

## THE EFFECT OF JOB SATISFACTION ON EMPLOYEE ENGAGEMENT THROUGH ORGANIZATIONAL COMMITMENT ON EMPLOYEES OF PT PABRIK GULA CANDI BARU SIDOARJO

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**Abstract:** This study aims to analyze the effect of job satisfaction on employee engagement through organizational commitment among employees of PG Candi Baru Sidoarjo. A quantitative approach was employed to examine the relationships among the variables. The population consisted of all employees of PG Candi Baru Sidoarjo, with 105 respondents selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using the Structural Equation Model Partial Least Square (SEM-PLS) with SmartPLS 3.0. The results show that job satisfaction has a positive and significant effect on employee engagement and organizational commitment. In addition, organizational commitment also has a positive effect on employee engagement. The mediation analysis indicates that organizational commitment is able to mediate the relationship between job satisfaction and employee engagement. These findings suggest that higher job satisfaction can strengthen organizational commitment, which in turn enhances employee engagement. Therefore, organizations are encouraged to improve job satisfaction and strengthen organizational commitment as strategic efforts to achieve more optimal and sustainable employee engagement.

**Keywords:** Employee Engagement, Job Satisfaction, Organizational Commitment

**Abstrak:** Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja terhadap keterlibatan karyawan melalui komitmen organisasi di kalangan karyawan PG Candi Baru Sidoarjo. Pendekatan kuantitatif digunakan untuk menguji hubungan antar variabel. Populasi terdiri dari seluruh karyawan PG Candi Baru Sidoarjo, dengan 105 responden yang dipilih menggunakan teknik sampling jenuh. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Structural Equation Model Partial Least Square (SEM-PLS) dengan SmartPLS 3.0. Hasil penelitian menunjukkan bahwa kepuasan kerja memiliki pengaruh positif dan signifikan terhadap keterlibatan karyawan dan komitmen organisasi. Selain itu, komitmen organisasi juga memiliki pengaruh positif terhadap keterlibatan karyawan. Analisis mediasi menunjukkan bahwa komitmen organisasi mampu memediasi hubungan antara kepuasan kerja dan keterlibatan karyawan. Temuan ini menunjukkan bahwa kepuasan kerja yang lebih tinggi dapat memperkuat komitmen organisasi, yang pada gilirannya meningkatkan keterlibatan karyawan. Oleh karena itu, organisasi didorong untuk meningkatkan kepuasan kerja dan memperkuat komitmen organisasi sebagai upaya strategis untuk mencapai keterlibatan karyawan yang lebih optimal dan berkelanjutan.

**Kata Kunci:** Employee Engagement, Job Satisfaction, Organizational Commitment

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## INTRODUCTION

In an era of globalization and increasingly fierce business competition, companies are not only required to increase productivity but also to create a work environment that supports employee engagement. Human resources play a strategic role in driving organizational excellence, as success no longer depends solely on technology or capital, but rather on the quality and engagement of its employees. Employee engagement describes a condition where employees have a strong emotional and psychological bond with their work and organization, thus driving optimal performance, high loyalty, and sustained contribution.

One important factor influencing employee engagement is job satisfaction. Job satisfaction reflects the extent to which employees are satisfied with various aspects of their job, such as salary, work environment, relationships with colleagues, and development opportunities. Various studies, including those by Judge & Bono, (2001) and Sulistiana & Darma, (2023), have found that job satisfaction has a positive effect on employee engagement. However, several other studies have shown conflicting results, as examined by (Shellow, 2022), who stated that there is no direct relationship between the two variables.

Besides influencing employee engagement, job satisfaction also impacts organizational commitment. The meta-analysis findings of Kosasih *et al.*, (2024) and other studies confirm that job satisfaction can strengthen affective, normative, and continuance commitment. However, studies such as Trismiyanti *et al.*, (2020) have shown conflicting results regarding the relationship between these two variables.

