

## **Exploring Factors That Influence Work Engagement in Social Welfare Institution at Gayo Lues Atjeh – Indonesia**

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**ABSTRACT:-** This study aims to examine and analyze the influence of Psychological Meaningfulness, job insecurity, Employee Empowerment, Commitment Organizational on Work Engagement in Social Welfare Institution at Gayo Lues. The research is done through the distribution of questionnaire, and the population of this research is consisted of the employees in Social Welfare Institution at Gayo Lues. That was done to 50 respondents using a quantitative descriptive approach. The approach used in this research is Structural Equation Model (SEM) with Smart-PLS analysis tools 3.0. The results of this study are that Psychological meaningfulness, Employee empowerment, Organizational commitment has a significant positive effect on work engagement, and only Job Insecurity has a significant negative effect on work engagement.

**Keywords:-** Psychological Meaningfulness, Job Insecurity, Employee Empowerment, Commitment Organizational, Work Engagement, Gayo Lues.

### **I. INTRODUCTION**

Human resources in an organization is a very important factor for the effectiveness of its running activities with in a company or organization. Every company whatever its shape and type, will require human resources who have the ability to think, the task is also in accordance with the needs of the company (Mangkunegara, 2015; Sapitri, 2016). Human resources are also very important for the company or organization in the work and employees who can help for the company it reaches. Especially in the current era of the future, the world is always changing, marked by the increase in technological developments in all fields. To respond to these changes, companies are required to manage and improve the quality of HR (competency-based HR) through increasing the knowledge, skills and abilities of HR to the HR involved in the company's processes or activities to form knowledge-based HR that requires expertise and expertise (Saptarini, 2017; Nurhayati, 2017; Jumadi *et al*, 2018; Setiawan, 2017).

At present the competition between companies in the globalization era is increasingly sharp where a company must be prosecuted to continuously develop their human resources proactively, so that their potential can develop optimally. The employee's own role and leadership are the most important and valuable assets for a company or organization (Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi *et al*, 2018; Purnama, 2013). Social organizations are under the auspices of the government, as stated in the opening of the 1945 Constitution welfare and social justice are the ideals of the Indonesian people. This becomes the main task of the government, where the economy and social welfare become one of the chapters in the Body of the 1945 amendment, and implies giving broad economic and social rights to citizens. State philanthropy must be carried out for those who are unable to work due to poverty, poverty and neglect, so that social welfare can be achieved (Kemsos.go.id)

The government's commitment to the implementation of social welfare to realize social justice, can be seen from the existence of the Ministry of Social Affairs in accordance with Presidential Regulation No. 46 of 2016 concerning the Ministry of Social Affairs, tasked with assisting the President in matters relating to social rehabilitation, social security, social empowerment, social protection, and handling of poor people (Kemsos.go.id). In carrying out this task, the Ministry of Social Affairs is required to carry it out in accordance with the principles of good governance. In accordance with Law Number 28 of 1999 concerning State Administration that is Clean and Corruption-Free, Collusion and Nepotism, it is stated that one of the principles of implementing good governance is the principle of accountability (Kemsos.go.id). As a Ministry in charge of social affairs, the Ministry of Social Affairs has a strategic role in the implementation of social welfare, which aims to: improve the level of welfare, quality, and survival; restore social functions in order to achieve independence; increase social resilience of the community in preventing and dealing with social welfare

problems; increase the ability, care, and social responsibility of the business community and the community in the implementation of social welfare in an institutionalized and sustainable manner; and improve the quality of management of the implementation of social welfare. The following are data on welfare institutions spread throughout Indonesia based on data from the social ministry (Kemosos.go.id)

According (Soelton and Nugrahati, 2018; Saptarini, 2017; Nurhayati, 2017; Jumadi et al, 2018; Setiawan, 2017): The role of good work engagement is one of the factors that most determine a company's success or the Social Welfare Institution (LKS). Employee work engagement is a problem that is often discussed by companies in recent years because the employee engagement is very important to see the long-term development of the company. Employees with high work involvement can increase customer loyalty, increase sales, increase company profits. A survey conducted by (Gallup Consulting, 2013); explains that employees who fully engage with their work usually only take place in the first 6 months. It was found that as many as 40% of employees became engaged and 8% completely took their hands off their work after 6 months of work. Even after the first 6 months period, employee engagement levels declined to 10 years of service. And in the end their engagement shrank to a static level. Furthermore, a survey conducted by a number of consulting companies explained that although employees who were treated continued to show caring behavior towards the organization and their work, they felt that their abilities did not match the assigned tasks. employees who have low organizational commitment will decrease employee performance and will cause turnover intention (Soelton and Ramli, 2019; Mugiono et al, 2020; Nanda et al, 2020).

