The Effect of Employee Engagement on Job Satisfaction through Affective Commitment at PT Ultra Medika Surabaya

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ARTICLE INFO	ABSTRACT
ISSN: 2723-1097	<i>The purpose of this study was to determine the effect of employee engagement on job satisfaction through affective commitment in employees of PT. Ultra Medika Surabaya. The type of this research is quantitative research with saturated sample technique supported by a sample of 30 employees at PT. Ultra Medika Surabaya. The results of statistical analysis of this study using PLS (Partial Least Square) with PLS 6.0 warp software prove that employee engagement and affective commitment have a significant positive effect on job satisfaction, while employee engagement has a significant positive effect on affective commitment.</i>
Keywords:	
<i>Affective Commitment; Employee Engagement; Job Satisfaction.</i>	

Introduction

The main thing that needs to be considered in the company is the management of human resources as well as possible. Having high quality and professional human resources where all employees are able to fulfill and carry out their functions and duties is an indicator of success that must be owned by the company. Employee performance is said to be good and professional because there are factors that influence it, one of which is job satisfaction. PT. Ultra Medika Surabaya is a company engaged in health services where most of its work is directly related to people, so employees must provide the best service to their patients. One example of a determining factor to achieve company goals effectively and efficiently is job satisfaction. [Maulidyansah \(2015\)](#) suggests that job satisfaction is an important factor that can improve the quality of human resources in the company.

According to [Mangkunegara \(2013\)](#) job satisfaction is an emotional reaction that is a result of the encouragement, desires, demands, and expectations of employees towards work that is associated with the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, feeling satisfied or dissatisfied. Job satisfaction refers to the attitude that employees usually show towards their work. Job satisfaction tends to refer to attitudes rather than behavior. Satisfied employees will tend to attend the office more often, have high performance, and are loyal to the organization ([Robbins, Stephen P. dan Coulter 2010](#))

The efforts to get optimal work results in a company, of course, employees must have high dedication such as high enthusiasm at work, and focus on completing their work. This is in line with the research of [Katili dan Hutami \(2017\)](#) where a company needs highly dedicated employees to achieve the planned targets and goals. However, in fact employees at PT. Ultra Medika Surabaya, is still far from being highly dedicated because the majority of employees do not have good responsibilities towards their work. This is an example of an employee's attitude that is less than optimal at work. Meanwhile, the company requires the attitude of employees who have high dedication such as work engagement (employee engagement).

Employee engagement involves employees who are fully involved with the work they are engaged in, so they have responsibilities that must be fulfilled at work in the company ([Irmawati dan Wulandari, 2017](#)). This is in line with research by [Rachman & Dewanto \(2016\)](#) where employee engagement has a significant effect on job satisfaction. That is, if employee engagement increases, then job satisfaction will be higher. Vice versa, if employee engagement decreases, then job satisfaction will be lower. However, [Sulistiyorini \(2017\)](#) proves that engagement has no effect on job satisfaction. Where the high level of work involvement is not always accompanied by employee satisfaction at work, this is because work involvement is the responsibility of each employee for all tasks that must be completed according to the job description they get from the company regardless of feeling happy or unhappy with the work they are engaged in.

[Meyer & Allen \(1993\)](#) suggest three aspects of organizational commitment, namely first, affective commitment, occurs when employees have emotional attachments because they have become part of the company. Second, continuance commitment, arises when employees maintain their positions in the company because of the need to get salary/bonus/intensive or other benefits and do not have other job alternatives. Third, normative commitment, is a factor that arises from the value of employees. Employees stay in the company because they are aware that commitment to the company where they work is something that must be done.

According to [Luthans \(2011\)](#) Job Satisfaction is a pleasant feeling for employees that arises because of work experience and appraisal. [Han et al.\(2011\)](#) suggested that job satisfaction can increase employee commitment to the company, so that job satisfaction provided by the company such as incentives/bonuses/salary, supervision, rewards, good relations with colleagues, and career opportunities can contribute to the formation of affective commitment. the company [Luthans \(2011\)](#). According to He (2008) affective commitment is the emotional attachment of employees to the company where employees with high affective commitment always direct more contributions than employees with low affective commitment. According to [Majid \(2019\)](#), the effect of employee engagement on affective commitment is significantly positive. Affective commitment is able to foster confidence in employees

in following the values and goals of the company's organization. However, research by [Rikmaratri and Prohimi \(2018\)](#) shows a positive and insignificant relationship between engagement and employee commitment. Work involvement is not able to grow employee commitment to stay in the company but work involvement is able to show a good picture of performance.

