

Antecedent Organizational Commitment Approach that Affects Employee Engagement

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ABSTRACT

This study aims to find out what factors can support the employee engagement in a corporate organization, this study uses a literature review of several articles related to dependent and independent, in this study does not use a questionnaire distribution involving respondents, the findings of this study are all variables independent variables significantly influence the dependent variable, so employee engagement is successful if there is support or influence from the independent variables and intervening variable. For the future, research can be developed with the variables in this scientific article with research methods, references or objects used.

INTRODUCTION

The definition of employee engagement is an attempt to qualitatively and quantitatively understand and describe the nature of a company's relationship with its employees. In addition, employee engagement is demonstrated by someone who is passionate about their work and takes positive actions to enhance the company's reputation and profits employees who feel connected to their company or organization work harder stay longer and motivate others to do the same and get better together employee engagement impacts nearly every major aspect of a business or organization including profitability, sales, customer experience and an employee turnover , of course, there are many factors that influence employee engagement to find out what factors influence employee engagement employee work allows them to exploit and develop their potential a trusted leader who will lead the company to future success confidence in the future success of the business organization.

The idea that work is fun and rewarding managers value employees as the company's most important resource employee opinions matter in the workplace company recognition for employee contributions opportunities for employee professional development and career advancement company leaders demonstrate integrity employees have the information they need to do a good job there are other reasons why employee engagement is important for your company, but it's just as important. (1) Engaged employees make your company more productive. (2) Employee engagement increases customer satisfaction. (3) The company retains excellent human resources. (4) Employee engagement improves company culture. (5) Employee engagement is an example of a company's success.

To measure employee engagement, you can divide your employees into four main groups: (1) Dedicated employees, engaged employees have a very positive opinion of their workplace. If employees feel connected to the team, love their work, and have positive feelings about the organization and company, they will want to stay and go out of their way to help the organization succeed. I will come to think. This type of employee engagement encourages other employees around them to do their best. (2) Moderately Dedicated Employee, A highly engaged employee (moderately engaged employee) views an organization or company as highly profitable. Engaged employees in companies like this typically don't demand more responsibility and may underperform. This may be because there is something in their company or job that is preventing them from fully committing themselves. (3) Employees who rarely engage, few enthusiastic employees are indifferent to their work. These types of dedicated employees tend to have low motivation for their work and do as little as possible to survive. Low-engagement employees may be looking for other jobs and are at higher risk of leaving (4) Unmotivated employees, Unmotivated employees have a negative opinion of their work. This type of employee engagement is decoupled from the organization's mission, goals, and future. They lack the commitment to their position and responsibilities. Therefore, it's important to understand how to deal with under-

engaged employees so their negative perceptions don't impact the productivity of those around them.

From this we can conclude that a company without employees is just as crowded as a car without fuel. A vehicle cannot run or work without fuel. Fuel is an important part of how a vehicle works. Just like running a business, you can't run a business without employees. Therefore, it is important to ensure that employees are comfortable working. This can be achieved through employee engagement. Employee engagement is an important strategy that companies must have to retain employees while actively developing them. Employee engagement and continuous improvement is a win-win solutions for both employees and the company. A high level of employee engagement ensures optimal employee performance for your organization.

THEORETICAL REVIEW

Leadership (X¹)

The progress of an organization depends on the performance of leaders at all levels, given that leadership encompasses different personal qualities and competencies, a good leader is one who can manage different tasks, communicate effectively and create a positive teamwork environment. Strengths in leadership skills can make it easier for a leader to make productive decisions with others and provide effective leadership to subordinates. Professional strengths can include demonstrated skills or attributes, social qualities or skills, and a leader can effectively lead a team, motivate subordinates, delegate tasks, and use feedback to improve leadership levels over time. Therefore, managers must have strong interpersonal skills and other soft skills, such as active listening, designing business strategies, and the ability to mediate conflicts. (Hornyak et al., 2022); (Wang et al., 2023); (Singh et al., 2023); (Mulla & Krishnan, 2022); (Morf & Bakker, 2022)

Career Development (X²)

