

## Increased Organizational Commitment Influenced by Employee Engagement and Compensation

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**Abstract:** Employee involvement is one of the essential things to achieve success in the organization because employee involvement can create strategies for good work culture, increase work productivity, improve relationships between organizations and better customers, reduce the number of absent employees, reduce accident rates, work, reducing the rate of work errors and being able to reduce the number of employee turnover (Soedarto & Hardi, 2023). This study aimed to determine the effect of Employee Engagement and compensation on organizational commitment. The population in this study were all employees of the Kediri City Islamic Boarding School District Health Center, with a PNS status of 128 employees. Data were collected through questionnaires analyzed with Multiple Linear Regression on SPSS 25. This study's results indicate a positive and significant effect of Employee Engagement and compensation on organizational commitment. Based on these conclusions, some suggestions for the leadership of the public health center from this research can be used as a reference to achieve higher employee organizational commitment. Therefore, efforts to increase employee organizational commitment can be achieved through increased compensation and employee Engagement. For further researchers, they can develop the variables in this study to become new mediating variables, which have yet to be found in this study.

**Keywords:** Employee Engagement, Compensation, Organizational Commitment.

### INTRODUCTION

Employee involvement is one of the essential things to achieve success in the organization because employee involvement can create strategies for good work culture, increase work productivity, improve relationships between organizations and better customers, reduce the number of absent employees, reduce accident rates, work, reducing the rate of work errors and being able to reduce the number of employee turnover (Soedarto & Hardi, 2023). Employee Involvement Level also influences employee behaviour. Employee behaviour will have a direct impact on the way employees complete their work in the organization and the way employees treat customers. The experience that customers get from the organization and employee behaviour can affect the organization's or company's image. Pitaloka & Putri (2021), Aziez (2022), Haryadi & Wahyuni (2022), Tabasum & Shaikh (2022), and Citra & Sagala (2019) stated in their research that Employee Engagement has a significant influence on employee performance so that if employees have higher engagement, it can make them produce better performance. Abdullah *et al.* (2019), Rahayu *et al.* (2019), Dinata *et al.* (2021), Saman (2020) and Citra

and Sagala (2019) stated in their research that providing compensation significantly influences employee performance. So, if employees get better compensation, they can improve their performance within the company.

Employee involvement or engagement is characterized by enthusiasm, dedication and absorption. Vigour is a level of (positive) energy with high mental resilience when doing work. Dedication is a feeling of pride, enthusiasm and importance to one's work. Absorption is the seriousness of a person in doing work because he enjoys what he is doing so that he feels time passes quickly (Schaufeli *et al.*, 2002). This research aims to describe Employee Engagement, compensation, organizational commitment and employee performance, as well as to analyze the influence of Employee Engagement and compensation on organizational commitment. The benefits of this research for Community Health Centers and Health Services: This research can provide additional information or input regarding the influence of Employee Engagement, compensation, and organizational commitment on employee performance. The existence of this

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information can be applied to provide excellent service as one of the government agencies that serve public health. For the benefit of academics, it is hoped that this research can become a reference or study material for future researchers, especially those related to human resources, especially in the aspects of Employee Engagement, compensation and organizational commitment to employee performance.

## LITERATURE REVIEW

Employee Engagement is a positive state of mind of a person towards their work by generating enthusiasm, dedication and being immersed in their work (Schaufeli *et al.*, 2002). Personal engagement is a person's behaviour to be immersed in their work, whether physically, cognitively or emotionally (Kahn, 1990). Engaged employees genuinely care about their work and work harder than completing tasks. They do not do it because they have to, just for the paycheck or to get a promotion (Kruse, 2015: 6). Employee Engagement is the behaviour of enthusiastic employees about giving more time and effort than they should to the company (Febriansyah & Ginting, 2020, p. 3). Employee Engagement (employee involvement) is an essential predictor of the performance of an organization and its success. So that involved employees feel involved, committed, enthusiastic and empowered. Engagement with employees can provide innovations to the organization, demonstrate good organizational attitudes and support company activities or goals (Agunis, 2013: 7). Employees with high engagement will provide a more productive work attitude than employees who do not have engagement. In addition, high engagement can indicate high enthusiasm, commitment, loyalty and pride in the company (Febriansyah & Ginting, 2020: 4).