Social Welfare Institution at Gayo Lues at the research institute found that caregivers who were looked after were shown to have low work engagement behaviors when caring for both supervising, motivating, giving lessons, and also in the consumption section, there are often complaints when there is additional work. Caregivers tend to be willing to work overtime because of orders rather than because there is work to be done, less enthusiasm for the work done. These characteristics are consistent with a survey conducted by (Soelton et al, 2020; Gallup Consulting, 2013) by linking engagement behavior through turnover, productivity, profitability, security at work, and absenteeism of employees.

## II. LITERATURE REVIEW

### 2.1 Psychology Meaningfulness

According to (Kahn, 2013); Psychological Meanings are feelings received from the results of the use of physical, cognitive, and emotional energy. Hope he can help and be valuable to his organization. Psychological meaningfulness refers to the feeling that a person receives a return on one's own investment in a physical, cognitive or emotional energy currency (Kahn, 2013). Personal meaningfulness that arises is due to the characteristics of work that are consistent with the goals, expectations, and self-values, forming meaningfulness to the individual, which leads to better job attachment. The suitability of job characteristics can affect the meaningfulness felt by someone.

Job characteristics that are in line with one's psychological condition are considered valuable to them, creating deep meaning that triggers enthusiasm for work, increasing responsibility and quality of work, find it difficult to become a separate formwork. This is because work has been considered as part of the meaning of life when someone feels a high psychological meaningfulness, then the attachment to work will increase. High morale, feeling proud of work, and finding difficulties in separating from work are characteristics of someone who has a high work attachment. In line with the results of research by (Soelton and Ramli, 2018; May, Gilson, and Harter, 2004; Hackman and Oldham, 2006).

Indicators of psychological meaningfulness According to Kahn (2013), recognition of the organization, one's contribution, and challenges that exist in the work.

1. **Recognition** is the belief that one's efforts are recognized by the organization. thereby producing perceived meaningfulness (Brown and Leigh, 2015). That is when an employee feels valued by the organization when their achievements and hard work are recognized. This recognition will make them more motivated and more involved in their work.

2. **The perception of meaningful contribution** will be someone's perception of how their work has a significant impact on the organization in general, which allows them to identify with the role of work. Feelings that one's work or contribution positively influences the organization (Brown and Leigh, 2015). That is when an employee feels that they are contributing to the progress or development of an organization that they feel is meaningful.

3. **A challenge** is when an employee feels the need to use emotional, physical, and cognitive resources in their work so that they have personal growth in the organization (Brown and Leigh, 2015). Employees must feel that their work requires them to exert more effort and be creative and resourceful in carrying out the tasks assigned to them. Only then can they feel challenged and have a sense of personal growth.

