

## The Effect of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment at the Nimco Indonesia

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### ABSTRACT

This study aims to analyze the effect of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment at the Nimco Indonesia. The sample consisted of 83 employees with primary data collected through Google Form questionnaires. This study adopted a quantitative research method with the aim of exploring specific relationships between variables at Nimco Indonesia headquarters. Data analysis was carried out with a Likert scale and statistical tests using SPSS. The results showed a positive and significant effect of Employee Engagement and Work Environment on Organizational Commitment, while Organizational Learning had no significant effect. The implications of the results of this study can help companies in increasing employee organizational commitment.

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## INTRODUCTION

The apparel industry in Indonesia has grown significantly with economic development, urbanization and globalization. The industry's long history reflects the country's cultural diversity and long-standing textile traditions. In recent decades, the apparel industry's contribution to the country's gross domestic product (GDP) has increased, reaching approximately 6.1% of the manufacturing sector and 1.1% of total GDP in 2021 (Setkab, 2021). In 2022, the export value of the apparel industry reached USD 13.8 billion and is expected to grow to USD 18.10 billion by 2029 (World Fashion Exchange, 2024). The rapid growth of Indonesia's apparel industry not only reflects economic progress, but also poses new challenges in terms of human resource management (HRM). The quality of trained and competent human resources is critical to maintaining the company's competitiveness in the midst of changing industry dynamics. One element that affects the quality of human resources is the level of commitment employees have to the organization in which they work.

Organizational commitment is the degree to which a person feels attached and loyal to the organization they work for. It reflects a person's devotion to the goals and values of the organization and their desire to remain in the organization (Robbins & Judge, 2018). Luthans (2006) describes organizational commitment as an attitude of continued loyalty, in which organizational members express their concern for the success and progress of the organization. This concept is divided into three main components: affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990). To increase the level of organizational commitment, it is important for organizations to create strong commitment among employees.

Employee engagement is a strong emotional bond between an individual and an organization that encourages employees to do their best at work and feel responsible for the organization's success. This engagement includes physical, emotional, and cognitive aspects where employees not only feel satisfied working in the organization, but also understand their role in achieving the organization's vision and mission (Kahn, 1990). The results of research by Nababan et al. (2022) and Mardiansyah (2022) show that employee engagement significantly contributes to organizational commitment. On the other hand, the research conducted by Dajani (2015) shows that employee engagement has a less significant impact on organizational commitment. This confirms that the understanding of employee engagement is related to various factors, including the work environment.

Work environment can be defined as the physical and psychological conditions in which a person works, including company culture, organizational structure, policies, procedures, and relationships among employees (Sedarmayanti, 2018). A work environment that is supportive, inclusive, and provides opportunities for personal growth creates a strong attachment between employees and the organization (Anggraini et al., 2021). Conversely, unpleasant environments can increase stress, decrease productivity, and lead to conflict. Research by Putra & Mardikaningsih (2021) found a positive relationship between work environment and organizational commitment,

which was also supported by Danish et al. (2013). However, Setiawan & Lestari's (2016) research found that work environment has no significant effect on organizational commitment. This difference in findings indicates the importance of other factors, such as organizational learning, in strengthening the relationship between work environment and organizational commitment.

Organizational learning is defined as the process by which organizations create, transfer, and transform knowledge and modify employee behavior to achieve common goals (Dyahjatmayanti & Dharasta, 2017). When organizations foster continuous learning, dialogue, team learning, empowerment, and strategic leadership, employees tend to develop stronger psychological attachments, which increases organizational commitment. Mustafa & Suryadi (2022) emphasized that involvement in learning and acquisition of new skills makes individuals feel connected to the organization and increases commitment. Sugiono (2019) and Hanaysha (2016), found that organizational learning increases commitment to the organization. However, Gomes et al. (2015) found a lack of significant impact of organizational learning on organizational commitment, indicating a research gap that requires further exploration of this relationship.