A career path is the path taken by an employee to progress to a higher position and greater responsibility. Not all career steps lead smoothly and directly to the finish line. Career paths traditionally reflect vertical growth or the benefits you get from higher positions. career path is a ladder whose series of steps depict the different levels of a person's career. A career path is a series or sequence of jobs/tasks/assignments that an employee develops and completes during his/her working life. It can show the development of individual employees in careers or positions that can be achieved during their tenure in the organisation. Many factors can influence an employee's career. One of the most supportive is educational background (Goedereis et al., 2023); (McAleavy et al., 2021); (Loyarte-López et al., 2020); (Mehaffey et al., 2022); (Theodosiou et al., 2020); (Bhagra et al., 2020)

Compensation Benefits (X³)

Wage and salary management is part of human resource management. The company consists of remuneration, i.e. the rewards provided by the

company as a result of the relationship between work activities and these rewards are received directly by employees, while incentives are a type of reward that employees do not receive directly in material form, but social benefits. Salaries and benefits are an important aspect of human resource management to keep the workforce engaged and provide benefits to employees based on their performance and engagement at work. Putting aside the company's reputation and job profile, rewards and benefits in the form of salary, allowances, incentives, etc. are one of the most important factors why people join companies. The more rewards and benefits offered to employees, the greater their loyalty and motivation to perform well. Therefore, wages and benefits are a very important factor in labour management. (Griswold & Rogers, 2020); (Moore et al., 2023); (Abascal & González, 2023); (Ding & Yao, 2022)

Organizational Commitment (Y)

Commitment can be defined as an attachment to do something. Commitment can be evidenced by paragraphs or inclinations due to feeling connected to something, be it a relationship, promise, work, faith, action, etc. Commitment illustrates the meaning of responsibility. Commitment is a very important thing for a person. The depth of commitment can measure the level of consistency and responsibility, whether it is easy or difficult, happy or difficult, easy or difficult. Without commitment there is no consistency. A good organisation consists of committed people. The higher the commitment value of each person, the better the performance of the organisation. Committed people always do their best for what they are committed to. Commitment in an organisation can be interpreted as an attitude or behaviour shown by individuals towards the organisation that shows loyalty to achieve the vision, mission, values and goals of the organisation. Loyalty consists of mutual trust, emotional closeness and alignment of expectations between members and the organisation. Therefore, members have a strong desire to remain an important part of the organisation. (Mikušová et al., 2023); (Assoratgoon & Kantabutra, 2023); (Rass et al., 2023); (Kaur Bagga et al., 2022); (Osei et al., 2023); (Ketprapakorn & Kantabutra, 2022)

Table 1. Matrix Journal

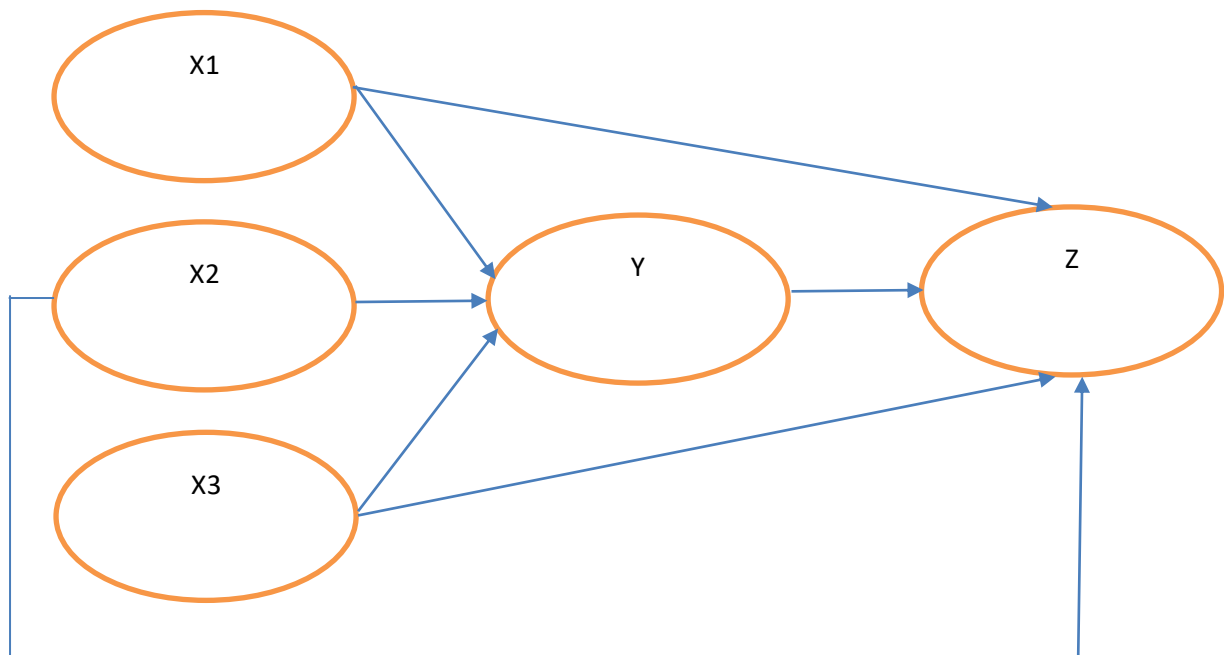
No	Title Article, Publisher	Authors	Result
1	Enhancing Employee Engagement via Leaders' Motivational Language in times of crisis: Perspectives from the COVID-19 outbreak	(Tao et al., 2022)	Significant
2	Playful work design and employee work engagement: A self-determination perspective	(Scharp et al., 2022)	Significant
3	Factors affecting virtual employee engagement in India during Covid-19	(Chaudhary et	Significant