## 2.2. Job Insecurity

According to (Suzabar, 2020; Mugiono, 2020; Greenhalgh and Rosenblatt, 2013), Job Insecurity is the powerlessness to maintain job continuity due to safety considerations from work. Meanwhile (Sverke and Hellgren, 2014), said that Job Insecurity is the insecurity that is felt by someone about the continuation of work and important aspects related to the work itself. While (Sverke and Hellgren, 2014) revealed that Work Insecurity is a subjective opinion of someone about a discussion or event that attracts work in the place of work. (Greenhalgh and Rosenblatt, 2013), stated that Job Insecurity is the powerlessness to maintain the desired sustainability in threatened work conditions including changes in organizations. The results of research conducted by (Sverke, Hellgren and Naswal (in Utami, 2015) found that Job Insecurity has several impacts on employees and organizations in the short and long term. According to him, in the short term Job Insecurity will have an impact on Job Satisfaction, job involvement, organizational commitment, and trust in leaders. In the long run it will have an impact on physical health, mental health, work performance, and turnover. Job Insecurity relates to individual perceptions and concerns about the potential for sudden job loss (De Witte 2013). (Greenhalgh and Rosenblatt (2014) define Job Insecurity as a feeling of losing control to maintain the continuity of work in a threatening situation. Job Insecurity arises based on individual perceptions and interpretations of the current work environment. This shows that an individual's subjective experience arises as a result of the real threat he faces in the work environment through cognitive processes (Borg and Elizur, 2011). Based on the understanding from the experts above it can be concluded that Job Insecurity is a feeling of insecurity, anxiety, and worry, as well as a sense of helplessness experienced by employees of the situation in the organization at work for the continuity of work in the future.

(Kelvin and Indriantoro, 2013) based on the results of previous studies add that the dimensions of Job Insecurity are as follows:

1. **Conditions of work.** Is a work environment that is less supportive and the high workload felt by individuals at work.
2. **Career development.** Is the level where individuals find it difficult to develop a career and there is uncertainty about the career path of individuals in an organization or company.
3. **Role conflict.** When an individual is confronted with different role expectations, the result is role conflict (Role Conflict). This conflict arises when an individual discovers that fulfilling one role's requirements can make it more difficult to fulfill another role. At an extreme level, this can include situations where two or more role expectations conflict with one another. This dimension is a conflict between duties and responsibilities and company demands that are felt to conflict with employees' responsibilities at work.
4. **Unclear role.** Such as unclear duties, authority, and responsibility for work.
5. **Organizational change.** Is a variety of events that can potentially affect employee attitudes and perceptions so that it can cause significant changes in the organization. These incidents include mergers, downsizing, reorganization, new technology and management changes that occur within an organization.
6. **Locus of Control.** It is the degree to which individuals believe that they are determinants of their own destiny. Internals are individuals who believe that they are in control of whatever happens to them. Externals are individuals who believe that whatever happens to them is controlled by outside forces such as luck or opportunity. The locus of control is an indicator of core self-evaluation because individuals who think that they lack control over their lives tend to lack confidence.

## 2.3. Employee Empowerment

To understand the meaning and meaning of employee empowerment, researchers try to understand in terms of language literacy first. (Vacharakiat, 2013) explains that the meaning of "Empower" is a form of organizational strength and effectiveness that is becoming increasingly developed as a result of the division of authority and control by being superior to subordinates or subordinates. The division of power and control ultimately becomes a method for increasing decision-making abilities at a low level in the organization and enriching the work experience of employees (Moye and Hekin, 2012).

(Conger and Kanungo, 2014), defines employee empowerment as a whole as a process to increase the ability of self in each member of the organization by identifying conditions that tend to weaken members and then get rid of those conditions by combining organizational formal practices and informal techniques that proven to be able to add information about improving individual abilities (Ungboro, 2016).

According (Nurhayati *et al*, 2017; Soelton and Atnani, 2018; Spreitzer, 2015) in his research formulated four important dimensions or core that formed the psychological empowerment of employees, which included:

### 1. **Meaning**

Feelings where someone has successfully understood the work and activities needed to complete the work. At this stage a person will appreciate and understand the meaning of the value of his work goals in accordance with idealism and standards set personally by himself.

## 2. Competence

Competence is one's trust in one's ability to do a job using the expertise they have. Competence can be analogous to employee confidence, personal mastery, or an effort to do the job in accordance with what is expected.

## 3. Self-determination

Self-determination is a condition where a person feels he has control of choice in starting and managing his own work. Thus, this self-determination is a reflection of the autonomy of an individual in his behavior starting and continuing work and undergoing work processes. Examples of self-determination at work are: making your own decisions about the work methods to be used, the pace of work, and the effort to be made.

## 4. Impact

Is the level where a person can exert influence in terms of strategy, administration, or operation of the work in the company. These four dimensions become an inseparable construction in a unified implication of employee empowerment in the company. (Spreitzer, 2015) then concludes psychological empowerment as an employee's trust at the level where they will influence the work environment, competence, meaning of their own work, and a sense of autonomy received.

