviews with the company to discover the problems that occurred in companies related to organizational commitment, work engagement, and job satisfaction. Furthermore, this study was running until March 2021. The population used in this study were all employees who work at PT. Karya Sakti Sejahtera (KSS) and has a position as a staff, consisting of 103 people. For sample selection, this study use saturated sampling methods. Saturated sampling is the determination of the sample when all members of the population are used as samples. Therefore the sample of this study was also all the staff working at PT. KSS, which consists of 103 people.

This study uses a quantitative method, namely research that uses data analysis by describing the data numerically or through numbers. In addition, the research design uses a descriptive and causal research approach. Descriptive research is defined as a study that describes a characteristic of the variables studied. At the same time, causal research aims to identify causal relationships between variables and independent variables and dependent variables (Sekaran & Bougie, 2010).

Statistic Descriptive

The assessment weight of the Likert scale used in this study uses four answer categories adapted from Sekaran & Bougie (2016) that designs a four-point scale to check how strong the subject agrees or disagrees with the statement given. The even number of categories is meant to avoid neutral answers from respondents, so the answers are given indeed describe the conditions available in the field.

Table 1. Scale of Research Measurement

Score	Answers Category	Answers Category (Negative Indicators)
1	Strongly Disagree	Strongly Agree
2	Disagree	Agree
3	Agree	Disagree
4	Strongly Agree	Strongly Disagree

Source: Data processed by author (2021)

To make it easier for researchers in interpreting the results research obtained from the questionnaire of each variable, the researcher refers to the following table of the interpretation criteria:

Table 2. Statistic Descriptive Interpretation Criteria

Skor Criteria	Work Engagement (STS + TS)	Job Satisfaction (STS + TS)	Organizational Commitment (STS + TS)
0,00 – 25,00%	Very High	Very High	Very High
25,01 – 50,00%	High	High	High
50,01 – 75,00%	Low	Low	Low
75,01 – 100%	Very Low	Very Low	Very Low

Source: Data processed by author (2021)

Multiple Linear Regression

Multiple linear regression analysis is a linear regression that connects the dependent variable to two or more independent variables in a study. The application of this method is to predict or predict the value of the dependent variable, which is influenced by the independent variable (Ghozali, 2018). Multiple linear regression equations can be calculated using the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

Description:

Y = dependent variable in research

α = constant (intercept) value

β_1, β_2 = coefficient regression value of independent variable

X_1, X_2 = independent variable

RESULT AND DISCUSSION

Statistic Descriptive. Descriptive analysis aims to determine the general description of the company's condition related to the research variable. For the work engagement variables, the first dimension (Vigour) has a percentage of STS + TS by 95.13%, which indicates that this dimension is in a very low category. This is because 97.1% of employees do not feel excited when they work. Then the second dimension (dedication) has a percentage of STS + TS at 96.43%, which indicates that this dimension is in a very low category. This is because 98% of employees do not feel proud of the work they have. Then the third dimension (absorption) has a percentage of STS + TS by 97.43%, which indicates that this dimension is in a very low category. This is because 99.1% of employees do not feel it difficult to separate themselves from their work. From the overall average work engagement variable, it appears that the percentage of STS + TS is 96.33%. When compared to the interpretation criteria, the work engagement variable is in a very low category. This indicates that work engagement is owned by PT. KSS is still very low. For job satisfaction variables, the first dimension (working satisfaction) has a percentage of STS + TS by 81.60%, which indicates that this dimension is in a very low category. This is because 91.3% of employees feel dissatisfied with the conditions where they work. Then the second dimension (Interpersonal Satisfaction) has a percentage of STS + TS by 87.37%, which indicates that this dimension is in a very low category. This is 92.2% of employees feel they don't have good cooperation with their coworkers. Then the third dimension (remunerative satisfaction) has a percentage of STS + TS by 93.83%, which indicates that this dimension is in a very low category. This is because 97.1% of employees feel dissatisfied with the salary given by the company. From the overall

average job satisfaction variable, it appears that the percentage of STS + TS is 87.60%. When compared to the interpretation criteria, the job satisfaction variable is in a very low category. This indicates that job satisfaction is owned by employees of PT. KSS is still very low.

For organizational commitment variables, the first dimension (affective commitment) has a percentage of STS + TS by 95.13%, which indicates that this dimension is in a very low category. This was because 96.1% of employees felt they did not accept the company's goals as part of themselves, and at the same time, they did not feel obsessed with helping the company achieve its goals. Then the second dimension (continuance commitment) has a percentage of STS + TS by 98.03%, which indicates that this dimension is in a very low category. This is because all employees feel it is not difficult for them if they are required to leave this company, and at the same time, they do not feel any big consequences if they have to leave the company. Then the third dimension (normative commitment) has a percentage of STS + TS of 97.70%, which indicates that this dimension is in a very low category. This is because all employees feel not bound and do not indebted to the company. From the average overall variable organizational commitment, it can be seen that the number of STS + TS percentages is 96.96%. When compared to the interpretation criteria, the organizational commitment variable is in a very low category. This indicates that organizational commitment is owned by employees of PT. KSS is still very low.