[Tresnawaty dan Wijono \(2020\)](#) show that the aspect of affective commitment with job satisfaction proves a positive direction. Therefore, a high level of affective commitment will be followed by a high level of job satisfaction. The research of [Kumari & Afroz \(2013\)](#) found that affective commitment is very significantly related to the life satisfaction of managerial employees. Different things were expressed by [Tahir, Sjaharuddin, dan Heslina \(2017\)](#) where in practice the high job satisfaction is not based on the high affective commitment of employees. Likewise, [Teresa \(2018\)](#) also explains the insignificant effect of affective commitment on job satisfaction.

This research needs to be done to find out how much employee job satisfaction is in the company where there are several factors that are still lacking by some employees so that the use of employee engagement factors is expected to be able to overcome the problems that occur. Given that high job satisfaction can show high dedication so as to increase employee contributions that have an impact on company success. In contrast to previous studies that used only one factor, this study collaborates affective commitment as a mediating variable that is useful as a mediator between the two relationships.

This study aims to analyze the relationship between employee engagement and job satisfaction through Affective Commitment to employees of PT. Ultra Medika Surabaya. The primary data used are the results obtained from filling out questionnaires by employees of PT. Ultra Medika Surabaya.

Literature Review

According to [Schaufeli dan Salanova \(2002\)](#) define employee engagement as a positive, satisfying state of mind, an attitude of view related to his work. Engagement refers to a state of genuine and consistent feelings and thoughts that do not only focus on certain objects, events, individuals or behaviors. According to [Kreitner, Robert, dan Kinicki \(2003\)](#), job involvement is defined as the degree to which a person is cognitively involved with, engaged in, and related to the work he is doing. According to [Fauzi and Sembiring \(2016\)](#) work engagement is the positivity of fulfilling work from the center of the mind that is characterized. Work engagement is a positive motivation and center of thought related to work which is characterized by vigor, dedication and absorption ([Hanaysha, 2016](#)). Vigor is characterized by a high level of energy as well as resilience and willingness to try, does not give up easily and has resilience in the face of adversity. Dedication refers to a person's involvement in his work, feelings of enthusiasm and pride in his work and feeling

inspired by the work he does. Absorption refers to the feeling of being completely concentrated on one's work, focused on the work, and finding it difficult to separate yourself from work so that you ignore other things around you and feel time flies when you are working ([Hanaysha, 2016](#)). Employees who have a high level of engagement will feel more enthusiastic, prioritize pride in what they do, time at work feels so fast and they have personal satisfaction when doing their work ([Fazlurrahman & Wijayati, 2020](#)).

Affective commitment is an employee's emotional bond to involve and identify with the company ([Bangun et al., 2017](#)). Affective commitment can be said to be an important determinant of employee loyalty and dedication. Employees with high affective commitment will show a sense of belonging to the company, increase participation in company activities, desire to achieve company goals, and desire to always stay with the company ([Han et al., 2011](#)). Affective commitment contributes to the attachment that employees have in personal interactions with coworkers, organizational culture, and the characteristics of the work they are engaged in ([Ruslan et al., 2019](#)). Affective commitment is one of the most influential factors on the relationship between employees and the company because it relates to self-compatibility with the company ([Diniyati & Sudarma, 2018](#)). Affective commitment is the strength of a person's desire to work for the organization because he agrees with it and wants to do so. The affective component refers to employees' emotional attachment, identification, and involvement in the organization ([Utami, 2020](#)).

According to [Mangkunegara \(2013\)](#) job satisfaction is an employee response that arises because of the encouragement, demands, and expectations of employees that are adjusted to the reality received in the world of work in the form of feelings of satisfaction, pleasure, or dissatisfaction. Job satisfaction refers to the attitude of employees shown about their work. Job satisfaction can also be defined as a pleasant and positive emotional state resulting from work experience ([Wijayati et al., 2020](#)). Employees with high satisfaction tend to be obedient and diligent in attending the office, loyal to the company, and have high performance ([Robbins, Stephen P. dan Coulter 2010](#)). According to [Luthans \(2011\)](#) the factors that are able to measure the level of job satisfaction are work, salary, promotion, co-workers, supervision, and working conditions. Examples of application in growing employee satisfaction are adequate facilities such as sophisticated work equipment, canteens, places of worship, and well-available K3 equipment ([Firnanda & Wijayati, 2021](#)).