## 2.4. Organizational Commitment

According to (Soelton *et al.*, 2019; Arijanto *et al.*, 2018; Nurhayati, 2017); that organizational commitment is a condition where an employee in a particular organization, has the intention and desire to maintain membership and involvement in the organization. And according to (Sopiah, 2008) said that a form of commitment that appears not only is passive loyalty, but also involves an active relationship with work organizations that have the goal of giving all efforts for the success of the organization concerned. According to (Greenberg and Baron, Wibowo, 2015) organizational commitment as a level where individuals identify and engage with the organization or do not want to leave it. According to (Newstrom and Wibowo, 2015) it provides the same understanding between Organizational Commitment and Employee Loyalty, which is part of a level where workers identify with the organization and want to continue actively participating in it. Workers identify with the organization showing that workers mix well and in accordance with organizational ethics and expectations that they experience a feeling of oneness with the company. Meanwhile, other opinions according to (Schermerhorn, Hunt, Osborn, and Uhl-Bien, 2015) suggest that organizational commitment is the level of loyalty felt by individuals to the organization.

In line with the above opinion, (Allen and Meyer, 2013) divide organizational commitment into three dimensions, namely:

1. **Affective Commitment** relating to the emotional relationship of members to their organizations, identification with the organization, and involvement of members with activities in the organization. Members of the organization with high affective commitment will continue to be members of the organization because they have this desire.
2. **Continuance Commitment** related to the awareness of organizational members will suffer losses if they leave the organization. Members of an organization with high continuance commitment will continue to be members of the organization because they have the need to become members of the organization.
3. **Normative Commitment** describes the feeling of attachment to continue to be in the organization. Members of the organization with high normative commitment will continue to be members in the organization because they feel they must be in the organization.

## 2.5. Work Engagement

According to (Schaufeli, Salanova, Gonzalez-Roman, Bakker, 2002) defines Work Engagement as positivity, the fulfillment of work from the center of mind that is characterized, Work engagement is a motivation and a positive center of thought related to work characterized by vigor, dedication and absorption. So a person who is characterized by these three is someone who has engaged in working.

According (Robbins, 2003; Schaufeli, 2011; Soelton and Atmani, 2018; Willmar, 2015) : So provides a definition of work engagement wherein an employee is said to be a work engagement in his work if the employee can identify themselves psychologically with his work, and considers his performance important for himself, other than for the organization. Employees with high work engagement strongly favor the type of work done and truly care about that type of work. that is meant that a person who has engagement is to devote from physical and psychological at work.

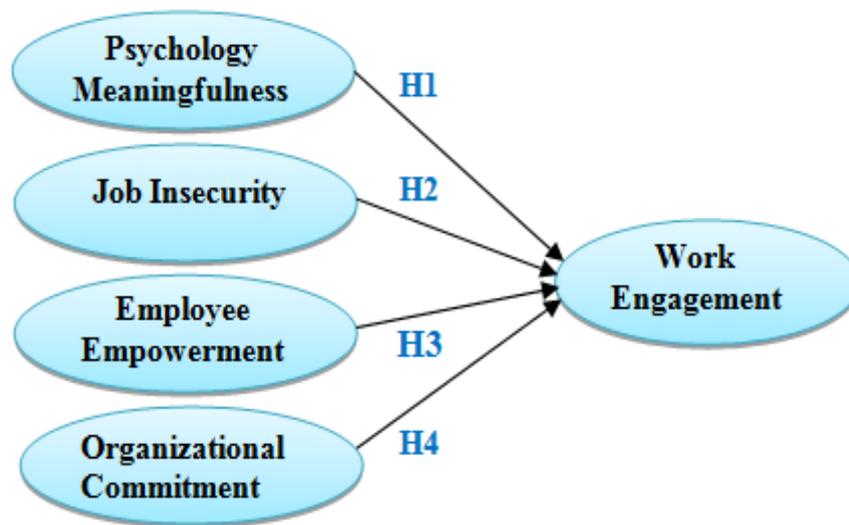
In brief (Schaufeli, Salanova, Gonzales-Roma, and Bakker, 2002) explain the dimensions contained in work engagement:

1. Vigor, is a strong outpouring of energy and mentality during work, the courage to try hard to *complete* a job, and persevering in the face of work difficulties. Also the willingness to invest all efforts in a job, and persevere despite difficulties.
2. Dedication, feel very involved in a job and experience a sense of meaningfulness, enthusiasm, pride, inspiration and challenges.
3. Absorption, at work, employees are always full of concentration and serious about a job. At work, time passes quickly and finds it difficult to separate from work.