Validity Test. The test is used to see whether the questionnaire data is valid or not. The validity test in this research uses the Corrected Item Total Correlation method with a significant level of 5%. If the value of the r count is greater than the r table, then the item can be declared valid. From the table below, it can be seen that all the nine statement items from each variable pass the validity test.

Table 3. Validity Test Results

Variables	Statement Item	Valid Statement Item
Work Engagement (X ₁)	9	9
Job Satisfaction (X ₂)	9	9
Organization Commitment (Y)	9	9

Source: Data processed by author (2021)

Reliability Test. The test is used to see the consistency of research instruments, in this case, the questionnaire used. From this test, it can be seen whether the instrument will remain consistent. A reliability test is a continuation of the validity test, where the items that enter this test are only valid items. This test sees the value of Cronbach's Alpha, where if the value is more significant than 0.6, the variable is declared reliable. From the table below, every variable have a Cronbach's Alpha value that is greater than 0.6, so it can be concluded that the instrument used in this research is reliable.

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Results
Work Engagement (X ₁)	0,786	Reliable
Job Satisfaction (X ₂)	0,838	Reliable
Organization Commitment (Y)	0,783	Reliable

Source: Data processed by author (2021)

Normality Test. The test is used to see whether the residual value generated from the regression is distributed normally or not. For this study, normality testing was carried out with the Kolmogorov-Smirnov test. If the value of the test results is above 0.05, it can be said that the data residual has been normally distributed. From the table below, every variable have a significant value that is greater than 0.05, so it can be seen that the research data can be declared normally distributed.

Table 5. Normality Test Results

Variables	Asymp. Sig. (2-tailed)	Results
Work Engagement (X ₁)	,452	Normal
Job Satisfaction (X ₂)	,511	Normal
Organization Commitment (Y)	,109	Normal

Source: Data processed by author (2021)

Linearity Test. The test is used to see whether each independent variable has a linear relationship with the dependent variable or not. The relationship can only be declared as linear if the significance value of linearity is smaller than 0.05. From the table below, every variable have a linearity value that is lower than 0.05, so it can be seen that each independent variable has a linear relationship with the dependent variable.

Table 6. Linearity Test Result

Variables	Linearity	Results
Work Engagement (X ₁)	,000	Linear
Job Satisfaction (X ₂)	,000	Linear

Source: Data processed by author (2021)

Multicollinearity Test. This test aims to see whether there is a correlation between the independent variables or not. In addition, the multicollinearity test itself can be measured by looking at the value or score of the VIF (variance inflation factor). If the score of VIF is lower than 5, the research does not have multicollinearity. From the table below, every variable have a VIF value that is lower than 5, so it can be concluded that there is no multicollinearity.

Table 7. Multicollinearity Test Results

Variables	VIF
Work Engagement (X ₁)	1,894
Job Satisfaction (X ₂)	1,894

Source: Data processed by author (2021)

Heteroscedasticity Test. The heteroscedasticity test is used to test whether in a regression model exists inequality in residual variance from one observation to another observation. In this test, the method used is the Glejser test, where if the significance value between the independent variable and absolute residual (abs_res) is more significant than 0.05, then there is no heteroscedasticity problem. From the table below, every variable have a significant value that is greater than 0.05, so it can be concluded that there is no heteroscedasticity.

Table 8. Heteroscedasticity Test Results

Variables	Sig.
Work Engagement (X ₁)	,092
Job Satisfaction (X ₂)	,245

Source: Data processed by author (2021)

Multiple Linear Regression. Multiple linear regression is one of several methods to predict future situations using past data and can see the influence of two or more independent variables on one dependent variable.

Table 9. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,289	,917		4,679	,000
1 X1	,322	,078	,345	4,109	,000
X2	,382	,062	,515	6,134	,000

Source: Data processed by author (2021)

Based on the table above, regression equations can be explained with this equation:

$$Y = 4.289 + 0.322 X_1 + 0.382 X_2$$

The intercept value in the equation is 4.289. This value shows if the work engagement variable and job satisfaction are constant, the value of the organization's commitment (Y) is 4.289. Meanwhile, the coefficient of the work engagement variable (X₁) is 0.322. This value indicates if the work engagement variable increases by one unit, assuming the value of other variables is constant, the value of the organizational commitment (Y) will increase by 0.322. Finally, the coefficient of the job satisfaction variable (X₂) is 0.382.

This value indicates if the job satisfaction variable rises by one unit, assuming the value of other variables remains, the value of the organizational commitment (Y) will also increase by 0.382.