Based on the theory of experts and previous research above, the focus of this research is to prove the effect of employee engagement on job satisfaction through affective commitment as in the following research model.

Figure 1. Conceptual Framework

Employee engagement or work engagement is a concept that can reflect that an individual has a strong passion, focus, and dedication to work in the company. An engage-worker is a person who is fully involved and enthusiastic about his work (Yudiani, 2017). Employee involvement or participation in work activities is important to note because employee engagement will cause employees to love their work and enjoy collaborating, either with leaders or with fellow co-workers (Kuswati et al., 2020). This shows that the higher the level of employee engagement, the higher the level of employee job satisfaction. Research from Supriyanto (2021), Siddiq (2019), Herminingsih (2020), Fidyah (2020), Kuswati (2020), Rachman (2016), Lamidi (2010), and Tamrin (2021) show that employee engagement has a positive and significant to job satisfaction.

H1: Employee engagement has a positive and significant effect on job satisfaction for employees of PT. Ultra Medika Surabaya

To strengthen employee attachment to the company, one of the influencing factors is affective commitment because it can lead to positive attitudes of employees towards the company and create a sense of belonging. This can arise based on the wishes of the employee caused by a sense of emotional attachment to the company and this can lead to a sense of engagement with work (Bamiati, 2020). Affective commitment is related to individual psychological aspects such as emotions, motivation and pleasure in attachment and the desire to be part of the organization (Baker & Ibrahim, 2017). Employees with a high level of affective commitment tend to have a strong attachment to the company. This is in line with research conducted by Bamiati (2020), Baker (2017), Utami (2020), Herminingsih (2020), Putri (2019), Hasanati (2017), Diniyati (2018), Sutiye et al. (2020), and Ruslan et al. (2019) shows that employee engagement has a positive and significant effect on affective commitment.

H2: Employee engagement has a positive and significant effect on affective commitment to employees of PT. Ultra Medika Surabaya

Employees are valuable assets in the company so that one of the factors that must be considered to maintain good relations between employees and the company is job satisfaction [Saragih \(2020\)](#). Job satisfaction is defined as a person's emotional response to aspects in or on the whole job. The emotional state or attitude of a person will be shown in the form of responsibility, attention, and the development of his performance. Employees who have high affective commitment have high self of belonging to the organization ([Aziz, 2020](#)). With a high self of belonging will make employees more attached to the company and give their best contribution in completing their work. Research conducted by [Astiti \(2021\)](#), [Saragih \(2020\)](#), [Fitriani \(2017\)](#), [Almasradi \(2020\)](#), [Gustyana et al. \(2018\)](#), [Aziz \(2020\)](#), [Hidayat \(2015\)](#), and [Agustian \(2020\)](#) show that affective commitment has a positive and significant effect on job satisfaction.

H3: Affective commitment has a positive and significant effect on job satisfaction at PT. Ultra Medika Surabaya

Affective commitment can be interpreted as a feeling of belonging and identification (being part of the employee's self) that can increase employee participation in organizational activities, encouragement to realize organizational goals, and desire to stay in the organization ([Agustian & Fitria, 2020](#)). Employees who have a high level of affective commitment are always more engaged with the company because they feel they are an important part of the company so that they will give their best contribution to the company's success. With this attachment, employees will carry out their work well because they feel they have appropriate values between themselves and the company so that they can increase employee job satisfaction. This shows that affective commitment plays an important role and can affect the relationship between employee engagement and affective commitment which is in line with research from [Lacap \(2018\)](#), [Kaur \(2020\)](#), [Faraji et al. \(2015\)](#), [Ampofo \(2020\)](#), [Abdulwahab \(2016\)](#), [Juevesa \(2020\)](#), [Istiningsih \(2020\)](#), and [Brunetto et al. \(2012\)](#).

H4: Affective commitment can affect the relationship between employee engagement and job satisfaction for employees of PT. Ultra Medika Surabaya

Method

The type of research used is quantitative research. The research analysis tool uses PLS (Partial Least Square) with PLS 6.0 warp software which is carried out at PT. Ultra Medika Surabaya with a sample of 30 respondents. The collection of primary data used from filling out questionnaires for employees of PT. Ultra Medika Surabaya. The research technique uses non-probability techniques. The independent variable used is job satisfaction, while the dependent variable is employee engagement. In addition, the intervening variable in this study is affective commitment.