This research was conducted at Nimco Indonesia, which has been engaged in the apparel industry since 2006. Nimco Indonesia has a vision to become a leading company in the apparel industry in Indonesia with a focus on product quality and innovation. As a company operating in a dynamic and competitive environment, Nimco Indonesia faces the challenge of maintaining high organizational commitment to effectively achieve organizational goals. This study aims to explore the influence of employee engagement, work environment, and organizational learning on organizational commitment at Nimco Indonesia, contributing to understanding the factors that influence organizational commitment in the context of the apparel industry in Indonesia.

## **LITERATURE REVIEW**

### ***Organizational Commitment***

Organizational commitment is a feeling of love and bond that connects individuals with the organization where they work (Wicaksono, 2021). Commitment to the organization includes belief in organizational goals, willingness to work hard to achieve organizational goals, and desire to remain loyal to the organization (Mowday, 1979). This reflects a psychological state in which individuals feel strongly about working for the organization, support the organization as part of their own identity, and have confidence and acceptance of the organization's values (Firdaus et al., 2022). Employees who are committed to the organization tend to show more loyalty, have strong motivation, and are more likely to play an active role in achieving organizational goals.

### ***Employee Engagement***

Employee Engagement is a concept that describes the extent to which employees feel emotionally connected, committed, and motivated to make

maximum contributions (Schaufeli, 2013). This engagement involves physical, emotional and cognitive aspects, where employees not only feel happy working in the company, but also understand their role in achieving the vision and mission of the organization (Kahn, 1990). Social Exchange Theory, by Blau (2017), states the relationship between employees and organizations is based on the principles of reciprocity. This means that employees who feel that they get fair rewards and self-development opportunities from the organization will tend to provide greater commitment to the organization (Cropanzano & Mitchell, 2005). Research findings by Senen et al., (2020), and Sibarani et al., (2023), show that employee engagement has a positive and significant impact on organizational commitment. Similar results are supported by Aleyda & Emilisia (2023), and Islam & Islam (2021), which show that employee engagement significantly affects organizational commitment.

**H<sub>1</sub>: Employee engagement positively impacts organizational commitment.**

### *Work environment*

Work environment is an environment where individuals work and interact with each other in performing assigned tasks (Ferawati, 2017). Sedarmayanti (2018) explains that the work environment is a place where employees can interact and communicate with the surrounding environment, including coworkers, management, and work facilities. Person-Environment Fit Theory, proposed by Kristof-Brown et al. (2005), states that individual attitudes and behaviors in organizations are influenced by the level of fit or fit between individual characteristics and the work environment. When employees feel comfortable, they tend to show higher loyalty to the company and dedicate themselves more strongly to their work (Putra & Mardikaningsih, 2021). Previous research by Minggu et al., (2019) and Darmawan et al., (2021), found that work environment is positively and significantly related to organizational commitment. In addition, another study by Shanty & Mayangsari (2017), also found that work environment has a positive impact on organizational commitment, involving 337 respondents who work in a company.

**H<sub>2</sub>: Work environment positively impacts organizational commitment.**

### *Organizational learning*

Organizational learning is a process in which an organization systematically improves its performance by increasing its ability to learn and adapt to environmental changes, both from within and outside the organization. Argote (2012) defines organizational learning as encompassing the continuous process of acquisition, creation, and transfer of knowledge and skills among members of an organization. This approach emphasizes the accumulation of knowledge generated through direct and indirect experience, which is then integrated into organizational structures and processes (Dixon, 1992). Social Learning Theory introduced by Bandura & Walters (1977), states that individuals learn through observation, imitation, and modeling of the behavior of others in their social environment. When organizations adopt a positive learning culture, where continuous learning is encouraged and supported, employees are more likely to adopt organizational values and

practices (Argyris & Schön, 1997). Research by Wiyana & Sriathi (2021), found organizational learning has a positive and significant impact on organizational commitment. This finding is in line with research by Hendri (2019) and Putra et al. (2020), which also shows organizational learning has an effect on organizational commitment.