**Conceptual Framework**

According to (Saunders et al, 2007), “A conceptual framework indicates how the researcher views the concept involved in a study, especially the relationship among concepts”. It can guide research by providing an illustration of theoretical constructs and variables of interest. Designing a conceptual model begins with conducting a thorough review of the literature. Peer-reviewed journal articles, books/monographs, conference papers, theses/dissertations and other relevant references have investigated for conducting this research. Therefore, researchers have developed a conceptual framework based on the causes and influencing factors of productivity.

Based on the previous findings of theoretical literature and the need for more studies, below is the proposed research framework for this study.



**Figure 1 Research Paradigm**

Regarding the previous, the following hypotheses are proposed:

- H1 : Psychological Meaningfulness has a positive influence on Work Engagement
- H2 : Job Insecurity has a positive influence on Work Engagement
- H3 : Employee Empowerment has a positive influence on Work Engagement
- H4 : Commitment Organizational has a positive influence on Work Engagement

**III. METHODOLOGY**

The design of this study was based on research methods. In this research, research design is used as a type of causal research. The causal research design is useful for analyzing the relationships between one variable and another. The design of causal relations "causal" relations. According to (Sugiyono, 2014) is looking at the relationship of variables to objects that relate more Cause and effect, so that in his research there are independent variables (variables that affect) and dependent variables (variables that affect).

The formulation and purpose of this study are to describe and reveal the interrelationship between the research variables explained above. In this study, the authors used quantitative descriptive analysis, involving PLS 3.0 software. To facilitate research on collected data.

That was done to 50 respondents using a quantitative descriptive approach. The approach used in this research is Structural Equation Model (SEM) with Smart-PLS analysis tools 3.0. The attempt of this validity testing is to find out the eligible of the selected items including the overall data collection process. The results of the validity test are as follows:

**Table 1: Convergent Validity Test Results**

Variable	Dimension	Indicator	Outer Loading	Remarks
<b>Psychology Meaningfulness</b>	<ul style="list-style-type: none"> <li>Positive meaning</li> <li>Meaning through work</li> <li>Better motivation</li> </ul>	PM2	0.609	Valid
		PM3	0.783	Valid
		PM4	0.737	Valid
		PM5	0.755	Valid
		PM7	0.825	Valid
		PM8	0.816	Valid
		PM9	0.800	Valid
<b>Job Insecurity</b>	<ul style="list-style-type: none"> <li>Locus of Control</li> <li>Conditions of work</li> <li>Career development</li> <li>Role conflict</li> <li>Unclear role</li> <li>Organizational change</li> </ul>	J12	0.694	Valid
		J13	0.693	Valid
		J14	0.660	Valid
		J16	0.821	Valid
		J17	0.905	Valid
		J18	0.821	Valid
<b>Employee Empowerment</b>	<ul style="list-style-type: none"> <li>Meaning</li> <li>Competence</li> <li>Self-determination</li> <li>Impact</li> </ul>	EE1	0.907	Valid
		EE2	0.863	Valid
		EE3	0.863	Valid
		EE5	0.562	Valid
<b>Organizational Commitment</b>	<ul style="list-style-type: none"> <li>Affective Commitment</li> <li>Continuance Commitment</li> <li>Normative Commitment</li> </ul>	OC1	0.761	Valid
		OC2	0.776	Valid
		OC3	0.785	Valid
		OC5	0.857	Valid
		OC6	0.813	Valid
		OC7	0.799	Valid
<b>Work Engagement</b>	<ul style="list-style-type: none"> <li>Vigor</li> <li>Dedication</li> <li>Absorption</li> </ul>	WE1	0.622	Valid
		WE2	0.622	Valid
		WE3	0.744	Valid
		WE4	0.584	Valid
		WE5	0.833	Valid
		WE6	0.858	Valid
WE9	0.667	Valid		

Source: Output PLS (2020)

The results of the modification of the convergent validity test in Table 1 can be seen that all indicators have met the convergent validity because it has a loading factor value above 0.70

The reliability test of this research data is using Cronbach's Alpha coefficient method. The Cronbach's Alpha coefficient is the reliability coefficient that are most commonly used because the coefficient will indicate the variance of items with either correct or incorrect format such as Likert scale format.