Result and Discussion

Determination Test (R²)

The equation for the value of R square adjusted is $Z = 0.53 X$ with a value of 0.256 indicating that 25.6% of the affective commitment variable can be explained by changes in the employee engagement variable, and the value (1-R Square Adjusted) of 74.4% is explained by research models outside the study. this.

Meanwhile, the equation $Y = 0.47 X + 0.63 Z$ with a value of 0.836 shows that 83.6% of the job satisfaction variables can be explained by changes in employee engagement and affective commitment variables, and as much as (1-83.6%) the remaining 16.4% is explained by research models outside the study. this.

Hypothesis Testing

The results of hypothesis testing in table 3 employee engagement have a significant effect on affective commitment with a p value of < 0.001 at a significance level of 5%, then H1 is accepted. Employee engagement has a significant effect on job satisfaction with a p-value of 0.001 ($p < 0.01$) at a significance level of 5%, so H2 is accepted. Affective commitment has a significant effect on job satisfaction with a p-value < 0.001 at a significance level of 5%, so H3 is accepted. Employee engagement has a significant effect on job satisfaction through affective commitment because the statistical parameter shows a p-value of 0.002 ($p < 0.01$) at a significance level of 5% so that H4 is accepted.

Table 3
Hypothesis Testing

	Original Sampel	P-Value	Result
<i>Employee Engagement (X) → Affective Commitment (Z)</i>	0,530	0,001	Hypothesis Accepted
<i>Employee Engagement (X) → Job Satisfaction (Y)</i>	0,470	0,001	Hypothesis Accepted
<i>Affective Commitment (Z) → Job Satisfaction (Y)</i>	0,630	0,001	Hypothesis Accepted
<i>Employee Engagement (X) → Affective Commitment (Z) → Job Satisfaction (Y)</i>	0,335	0,002	Hypothesis Accepted

Source : Output Warp PLS 6.0, 2021

Effect of Employee Engagement on Job Satisfaction

The results of the study show that employee engagement has a positive and significant effect on job satisfaction at PT. Ultra Medika Surabaya, because the p-

value is 0.001, it means that job satisfaction can be formed with good employee engagement. Employee engagement at PT. Ultra Medika Surabaya is included in the high category (engaged). This means that employees already have an attachment or feeling engaged with the company. One of the factors that make employees feel engaged with the company is a sense of comfort with coworkers. Research respondents said that having good co-workers can provide comfort and a sense of enthusiasm in the workplace. In addition to being comfortable with co-workers, respondents explained that supervision by superiors who care about their personal affairs and performance makes employees feel engaged in the company. Coupled with the presence of colleagues who are able to provide encouragement and encourage and make employees comfortable with the togetherness that exists at PT. Ultra Medika Surabaya can encourage the formation of employee engagement because it makes employees survive and continue to work at PT. Ultra Medika Surabaya. This research supports the research of [Schaufeli, Taris & Bakker \(2006\)](#), [Mangkunegara \(2013\)](#), [Teresa \(2017\)](#), [Supriyanto \(2021\)](#), [Siddiq \(2019\)](#), [Herminingsih \(2020\)](#), [Fidyah \(2020\)](#), [Kuswati \(2020\)](#), [Rachman \(2016\)](#), [Lamidi \(2010\)](#), and [Tamrin \(2021\)](#) which state that employee engagement has a positive and significant effect on job satisfaction.

Effect of Employee Engagement on Affective Commitment

The results of the study show that employee engagement has a positive and significant effect on affective commitment at PT. Ultra Medika Surabaya, because the p-value is 0.001, which means that affective commitment will arise due to a high level of employee engagement. The impact generated by employee engagement based on affective commitment can lead to a peaceful and comfortable working condition and environment. Peace in the work environment can create an obligation for employees to provide feedback or participation in the company, as well as the establishment of an emotional bond between employees and the company so that a sense of engaged can be formed in employees. This research supports the research of [Majid \(2019\)](#), [Bamiati \(2020\)](#), [Baker \(2017\)](#), [Utami \(2020\)](#), [Herminingsih \(2020\)](#), [Putri \(2019\)](#), [Hasanati \(2017\)](#), [Diniyati \(2018\)](#), [Sutiyem et al. \(2020\)](#), and [Ruslan et al. \(2019\)](#) which shows that employee engagement has a positive and significant effect on affective commitment.