**H<sub>3</sub>: Organizational learning positively impacts organizational commitment.**

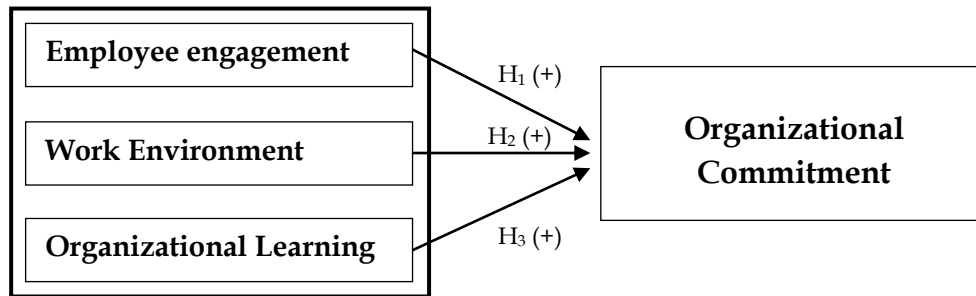


Figure 1. Conceptual Framework

## METHODOLOGY

This study adopted a quantitative research method with the aim of exploring specific relationships between variables at Nimco Indonesia headquarters. Data was collected using a primary data approach through questionnaires distributed via Google Forms, focusing on issues relevant to the scope of the study. The research population included all employees at Nimco Indonesia, with a sample of 83 employees selected using non-probability sampling with a saturated sampling approach. The data analysis process includes several main stages, including testing the validity and reliability of the instrument, testing classical assumptions, multiple linear regression analysis, and hypothesis testing using partial t-tests. All statistical analysis was conducted with the help of Statistical Package for the Social Sciences (SPSS) version 22, ensuring the reliability and accuracy of the results of this study.

## RESEARCH RESULT

### *Demographic Data of Respondents*

In The majority of respondents were male with 46 people (55.42%), while female respondents numbered 37 people (44.58%). Most respondents were in the age range of 21 to 30 years (69.88%), with the largest age group being 21 to 25 years (38.55%). In addition, the majority of respondents had a working period of between 2 to 3 years (37.35%), followed by respondents who had worked for 3 to 4 years (27.71%).

**Instrument Test Results****Validity Test**

Table 1. Validity Test Results

Variable	Item Code	r Count	r Table	Discription
Employee Engagement (X1)	X1.1	0.578	0.1818	Valid
	X1.2	0.836	0.1818	Valid
	X1.3	0.782	0.1818	Valid
	X1.4	0.697	0.1818	Valid
	X1.5	0.788	0.1818	Valid
	X1.6	0.808	0.1818	Valid
	X1.7	0.797	0.1818	Valid
	X1.8	0.644	0.1818	Valid
	X1.9	0.647	0.1818	Valid
Work Environment (X2)	X2.1	0.638	0.1818	Valid
	X2.2	0.469	0.1818	Valid
	X2.3	0.602	0.1818	Valid
	X2.4	0.704	0.1818	Valid
	X2.5	0.647	0.1818	Valid
Organizational Learning (X3)	X3.1	0.545	0.1818	Valid
	X3.2	0.565	0.1818	Valid
	X3.3	0.648	0.1818	Valid
	X3.4	0.421	0.1818	Valid
	X3.5	0.623	0.1818	Valid
Organizational Commitment (Y)	Y1.1	0.505	0.1818	Valid
	Y1.2	0.620	0.1818	Valid
	Y1.3	0.543	0.1818	Valid
	Y1.4	0.500	0.1818	Valid
	Y1.5	0.617	0.1818	Valid

**Reliability Test**

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Discription
Employee Engagement	0.924	Reliable
Work Environment	0.816	Reliable
Organizational Learning	0.783	Reliable
Organizational Commitment	0.766	Reliable