Compensation is something that employees receive as a reward for their work because of their contribution to the company (Simamora, 2020, p. 442). Individuals who receive compensation not commensurate with their contribution to the company will affect the quality and quantity of their work (Syah, 2019:47). Compensation is complex but essential for employees and companies because it can increase work efficiency and productivity. Widyanti (2019: 109) also explains that providing compensation can increase work performance, motivation and job satisfaction. On the other hand, if there is a discrepancy in providing compensation, it can cause employment problems in the future or cause losses to the company. Employees will feel satisfied if the compensation provided meets the elements of justice and the amount is in line with expectations (meets expectations or is commensurate with the work they do). The satisfaction will trigger employees to continue improving their performance so that organizational goals and employee needs can be achieved (Suriadi *et.al*, 2019:92). Providing compensation can influence the extent to which employees will have involvement and commitment to

the company and can determine the work results obtained by the company. Reasonable compensation can provide a competitive advantage to a company to attract the best prospective employees, maximize employees' potential and make them stay for a long time (Vance, 2006, p. 15). Compensation can be provided by companies to employees to make them more engaged. Providing compensation and giving awards are two things that can enable employees to provide or display their work well by showing good work involvement in the company (Phillips *et al.*, 2016, p. 16). The reward that employees need is compensation. Widyanti (2019, 107) explains that the rewards needed by employees consist of financial compensation and non-financial compensation. Financial compensation consists of salary, wages, incentives and bonuses. Meanwhile, non-financial compensation consists of career paths, appreciation certificates for work achievements, and thanks from superiors. The existence of awards in the form of compensation is essential for companies in building employee motivation and increasing performance and employee satisfaction.

Types of compensation (rewards), according to Widyanti (2019: 115), are divided into extrinsic rewards and intrinsic rewards. Extrinsic rewards are rewards in the form of money and benefits. Meyer & Allen (1991) put forward their theory that commitment is an attitude or psychological state of a person to have ties to the organization so that it will give rise to a desire, need, or obligation to maintain membership in the organization. According to Loe *et al.* (2022), the definition of commitment in an organization can be interpreted as the attitude or behaviour that a person displays towards the organization by proving his loyalty to achieving the organization's vision, mission, values and goals. This loyalty is formed because of mutual trust, emotional closeness, and alignment of expectations between members and the organization. Therefore, a member strongly desires to remain an essential part of the organization. Organizational commitment is a person's willingness to voluntarily prioritize the interests of the organization over personal interests and contribute to achieving organizational goals. Commitment is significant for a person to have, considering that a person can measure the amount of consistency and responsibility, whether in accessible or difficult conditions, happy or complex, or light or heavy. A good organization will consist of highly committed people. The higher the commitment value of each individual, the better the organization's achievements. Committed people always give their best for what they are committed to. Organizational commitment can be described in the form of emotional closeness, involvement, and identification of individuals in the implementation of organizational operations. This emotional closeness encourages a member to want to be part of the organization. Efforts to Grow Organizational Commitment Providing fair behaviour towards

employees in the company is one of the efforts companies can provide to increase employee commitment (Suryani & John, 2018, p. 42). In addition, salary plays a vital role in the amount of commitment possessed by employees and the performance provided. Even though salary is not the main thing that can make someone stay in a company, it can still be something that employees consider (Aguinis, 2019, p. 298).

**RESEARCH METHODS**

**Research Scope**

The scope contained in this study is focused on the performance of employees with ASN status from health centres in the Kediri City Islamic Boarding School District as the dependent variable associated with two independent variables and one mediating variable.

**Data Analysis**

This research analysis uses regression analysis tools to analyse the relationship patterns of each variable with the aim of knowing the direct and indirect effects of the independent variable on the dependent variable. The path that connects one variable to another is called the path coefficient. The path coefficient is a

regression coefficient, usually symbolized by beta ( $\beta$ ), which will show the magnitude of the direct influence of one variable on other variables in a path model.

**Sample**

The sample used in this research is employees with Civil Servant status. At the Ngletih Health Center, Islamic Boarding School 1 Health Center and Islamic Boarding School 2 Health Center, there are 128 Civil Servants. So, the sample will be taken is the entire population of existing Civil Servants.