Effect of Affective Commitment on Job Satisfaction

The results of the study show that affective commitment has a positive and significant effect on job satisfaction at PT. Ultra Medika Surabaya, because the p-value is 0.001, then job satisfaction will be formed because of high affective commitment. The significance of this influence can be seen from the results of descriptive statistics where the average number of affective commitment and job satisfaction is both high. Activities that show a sense of Affective commitment can be seen where employees are happy to spend the rest of their careers at PT. Ultra

Medika Surabaya, employees like to discuss the company with external parties, problems in the company are common problems, employees are loyal and don't easily bond with other companies, employees feel they have a relationship like family in the company, there is an emotional bond with the company, the company has meaning important for employees personally, and have a strong sense of belonging to the company. It can be seen that the affective commitment owned by employees of PT. Ultra Medika Surabaya causes respondents to feel high satisfaction with the company. Among the employees of PT. Ultra Medika Surabaya, there is a tendency for high organizational commitment to affect satisfaction, especially regarding salary. Judging from the results of descriptive statistics on employee satisfaction with the salary received, it is explained that the average employee is satisfied with the amount of salary received, and in terms of affective commitment, it is in the high category. This can be influenced by the nature of the calling owned by employees of PT. Ultra Medika Surabaya for the clinical service work that he undertakes. Employees think that someone should be committed to the company, without having to be associated with salary satisfaction. Because this is a form of our responsibility to the company. This research supports [Tresnawaty and Wijono \(2020\)](#), [Astuti \(2021\)](#), [Saragih \(2020\)](#), [Fitriani \(2017\)](#), [Almasradi \(2020\)](#), [Gustyana et al. \(2018\)](#), [Aziz \(2020\)](#), [Hidayat \(2015\)](#), and [Agustian \(2020\)](#) which state that affective commitment has a positive and significant effect on employee job satisfaction.

The Effect of Employee Engagement on Job Satisfaction through Affective Commitment

The results of the study show that employee engagement has a significant effect on job satisfaction through affective commitment at PT. Ultra Medika Surabaya, because the p-value is 0.002, which means that affective commitment is able to mediate the relationship between employee engagement and job satisfaction. The results of the descriptive analysis of affective commitment found that affective commitment was in the high category. The cause of organizational commitment in the high category can be seen from one of the statement items that have the highest average, namely "I have a strong sense of belonging to the organization" and "I feel emotionally attached to the organization". And the cause of satisfaction in the high category is working conditions.

The work environment can affect employees because supportive working conditions such as cleanliness that is always maintained, friendly coworkers, regular working hours, and the comfort of the room can make employees more enthusiastic to complete their work. If the working conditions are not friendly, the employee's enthusiasm for work will decrease and it will be difficult to complete the task. This is in accordance with the statement from the questionnaire about "I am satisfied with the comfortable working conditions" which is included in the high category. Based on the test results that have been carried out, affective commitment strengthens the effect of employee engagement on job satisfaction and is significant. This means that

high affective commitment has a positive impact on the effect of employee engagement on job satisfaction and the effect is quite large. Committed employees will feel proud to give their best contribution for the creation of the company's success and to maintain a good name in society. Employees who carry out their work with a happy heart without any pressure always give their best results and can increase employee commitment to the company (Tania dan Sutanto, 2013 in [Maulidyansah, \(2015\)](#)). This research supports [Lacap \(2018\)](#), [Kaur \(2020\)](#), [Faraji et al. \(2015\)](#), [Ampofo \(2020\)](#), [Abdulwahab \(2016\)](#), [Juevesa \(2020\)](#), [Istiningsih \(2020\)](#), and [Brunetto et al. \(2012\)](#) which show that affective commitment plays an important role in the relationship between employee engagement and job satisfaction.

Conclusion

Based on the results of research on the proposed hypothesis that the explanation and testing can be seen, among others, employee engagement has a positive and significant effect on job satisfaction at PT. Ultra Medika Surabaya, as well as employee engagement, has a positive and significant effect on affective commitment. Furthermore, affective commitment has a positive and significant effect on job satisfaction for employees of PT. Ultra Medika Surabaya.

Based on the results of this study, the suggestions that researchers give for further research are to increase and deepen research on job satisfaction. Examples of variables that can be raised for research are the reward system and work motivation that can affect job satisfaction so that they can dig deeper and develop the research obtained in this study.

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