Organizational commitment has also been found to play a role in increasing employee engagement. A study by Sezen-Gultekin *et al.*, (2021) and several others show that organizational commitment positively contributes to employee engagement, although some studies have shown the opposite. Furthermore, organizational commitment can function as a mediating variable, strengthening the relationship between job satisfaction and employee engagement.

This research focuses on the Candi Baru Sugar Factory, one of Indonesia's oldest operating sugar factories, partnering with sugarcane farmers in the Sidoarjo region. Based on observations and interviews, several issues related to employee job satisfaction were identified, such as perceived uncompetitive compensation, heavy workloads, and limited career development opportunities. These conditions have the potential to weaken employee

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engagement and organizational commitment, as evidenced by declining work morale and increasing turnover rates.

This phenomenon demonstrates a link between job satisfaction, organizational commitment, and employee engagement. When job satisfaction declines, organizational commitment tends to weaken, ultimately resulting in lower employee engagement. Therefore, it is important to examine the effect of job satisfaction on employee engagement, with organizational commitment as a mediating variable, among employees at the Candi Baru Sugar Factory in Sidoarjo.

Thus, based on the background that has been explained and supported by various previous studies that show differences in research results (research gap), this study aims to determine and explain the influence of job satisfaction on employee engagement through organizational commitment on employees of PT Pabrik Gula Candi Baru Sidoarjo.

## **METHOD**

This research was conducted at a manufacturing company in East Java. The type of research used is quantitative research with respondents from PT PG Candi Baru Sidoarjo employees. The sampling technique used is saturated sampling which involves selecting all employees with a total of 105 respondents. The data analysis technique used in this study is Structural Equation Modeling–Partial Least Square (SEM-PLS) with the help of SmartPLS 3.2.9 software. The data analysis stage begins with testing the outer model which includes convergent validity, discriminant validity, Cronbach's Alpha, composite reliability, Average Variance Extracted, and Variance Inflation Factor, then continued with testing the inner model which includes analysis of R-Square, F-Square, Q-Square, Path Coefficients values, as well as causality tests through direct and indirect effects.

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

The respondent characteristics used in this study included age, gender, highest level of education, status, length of service, and division. Based on the statistical analysis, the most dominant respondent characteristics in this study for each classification were as follows: age: 20-30 years (66.7%), gender: male (81.0%), highest level of education: Bachelor's degree (45.7%), status: single (51.4%), length of service: 1-10 years (74.3%), division: installation department (29.5%).

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**Table 1 Outer Model Result**

Latent Variable	Convergent Validity		Discriminant Validity Fornell-Larcker	Uji Reliability	
	Outer Loading	AVE		Composite Reliability	Cronbach's Alpha
	$\geq 0,50$	$\geq 0,50$		$\geq 0,70$	$\geq 0,70$
Job Satisfaction (X)	$\geq 0,50$	0,507	0,712	0,911	0,892
Organizational Commitment (Z)	$\geq 0,50$	0,647	0,804	0,917	0,891
Employee Engagement (Y)	$\geq 0,50$	0,618	0,786	0,906	0,875

Source: Output SmartPLS 3.2.9

Convergent validity is measured based on the outer loading value. An indicator is declared valid if it has an outer loading value  $\geq 0.70$ . However, indicators with outer loading values between 0.50–0.70 are still acceptable with the number of indicators from the latent variable being three to seven indicators Ghozali, (2021). Based on the test results in Table 1, all variables in this study have met the convergent validity criteria because they have an AVE value  $> 0.50$ . The AVE values for each variable are as follows: job satisfaction (X) of  $0.507 > 0.50$ , organizational commitment (Z) of  $0.647 > 0.50$ , and employee engagement (Y) of  $0.618 > 0.50$ . Thus, all latent variables in this study can be declared valid using convergent validity.

Discriminant validity is used to determine the accuracy of an indicator in measuring a construct. Discriminant validity can be determined using the Fornell-Larcker method or cross-loading. Measurement using the Fornell-Larcker method uses the root of the AVE value, which must be greater than the correlation value between constructs Ghozali, (2021). Based on the test results in Table 1, the Fornell-Larcker values for each variable are as follows: job satisfaction (X) of 0.712; organizational commitment (Z) of 0.804; and employee engagement (Y) of 0.786. All Fornell-Larcker values can be concluded to be greater than the correlation value between constructs.