The criteria of determining a valid item and having a reliable value that can be accepted are based on the table described below:

**Table 2: Standard Criteria of Validity and Reliability Research**

Description	Reliability	Validity
Good	0.8	0.5
Acceptable	0.7	0.3
Marginal	0.6	0.2
Poor	0.5	0.1

Source: Barker, Pistrang dan, Elliot (2002:70)

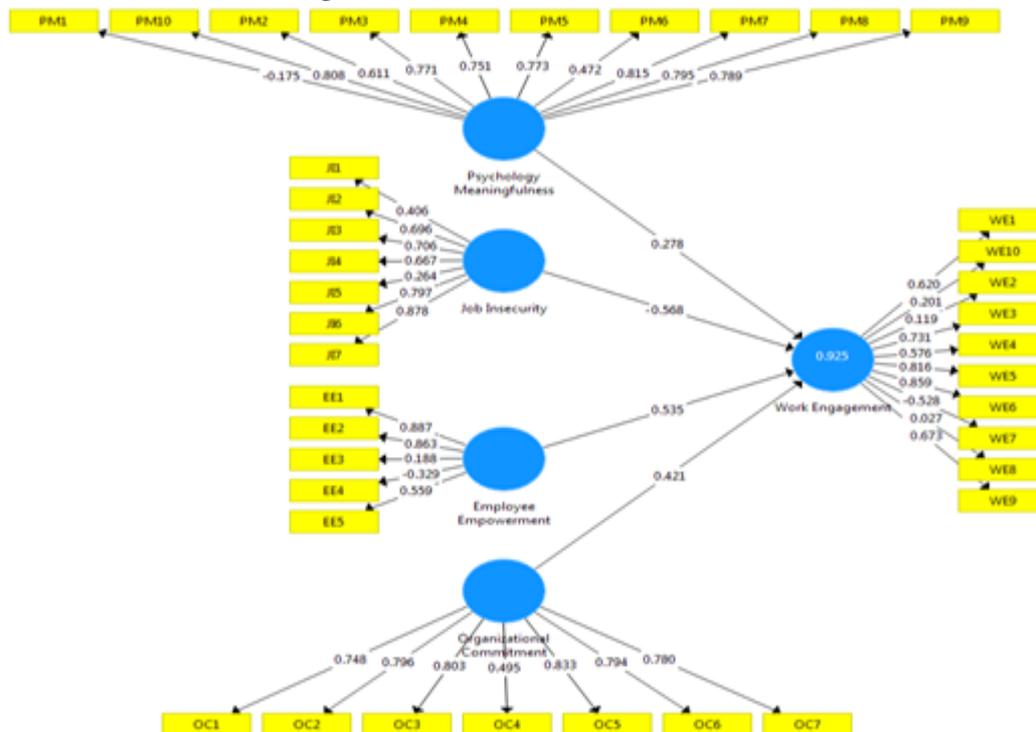
**Table 3: Reliable Test Result**

Variable	Cronbach Alpha's	Composite Reliability	Remarks
Employee Empowerment	0.759	0.829	Reliable
Job Insecurity	0.814	0.871	Reliable
Organizational Commitment	0.887	0.914	Reliable
Psychology Meaningfulness	0.901	0.921	Reliable
Work Engagement	0.746	0.795	Reliable

Source: Output PLS, 2020

Based on Table 3, the results of composite and alpha cronbach reliability tests showed satisfactory values, because all latent variables had composite and alpha cronbach  $\geq 0.70$  values. This means that all latent variables are agreed to be reliable.