		al., 2021)	
4	Social Sciences & Humanities Open Individual self-concept and after-hours work behavior: Effect on employee engagement and the moderating roles of POS and PSS	(Sinha & Laghate, 2023)	Significant
5	Fostering quality customer service during Covid-19: The role of managers' oral language, employee work engagement, and employee resilience	(Rabiul et al., 2022)	Significant
6	The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia	(Tensay & Singh, 2020)	Significant
7	An empirical study on the model of self-efficacy and organizational citizenship behavior transmitted through employee engagement, organizational commitment and job satisfaction in the thai automobile parts manufacturing industry	(Na-Nan et al., 2021)	Significant
8	How new ways of working during COVID-19 affect employee well-being via technostress, need for recovery, and work engagement	(Andrulli & Gerards, 2023)	Significant
9	Effect of attainment value and positive thinking as moderators of employee engagement and innovative work behaviour	(Pukkeeree et al., 2020)	Significant
10	Strengths-based leadership and employee work engagement: A multi-source study	(Wang et al., 2023)	Significant

Table 2. Measure Employee Engagement With the Q¹²

No	Item Statement	Agree	Don't Agree
1	I know what is expected of me at work.		
2	I have the materials and equipment I need to do my work right.		
3	At work, I have the opportunity to do what I do best every day.		
4	In the last seven days, I have received recognition or praise for doing good work.		

5	My supervisor, or someone at work, seems to care about me as a person.		
6	There is someone at work who encourages my development.		
7	At work, my opinions seem to count.		
8	The mission or purpose of my company makes me feel my job is important.		
9	My associates or fellow employees are committed to doing quality work.		
10	I have a best friend at work.		
11	In the last six months, someone at work has talked to me about my progress		
12	This last year, I have had opportunities at work to learn and grow.		



Picture 1. Framework Model

Information Based Variable:

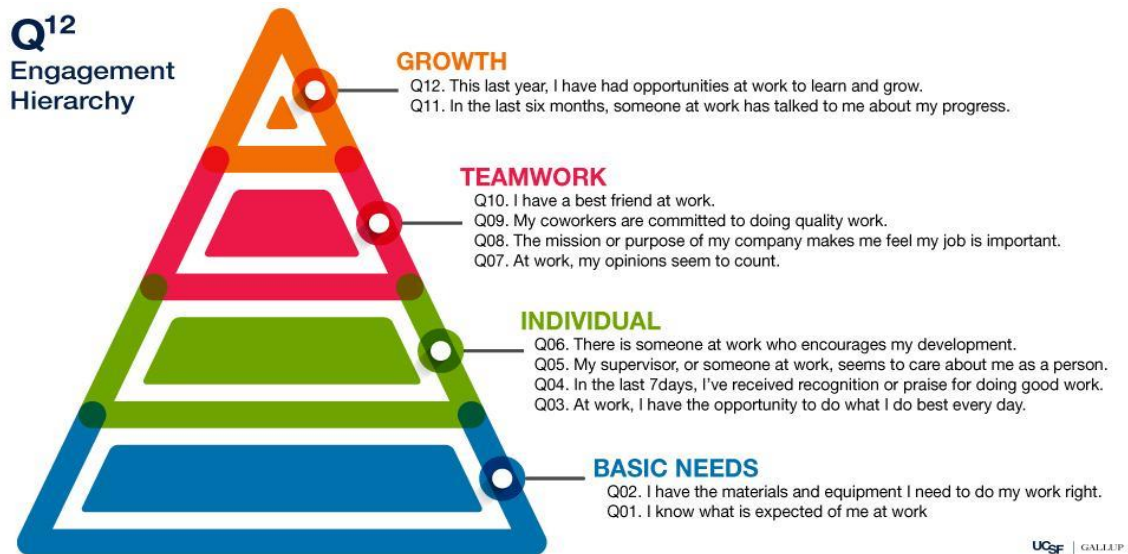
X1: Independent variable (Leadership)