T-Test. T-test shows whether the independent variables partially affect the dependent variable or not. If the value of t count is greater than the t table, or if the significance value is smaller than 0.05, the Ho hypothesis is rejected, and Ha is accepted. For example, the work engagement variable (X1) has a calculated t value of 4.109, more significant than the T table value (1.984467) and has a significant value of 0.00, smaller than 0.05. These values indicate that work engagement has a significant influence on the commitment of the employees of the PT. KSS, so the Ha1 hypothesis is accepted, and Ho1 is rejected. Meanwhile, the job satisfaction variable (X2) has a calculated t value of 6.134, more significant than the T table (1.984467) and has a significant value of 0.00, smaller than 0.05. These values indicate that job satisfaction has a significant influence on the commitment of the employees of PT. KSS, so the Ha2 hypothesis is accepted, and Ho2 is rejected.

F-Test. The F test shows whether all the independent variables together affect the dependent variable or not. The hypothesis will be accepted if the value of the F count is greater than the F table or if the significance value is smaller than 0.05.

Table 10. F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	476,873	2	238,437	84,435	,000 ^b
	Residual	282,389	100	2,824		
	Total	759,262	102			

Source: Data processed by author (2021)

Based on the table above, it can be known that all independent variables have a significance value of 0,000, which is smaller than 0.05. This shows that Ho3 is rejected and Ha3 is accepted so that it can be concluded that work engagement and job satisfaction together have a significant effect on the organizational commitment of the employees of PT. KSS.

Coefficient Determination Test. The determination coefficient test is used to determine how much all independent variables contribute to the dependent variable. The coefficient of determination can be seen from the Adjusted R-Square value and ranges from 0 to 1.

Table 11. Coefficient Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,793 ^a	,628	,621	1,6804

Source: Data processed by author (2021)

Based on the table above, it can be seen that the Adjusted R-Square value is 0.621. This shows that work engagement variables and job satisfaction of employees of PT. KSS influences the commitment of the organization of employees of PT. KSS is 62.1%, while the remaining 37.9% is influenced by other variables.

The Effect of Work Engagement on Organizational Commitment. Based on the results, work engagement has a significant positive effect on the organizational commitment of employees of PT. KSS. This shows that the higher the work engagement felt by employees, the higher the organizational commitment. However, if work engagement is lower, organizational commitment will decrease.

This effect was described by Nagalingam *et al.* (2019), where employees who have high work engagement will be dedicated and enthusiastic about their work so that in the end, they will develop a high commitment to their company which is indicated by less desire to leave the company, and higher motivation to show their performance. In addition, Haryanto *et al.* (2018) suggest that employees who have high engagement in their work will bring out all their abilities, thereby showing a commitment to helping the company be more advanced and developing. Then, Vivian *et al.* (2019) revealed that the higher the level of engagement in work, the higher the level of commitment to the organization because work engagement can improve the relationship between employees and their work, this is because the employee enjoys the work he is doing at the moment.

Hanaysha (2016) explains the reasons that underlie this influence, where employees who have good work engagement tend to have more significant organizational commitment because of their high desire and courage to excel. In addition, Jones (2018) mentions several reasons that underlie this influence, where good work engagement will result in (a) more meaningful work; (b) better relations between employees, co-workers, and

management; (c) persistent, proactive, and adaptive behavior; and (d) open and honest communication; where all of these things will have a significant positive effect on organizational commitment.

Lee & Ok (2016) describe that this influence can be explained by social exchange theory, which states that an individual who receives benefits from others will provide something useful in return. Employees who have high work engagement can reciprocate these pleasant and satisfying feelings with support for their organization. In addition, the theory of personification explains that employees who have work engagement supported by good relationships with superiors will have strong and positive beliefs about their superiors, and these beliefs can extend to all parts of the organization.

The Effect of Job Satisfaction on Organization Commitment. Based on the results, job satisfaction has a significant positive effect on the organizational commitment of employees of PT. KSS. This shows that the higher the job satisfaction felt by employees, the higher the organizational commitment. However, if the perceived job satisfaction is getting lower, the organizational commitment will decrease.

This effect is explained by Ahmad (2018), where high job satisfaction indicates an employee's positive evaluation of his work, which will lead to positive feedback on the obligations that employees have to work and the company. In addition, Ilahi et al. (2017) explained that employees' commitment to the organization is largely determined by the amount of exchange of contributions that the company can make to members of the organization. The greater the suitability of the exchange based on employees' views, the greater their commitment to the company. If following the views of employees, the exchange will lead to job satisfaction so that it can increase employee commitment to the company.