### Classic Assumption Test Normality

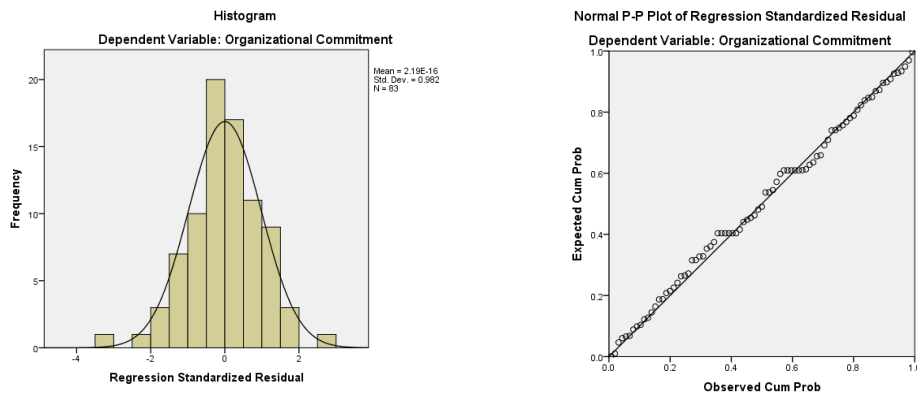


Figure 2. Histogram and P-Plot Graph

The histogram graph shows a bell-shaped normal distribution pattern, so the data is considered normally distributed. In addition, the points on the plot follow and approach the diagonal line, which indicates that the regression model fulfills the assumption of normality.

### Multicollinearity

Table 3. Test Results Multicollinearity

Model	Colineary Statistics	
	Tolerance	VIF
Employee Engagement	.586	1.706
Work Environment	.433	2.308
Organizational Learning	.393	2.544

Tolerance value for the Employee Engagement (X1) variable is  $0.586 > 0.10$ , Work Environment (X2)  $0.433 > 0.10$ , and Organizational Learning (X3)  $0.393 > 0.10$ . The VIF value for Employee Engagement (X1) is  $1.706 \leq 10.00$ , Work Environment (X2)  $2.888 \leq 10.00$ , and Organizational Learning (X3)  $2.543 \leq 10.00$ . The VIF value for Employee Engagement (X1) is  $1.706 \leq 10.00$ , Work Environment (X2)  $2.308 \leq 10.00$ , and Organizational Learning (X3)  $2.544 \leq 10.00$ . So it can be concluded that there are no multicollinearity symptoms in the regression model.

### Heteroscedasticity

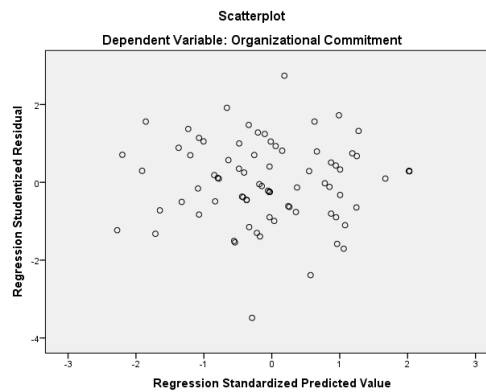


Figure 3. Test Results Heteroscedasticity

The dots on the scatterplot graph in Figure 3. below, look randomly spread and evenly distributed above and below the number 0 on the Y axis. So it can be concluded that this regression model does not experience heteroscedasticity.

### Data Analysis Results

#### Descriptive Statistical Data Analysis

Descriptive statistical analysis in this research is used to describe how respondents assess the research variables: Employee Engagement, Work Environment, Organizational Learning, and Organizational Commitment.

Table 4. Statistical Data Analysis

No	Variable	Mean	Category
1	Employee Engagement	3.90	Good
2	Work Environment	4.01	Good
3	Organizational Learning	4.20	Very Good
4	Organizational Commitment	4.09	Good

#### Multiple Linear Regression Analysis

Table 5. Results of Multiple Linear Regression

Model	Coefficients			t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.617	1.617		2.237	.028
Employee Engagement	.153	.040	.336	3.819	.000
Work Environment	.380	.093	.418	4.088	.000
Organizational Learning	.184	.122	.162	1.506	.136

Employee Engagement and Work Environment significantly affect Organizational Commitment with a significance value (Sig.) of less than 0.05. In contrast, Organizational Learning does not have a significant effect on Organizational Commitment because the Sig. value is greater than 0.05.

***Analysis of the Coefficient of Determination (R<sup>2</sup>)***

Table 6. Coefficient of Determination Test Results (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801	.642	.628	1.55107

The Adjusted R<sup>2</sup> value of 0.628 indicates that Employee Engagement, Work Environment, and Organizational Learning together explain about 62.8% of the variability in Organizational Commitment.