**RESEARCH RESULTS AND DISCUSSION**

**Multiple Linear Regression Analysis**

After determining the path to be analyzed, the next step to determine the magnitude of the influence between variables is to perform multiple linear regression analysis. In this analysis, two regression equations are used with the final result to determine the magnitude of the indirect effect produced by the mediating variable. The multiple linear regression analysis in question will be explained as follows:

**Regression Equation I**

Regression Equation Model 1. X1 and X2 Against Y1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 <sup>a</sup>	.447	.438	3.0482
a. Predictors: (Constant), Kompensasi, Employee Engagement				

**Figure 1: Regression Equation I Model Summary X1 and X2 against Y1**  
Source: Analysis of Questionnaire Results with SPSS 25.0

R<sup>2</sup> value = 0.447  
This means: X1 and

$$\begin{aligned} \epsilon_1 &= \sqrt{1 - 0.447} \\ &= \sqrt{0.553} \\ &= 0.743 \end{aligned}$$

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.693	2.767		2.781	.006
	Employee Engagement	.188	.057	.318	3.315	.001
	Kompensasi	.249	.060	.402	4.182	.000
a. Dependent Variable: Komitmen Organisasional						

**Figure 2: Regression Equation I Table of Coefficients of X1 and X2 against Y1**  
Source: Analysis of Questionnaire Results with SPSS 25.0

$$Y_1 = a + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Information:

$Y_1$  = Organizational Commitment

$a$  = Constant

$\beta$  = Regression Coefficient

$X_1$  = *Employee Engagement*

$X_2$  = Compensation

$\varepsilon$  = Error

$$Y_1 = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$Y_1 = 7.693 + 0.188X_1 + 0.249X_2 + 0.743$$

Based on the regression equation above, it can be explained if the constant value ( $a$ ) is 7,693, meaning that if there is no *Employee Engagement in a company* and no compensation for its employees, the organizational commitment it has is 7,793. So, to get an increase in employee organizational commitment, it needs to be supported by increasing *Employee Engagement* and providing compensation to employees. Apart from that, the  $\beta_1$  (regression coefficient) value of *Employee Engagement* ( $X_1$ ) is 0.188, meaning that *Employee Engagement* positively affects organizational commitment. Therefore, if employees have a more substantial level of *Employee Engagement*, the *organizational commitment of employees can become more assertive*. Lastly, the value of  $\beta_2$  (regression coefficient) of compensation ( $X_2$ ) is 0.249, meaning that compensation positively affects employee organizational commitment. Therefore, if employees have higher compensation, the organizational commitment of employees can become more robust.

### **The Influence of Employee Engagement and Compensation on Organizational Commitment**

Based on the research results, it was found that the Employee Engagement and compensation variables had a significant positive effect simultaneously (together) on the organizational commitment variable. This indicates that employee engagement and providing appropriate compensation to employees can increase employee commitment to the health centre. If the research results are in accordance with the hypothesis that has been formulated, it can be said that the hypothesis that has been formulated is "acceptable". Employee Engagement is the positive attitude of employees to feel connected to their organization so that employees can be more involved in the work required of them solely for the betterment of the organization. Employee Engagement is formed from enthusiasm (vigour), dedication and absorption (immersion in work). In this research, the main thing that forms employee engagement is enthusiasm, which is reflected through employees' feelings of enthusiasm when going to work, when doing their work and when they have a pleasant or unpleasant day. The higher the employee engagement level, the stronger their organizational commitment can be. This is supported by research by Albdour & Altrawneh (2014), which states that Employee Engagement significantly influences

organizational commitment, primarily normative and affective commitment. That is, an attachment between employees and their work is needed by employees to raise awareness that employees are part of the organization so that they can make employees work harder for the organization they are proud of by their obligations. Compensation is formed from salary, incentives, allowances and facilities. In this research, the main thing that forms compensation is salary. This is reflected in the suitability of salaries with standards, length of service and resulting performance. The higher the compensation given to employees, the stronger the employee's commitment will be. This statement is supported by research conducted by Silaban and Syah (2018), which states that compensation significantly influences organizational commitment. This means that the better and more appropriate the compensation given to employees, the stronger the organizational commitment of employees.

### **CONCLUSION**

Based on the discussion that has been explained, a conclusion can be drawn if the results of the descriptive analysis show that the employee's Employee Engagement is formed from passion (vigour), dedication and absorption. The main thing that drives Employee Engagement is enthusiasm. Employees' compensation is felt to be good when they have commensurate salaries, incentives, benefits and office facilities. The main thing that drives compensation is salary. Employees' organisational commitment towards the community health centre is formed from affective commitment, sustainable commitment and normative commitment. The main thing that drives organizational commitment is affective commitment. In addition, employee engagement and compensation have a positive and significant impact on organizational commitment, so the higher the employee's involvement in their work and the better the compensation they receive, the stronger the organizational commitment possessed by the employee.

### **Suggestions**

Based on the conclusions that have been described, some suggestions can be conveyed for Public health center, which are the object of research; the research results can be used as a reference to achieve higher employee performance. Therefore, efforts to

improve performance can be achieved by increasing compensation, Employee Engagement and employee organizational commitment. In addition, future researchers can develop the variables in this study to become new mediating variables that have not been included.

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