Then, Jones (2018) suggests that employees will consider the benefits and satisfaction they get in making decisions, in this case, the decision to play an active role in the company, so the higher the satisfaction felt by the employee, the higher the level of organizational commitment of the employee. Finally, Chang (2015) explains that this effect is due to the high level of employee job satisfaction representing their strong identification and loyalty to an organization; willingness to go through difficulties and

overcome adversity together when the organization is experiencing difficulties; and a higher interest in their work..

CONCLUSION

Based on the research results that have been discussed, several conclusions can be drawn—description of Work Engagement owned by employees of PT. KSS is classified as very low. This can be seen from the Vigour factor that employees feel is very low because many employees feel unmotivated when working. In addition, employees' work engagement on the Dedication factor is also very low, which is due to low employee pride in the work they have. Finally, when viewed from the Absorption perspective, employee work engagement is also very low, which is due to the ease with which employees can separate themselves from their work, which shows their lack of attachment to the work they have.

Then, description of Job Satisfaction felt by employees of PT. KSS is classified as very low. This can be seen from the Working Satisfaction factor that employees feel is very low because employees are not satisfied with the conditions in which they work. In addition, employees' Interpersonal Satisfaction is also very low due to the low cooperation they have with their co-workers. Finally, employee remuneration satisfaction is also very low, caused by employee dissatisfaction with the salary they receive.

Also, description of Organizational Commitment owned by employees of PT. KSS is classified as very low. This can be seen from the Affective Commitment factor that employees feel is very low, which is because employees cannot accept the company's goals as part of themselves. Therefore, there is no sense of obsession from them to help the company achieve its goals. In addition, the Continuance Commitment owned by employees is also very low because employees feel it is not difficult for them if they have to leave the company. The consequences that employees feel if they leave the company are not too significant. Finally, the normative commitment felt by employees is also very low due to the absence of a sense of attachment and indebtedness for employees to the company.

For the research results, work engagement has a significant positive effect on the organizational commitment of PT. KSS. This shows that the higher the work engagement

felt by employees, the higher the organizational commitment. However, if work engagement is lower, organizational commitment will decrease. Meanwhile, job satisfaction has a significant positive effect on the organizational commitment of employees of PT. KSS. This shows that the higher the job satisfaction employees feel, the higher their organizational commitment will be. However, if the perceived job satisfaction is getting lower, the organizational commitment will decrease. Finally, the work engagement and job satisfaction model can predict the Organizational Commitment of employees at PT. KSS.

This research also has several implications for the company's management. First, many respondents positively respond to the "I always do a thorough preparation before work" statement in work engagement. This implies that despite the problem in their work engagement, once they are working, they still want to spare their time to thoroughly prepare for their work. Second, in job satisfaction, many respondents respond positively to the statement of "I am satisfied with the work provided by the company". This implies that the employees still feel satisfied with their work, even though there is a problem regarding job satisfaction. Finally, many respondents respond positively to the "I have a strong desire to stay in this company" statement in organizational commitment. This implies that the employees who still choose to stay in the company mainly have a strong desire to stay.

For academic implications, the research's results regarding work engagement are in line with the results from Nagalingam *et al.* (2019), Vivian *et al.* (2019), Jones (2018), Purnomo *et al.* (2018), and Haryanto *et al.* (2018) who stated that work engagement has a significant positive effect on organizational commitment. In addition, the research's results regarding job satisfaction are in line with the results from Jones (2018), Gani *et al.* (2018), Ahmad (2018), Ilahi *et al.* (2017), dan Bailey *et al.* (2016), who stated that job satisfaction has a significant positive effect on organizational commitment.

Several novelties can be found within this research. First, although organizational commitment has been studied for years, the specific variables used in this research (work engagement and job satisfaction) are not often studied in Indonesia. Second, the use of construction companies as study object is rarely found in other studies. Third, this study is one of the first studies that discuss organizational commitment and its antecedent in

this current pandemic environment, especially in Indonesia. This is important to note because the current pandemic situation is very influential on the dynamic of work-life in Indonesia and indirectly can be affecting the results of this study.

The researcher provides several recommendations that can be applied by the company. For the issues on work engagement, the researchers advise companies to evaluate employees regarding their work and their engagement in their work. This is intended to find out what causes employees to feel unmotivated when working. Then the company can provide more understanding through socialization to employees regarding the social contributions given to the company to the community. Finally, the company can provide tasks following the work passion and capabilities of employees to optimally carry out their duties. This can be done by evaluating the work system in the company, holding discussions with employees, and ensuring that employees are in the right position in the company.

Meanwhile, for the issues on job satisfaction, the researcher advises companies to evaluate employees regarding their working conditions. This is intended to identify deficiencies in the working conditions of employees. In addition, companies can form workgroups where employees are given tasks that must be carried out in groups. This is so that employees can build good cooperation with other employees. Finally, the company can improve the compensation policy by opening a room for discussion between employees. This is intended so that there is a meeting point between employee's needs and the company's ability to compensate employees.

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