X2: Independent variable (Career Development)

X3: Independent variable (Compensation Benefits)

Y: Intervening variable (Organizational Commitment)

Z: Dependent variable (Employee Engagement)



Picture 2. Pyramid Model Gallup
Source: Gallup Consultant

METHODOLOGY

The purpose of this article is to review and summarize the available literature on employee engagement that can impact organizational sustainability and prevention turn over employee. Therefore, in this article, I would like to examine some of the literature, such as books and research journals, from the mass media, electronic media, and related websites, and explore the factors behind the success of employee engagement. This article lays a theoretical foundation for future research on the create of employee engagement and how operations managers can devise ways to implement corporate strategies in multinational corporations to improve performance and achieve organizational goals. It helps to consider exploring the concept of employee engagement in this article provides a clear look at the factors that drive employee engagement and organizational processes to create a positive work environment. In order to obtain the information and data required for this document, the following document/library data collection techniques are used: data obtained through examination of documents relevant to the issue under investigation. The data analysis method in this study uses qualitative analysis techniques with inductive thinking. Data analysis, which analyzes the nature, characteristics, content and context of data, interprets them theoretically and draws conclusions. In the future, researchers hope to obtain prospective results and author recommendations from the results of drafting review articles on variables.

RESEARCH RESULT

Leadership is part and core of running a company. Enhance management's ability to achieve goals through good leadership. Leadership includes the leader's overall authority to influence the attitudes/opinions of a particular person or group. Leaders must actively plan, coordinate, experiment,

and direct work to achieve common goals. In practice, leadership seems to tend to influence people who want to do what is expected or directed by the leader. There are basically two types of motives that urge or direct someone to do something. external motivation (from outside) and intrinsic motivation (from within). Every company needs strong leadership to increase effectiveness and optimize their business. In the enterprise, great leaders must focus on skill development and the ability to lead continuously. (Chan & Mak, 2014)

The ideal leader should lead subordinates, such as giving direction to achieve company goals, rather than dominating others. Business Her leaders must act responsibly, be optimistic, empathetic, and understand the needs of their group members. Successful leaders are ambitious, have high levels of energy, are strong-willed, confident, intelligent, knowledgeable, honest and flexible. Leadership should be accompanied by effective communication skills, the ability to resolve conflicts, and knowledge of how to resolve problems that may arise within the group. Leaders must also be able to clearly communicate the company's mission, vision and policies to members within the company. In addition, it is also necessary to boost employee morale, enable them to progress professionally and actively contribute to the company's mission. (Morf & Bakker, 2022); (Jackson & Dunn-Jensen, 2021); (Greenhaus et al., 2000); (Nuraeni et al., 2022)

There are at least three benchmark leadership or leadership approaches for determining a person's leadership suitability. The three approaches include Nature, Behavior, and Situation. Characteristic The personality or trait approach helps us see leadership as a combination of a leader's observable traits. There are many specific traits associated with the success and failure of leaders. Behave, The behavioral approach focuses on future leader behavior, what to do and how to do it. This approach aims to identify behaviors associated with or responsible for more effective leadership. Through this approach, a leader's success depends on the actions they perform. Situational, Although some assumptions are made in the situational approach, a leader's effectiveness is determined not only by the individual's leadership style, but also by the leadership's current context. Examples can come from routine tasks, skills, expectations or expectations of subordinates, work environment, etc. (Prabhakar, 2005); (Swanson et al., 2020); (Thamrin AR et al., 2022); (Susanto et al., 2022)