A reliability test uses composite reliability and Cronbach's alpha values as the basis for assessing or evaluating reliability. According to Ghozali, (2021), a variable is considered reliable if its composite reliability and Cronbach's alpha values are greater than 0.70. This indicates that the composite reliability and Cronbach's alpha values for job satisfaction (X), organizational commitment (Z), and employee engagement (Y) are greater than 0.70. These results indicate that all variables have good reliability.

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**Table 2 Inner Model Result**

Variable	R Square	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Employee Engagement (Y)	0,648	150.000	65.609	0,375
Organizational Commitment (Z)	0,391	150.000	82.096	0,218

Source: Output SmartPLS 3.2.9

According to Ghazali, (2021), the R<sup>2</sup> value is classified into three levels of accuracy: high ( $\geq 0.75$ ), medium ( $\geq 0.50$ ), and low ( $\geq 0.25$ ). Table 2 shows that the effect of job satisfaction on organizational commitment is 0.391. This proves that the construct variable of organizational commitment can only be explained by 39.1%, while the remaining 60.9% is explained by other variables. On the other hand, the effect of job satisfaction on employee engagement is 0.648. This proves that the construct variable of employee engagement can only be explained by 64.8%, while the remaining 35.2% is explained by other variables not included in this study.

The Q-Square (Q<sup>2</sup>) test procedure in this study uses blindfolding with a cross-validated redundancy approach. According to Ghazali, (2021), an independent variable is considered to have predictive relevance to the dependent variable if the Q<sup>2</sup> value is  $> 0$ , and vice versa. Table 2 explains that the organizational commitment (Z) variable obtained a value of 0.218 while the employee engagement (Y) variable was 0.375. This indicates that the dependent variable has good predictive ability.

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**Causality Test Results**

**Table 3 Hypothesis Test Results**

<b>Relationship Between Variables</b>	<b>Original Sample</b>	<b>T-statistics</b>	<b>P-values</b>	<b>Information</b>	<b>Conclusion</b>
JS → EE	0,474	6,745	0,000	$\geq 1,96$ (Signifikan)	Hipotesis Diterima
JS → OC	0,625	6,080	0,000	$\geq 1,96$ (Signifikan)	Hipotesis Diterima
OC → EE	0,418	5,710	0,000	$\geq 1,96$ (Signifikan)	Hipotesis Diterima
JS → EE → OC	0,261	4,338	0,000	$\geq 1,96$ (Signifikan)	Hipotesis Diterima

Source: Output SmartPLS 3.2.9

Table 3 shows the results of the influence of independent variables on the dependent variable through the intervening variable. (Ghozali, 2021) states that the direct and indirect influence of independent variables on the dependent variable is considered significant if the T-statistics value is  $\geq 1.96$  and P-values  $\leq 0.05$ . The relationship between job satisfaction and employee engagement shows a T-statistics value of  $6.745 > 1.96$  and P-values of  $0.000 < 0.05$  (significant), so H1 is accepted. The relationship between job satisfaction and organizational commitment shows a T-statistics value of  $6.080 > 1.96$  and P-values of  $0.000 < 0.05$  (significant), so H2 is accepted. The relationship between organizational commitment variables and employee engagement shows a T-statistic value of  $5.710 > 1.96$  and P-values of  $0.000 < 0.05$  (significant), so H3 is accepted. Furthermore, the indirect relationship between job satisfaction and employee engagement through organizational commitment shows a T-statistic value of  $4.338 > 1.96$  and P-values of  $0.000 < 0.05$  (significant), so H4 is accepted.