**DISCUSSION**

***The Influence of Employee Engagement on Organizational Commitment***

The first hypothesis statement that Employee Engagement has a positive effect on Organizational Commitment is accepted. This means that employee engagement has a positive influence or a real impact on organizational commitment. The positive effect of employee engagement variables on organizational commitment shows that high employee engagement at Nimco Indonesia leads to increased employee motivation and commitment to the organization. This can be seen from various aspects such as good communication between employees and management, clarity of roles and responsibilities, opportunities for career development, recognition and appreciation for performance, and support in terms of work-life balance. This finding is in line with previous research conducted by (Senen et al., 2020; Sibarani et al., 2023; Aleyda & Emilisia, 2023; Islam & Islam, 2021), which states that employee engagement has a positive and significant effect on organizational commitment.

***The Influence of Work Environment on Organizational Commitment***

The second hypothesis statement that Work Environment has a positive effect on Organizational Commitment is accepted. This means that a good work environment positively affects organizational commitment. The positive effect of work environment variables on organizational commitment shows that a good work environment, both in terms of physical and non-physical at Nimco Indonesia, where the relationship between employees is quite well established with coworkers and superiors, provides a sense of security for employees to carry out their tasks. Facilities provided to support occupational security, safety and health, such as noise reduction, adequate lighting, cleanliness, and a supportive layout of work facilities, have been implemented and updated regularly. This finding is in line with research conducted by (Shanty & Mayangsari, 2017; Minggu et al., 2019; Darmawan et al., 2021), which shows that work environment has a positive and significant effect on organizational commitment.

### ***The Influence of Organizational Learning on Organizational Commitment***

The third hypothesis statement that Organizational Learning has a positive effect on Organizational Commitment is rejected. This finding is in line with research by Gomes et al. (2015), which also shows the lack of significant impact of organizational learning on organizational commitment. The discrepancy between organizational learning and organizational commitment in this study may be due to several factors, including the complexity of the relationship between the two concepts. Organizations need to understand that investment in organizational learning will not always directly result in increased organizational commitment.

### **Implications of Research Results**

#### ***Theoretical Implications***

Theoretically, this study found that employee engagement and work environment have a significant impact on organizational commitment at Nimco Indonesia. Employee engagement, which involves the physical, emotional, and cognitive aspects of an employee's role towards the organization's vision and mission (Kahn, 1990), is proven to increase the level of employee commitment. Employees who feel emotionally engaged tend to be more loyal and motivated to contribute their best (Schaufeli, 2013). Meanwhile, the work environment, which includes physical aspects, facilities, infrastructure, culture, and social dynamics (Ferawati, 2017; Nitisemito, 1982), also plays an important role in increasing organizational commitment. The conducive work environment at Nimco Indonesia supports employees to feel comfortable, safe, and stimulated to contribute optimally. This finding is in line with the theory that links a good work environment with employee well-being and commitment (Sedarmayanti, 2018). However, this study also shows differences with existing theories regarding the effect of organizational learning on organizational commitment. The results show that, at Nimco Indonesia, the effect of organizational learning is not significant on the level of organizational commitment. This suggests that, although employee engagement and work environment play an important role, other aspects such as cultural or structural factors may have a more significant influence on organizational commitment in that environment.

### **CONCLUSIONS AND RECOMMENDATIONS**

The results provide evidence that employee engagement and work environment have a positive influence on organizational commitment. These results can serve as a foundation for management to improve engagement and work environment management strategies to more effectively strengthen employee commitment to the organization. Meanwhile, further studies are needed to understand how organizational learning can be better integrated in different contexts to optimally support organizational commitment.

### **ADVANCED RESEARCH**

This research uses a data collection method that relies on questionnaires distributed via Google Form. This method has limitations as respondents may tend to give answers that are considered socially desirable rather than their

actual views, which may result in bias. In addition, respondents may provide answers consistently without considering each question in depth. For further research, it is recommended to consider using diverse data collection methods such as interviews or field observations to gain deeper insights and minimize potential bias. In addition, this research was conducted in only one company with 83 employees. This raises generalization issues because the characteristics and work culture of the company may be different from other companies. To expand the generalizability of the research results, it is recommended to conduct a cross-company or multi-site study to obtain a more comprehensive understanding of the phenomenon under study.

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