Career development is defined as the process by which a person selects, refines, and improves their skills through a career. This process forces a person to make decisions to achieve their ideal career goals, acquire the skills they need, and acquire the lifestyle they desire. The definition of career development, on the other hand, refers to the steps a person takes to improve their skills and prepare them to handle current and future workloads. Career development can be achieved by building short-term skills. For example, if a person takes a crash course in building software (hard skills) or sharpening speech (soft her skills), the person is looking to advance her career. (Henokh Parmenas, 2022); (Susanto & Sawitri, 2023)

Career development and career growth are simply translated as career development and career growth. Development and growth have different linguistic meanings. Development refers to the essential process of development. Growth, on the other hand, refers to external development or is physically visible and easy to measure. Directionally, career development focuses on the short-term development of skills and competencies. Career development is the process you use to achieve career growth. Career growth, on the other hand, focuses on long-term improvements that lead to promotions and pay raises. Career growth is the result of career development strategies developed by individuals. Career advancement continues until retirement. Career development is usually short term, but this process can continue until retirement. (Setyawati et al., 2022); (Candra Susanto & Henokh Parmenas, 2021); (Parmenas et al., 2021)

In the Greater Indonesian Dictionary (KBBI), remuneration is defined as remuneration in cash or in kind received by an employee in a company. This remuneration includes any form of benefit from the company to the employee in connection with the employee's work. Compensation refers to factors such as salaries, benefits, bonuses and incentives. Benefits are additional provisions beyond a company's remuneration for its employees. These contributions are typically monetary and are intended to directly support the well-being of individuals and employees. Benefits can take the form of indirect monetary and non-monetary compensation. Benefits are not stated separately and are not regulated by law. Not regulated by law, company management can design this benefit program as creatively as possible. This is done to make the employee more comfortable working in the company.

With low turnover, companies spend less to hire new employees. This means companies can change budget allocations for other purposes such as business development. Compensation and benefits can be used as her one tool of strategy that employees can implement. Decisions must serve the company and meet the expectations of employees. This will take a look at the expected company and its financial capabilities. (Susanto, 2022) ; (Siswanto & Lestari, 2019); (Vu, 2022).

Commitment refers to the employee's desire to maintain membership in the organization and willingness to go to great lengths to achieve the organization's goals. Organizational commitment is an expression of an individual's desire to demonstrate their behavior. If someone is committed to an organization, that individual is more likely to act according to the organization's norms than those who are not. strengthen the Conversely, low commitment makes employees less inclined to act according to the organization's desires. Commitment to an organization reflects the relative strength of an individual's identity to organizational involvement. (Baran & Woznyj, 2021); (Nielsen et al., 2019); (Jackson & Dunn-Jensen, 2021)

Since these variables have been used extensively in previous studies related to dependent variables, we can conclude that some of the above variables have a direct impact on employee engagement within an organization.

DISCUSSION

From the research results from the literature search among the above variables, there is no absolute common research result as written by the researchers, and from the above explanation, the variable with employee engagement shows all significant research results, variables are not. absolute organizational commitment, then leadership variables with significant results of employee engagement, career development variables with significant results of employee engagement, compensation variables with significant results of employee engagement, and employee engagement. Among the tissue development variables with a significant result of Looking at the results of researchers' searches between employee performance variables and organizational sustainability, we find that there are no or minimal direct studies, and that there are no direct studies related to employee performance and subsequent organizational variables. There is only research. Similarly, findings were discovered by directly looking at the results that researchers searched among independent and intervening and dependent variables. The novelty of this article is that it introduces a new framework for employee engagement research.

CONCLUSIONS AND RECOMMENDATIONS

From the results of the above studies by literature search across variables, there are no definitive results of using the studies together as written by the researchers. From the above description of some independent and intervening variables on employee engagement, there are important studies result. The conclusion of this study is that there are many factors that influence the success of employee engagement in an organisation. We suggest further research using the distribution of questionnaires to respondents so that your results are valid and measurable. Employee engagement is important because it essentially aims to maintain and further develop the company's claim based on performance and prevention turn over employee. Apart from that, it also aims to meet the needs of future management readiness.

ADVANCED RESEARCH

In research using literature review studies, the authors realise that there are many shortcomings in this study because there is no data processing support that can show the significance of numbers for research variables, this research can be a reference for future researchers to be refined and for further research it is recommended to use spss data processing to see the relationship between variables to make the research more accurate and valid.

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