## Discussion

### The Effect of Job Satisfaction on Employee Engagement

The results of the causality test indicate that job satisfaction has a positive and significant effect on employee engagement, meaning that higher levels of job satisfaction lead to increased employee engagement. Interviews with several Candi Baru Sugar Factory employees revealed that some employees still face challenges in maintaining work enthusiasm and engagement, primarily due to dissatisfaction with the compensation system, high workloads, limited career development opportunities, coworker support, and direction from superiors. These factors cause some employees to work solely to fulfill obligations, rather than out of intrinsic motivation or a sense of belonging to the company. This study aligns with the findings of

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(Mohiya, 2025; Shdaifat et al., 2023; Sulistiana & Darma, 2023) which found that job satisfaction has a positive and significant effect on employee engagement.

**The Effect of Job Satisfaction on Organizational Commitment**

The results of the causality test indicate that job satisfaction has a positive and significant effect on organizational commitment, meaning that the better the implementation of job satisfaction, the higher the level of organizational commitment. Interviews with several employees at PT PG Candi Baru revealed that some employees still feel dissatisfied with several aspects of their work, such as a compensation system that is considered uncompetitive, high workloads, limited career development opportunities, coworker support, and direction from superiors. This situation causes some employees to work solely to fulfill obligations without demonstrating high enthusiasm for their work. This finding aligns with research by (Artha & Piartrini, 2021; Ćulibrk et al., 2018; Kosasih et al., 2024; Shdaifat et al., 2023; Xiao et al., 2024), which demonstrated that the implementation of job satisfaction has a positive and significant effect on organizational commitment.

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

Based on the results of the causality test, it was found that organizational commitment has a positive and significant effect on employee engagement, meaning that the higher the level of organizational commitment, the better the resulting employee engagement. Interviews with several employees at PT PG Candi Baru revealed that their commitment to the company has begun to decline due to factors such as high workloads, a less-than-competitive compensation system, and limited career development opportunities. These conditions have resulted in a decline in work morale and engagement, with some employees working solely to fulfill obligations without demonstrating enthusiasm or a strong sense of belonging to the company. This phenomenon reflects that when organizational commitment begins to decline, whether emotional, moral, or rational, employee engagement levels will also decline. These research findings align with the findings of (Donna & Soehari, 2024; Saini, 2025; Sezen-Gultekin et al., 2021), which demonstrate that organizational commitment has a positive and significant effect on employee engagement.

**The Effect of Job Satisfaction on Employee Engagement Through Organizational Commitment**

Based on the results of the causality test, organizational commitment plays a mediating role in the relationship between job satisfaction and employee engagement. This means that the effective implementation of job satisfaction can enhance employee engagement through the

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development of organizational commitment. This explains that a high level of employee job satisfaction can increase their involvement in work, both directly and indirectly through increased commitment to the organization. In other words, the higher the level of job satisfaction perceived by employees, the greater the commitment they have toward the company, which ultimately drives higher levels of employee engagement. Based on field research findings, it is known that some employees feel satisfied with their jobs, particularly in terms of relationships with supervisors, support from colleagues, and a conducive work environment. They tend to be more enthusiastic, dedicated, and proud to be part of the company. This indicates that high job satisfaction is able to strengthen affective commitment and normative commitment, thereby making employees more emotionally and morally attached to the organization. These findings are consistent with the study conducted by Shdaifat *et al.*, (2023), which proves that the relationship between job satisfaction and employee engagement is mediated by organizational commitment.

**CONCLUSION**

The conclusions that can be drawn from this study are that job satisfaction has a positive and significant effect on employee engagement, job satisfaction has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee engagement, and organizational commitment mediates the effect of job satisfaction on employee engagement. This study still has several limitations. The research was conducted only on employees of PG Candi Baru Sidoarjo, therefore the results may not necessarily be the same if applied to other companies or sectors. In addition, the data were obtained through questionnaires, so the responses were highly dependent on the opinions and honesty of the respondents. The variables examined were also limited to job satisfaction, organizational commitment, and employee engagement, whereas there are many other factors that may influence employee engagement. This study was also conducted at a single point in time, so it was not able to observe changes in employee attitudes over the long term. Therefore, future research is recommended to involve a broader research scope, include other relevant variables, and use more diverse research methods and timeframes so that the results obtained can be more comprehensive and in-depth.



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