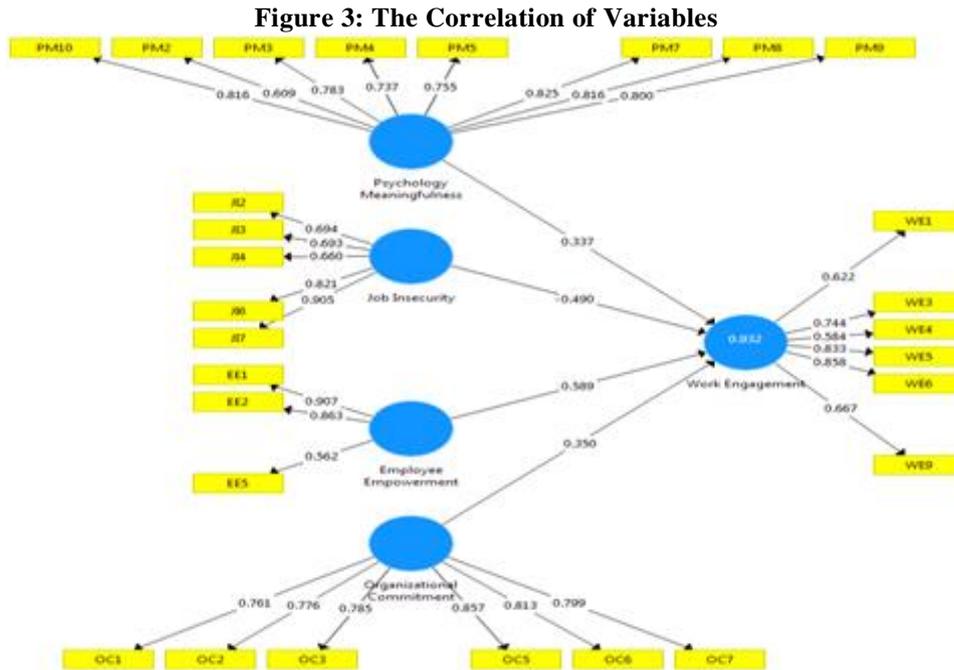
**Figure 2: The Correlation of Variables**



Source: From Data Processing (2019)

Based on Table 4.10 and Figure 4.1 above, it appears that indicators PM1, PM6, JI1, JI5, EE3, EE4, OC4, WE7, WE8, and WE10 have a factor loading value of less than 0.70. Therefore, the indicator will be removed from the model.

The following results are the output of the indicator removal and recalculation:



Source: Output PLS

The results of the modification of the convergent validity test in Figure 3, can be seen that all indicators meet the convergent validity because it has a loading factor value above 0.70.

**IV. RESULT AND DISCUSSION**

The measurement model of analysis above shows the link between manifest variables (indicators) and each of the latent variables. The analysis of the measurement model is to test the validity and reliability of each of the dimensions and the indicators utilized to measure the variables constructed earlier. The analysis of the measurement model describe that the value of discriminant validity is by looking at the value of square root of Average Variance Extracted (AVE) with the suggestion value above 0,5, loading factor (>0.5), and constructed Composite Validity and Reliability (Cronbach’s Alpha >0.70). Therefore, the conclusion of the dimensions and indicators which are classified as reliable earlier are showed below:

**Table 4: Goodness of Fit Model (GOF)**

Variable	AVE	Composite Reliability	Cronbach’s Alpha	R Square
Employee Empowerment	0.626	0.829	0.759	-
Job Insecurity	0.578	0.871	0.814	-
Organizational Commitment	0.639	0.914	0.887	-
Psychology Meaningfulness	0.593	0.921	0.901	-
Work Engagement	0.542	0.795	0.746	0.932

Source: Form data processing (2019)

Predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.538)(1 - 0.729)$$

$$Q^2 = 1 - (0.462)(0.271)$$

$$Q^2 = 0.8748$$

From the above Goodness of Fit table it pointed out that the value of R2 shows that the criteria are strong, with a large Q value, it can be concluded that the proposed model is supported by empirical research which is quite suitable. Likewise, the AVE values are > 0.5, indicating that all variables in the model are

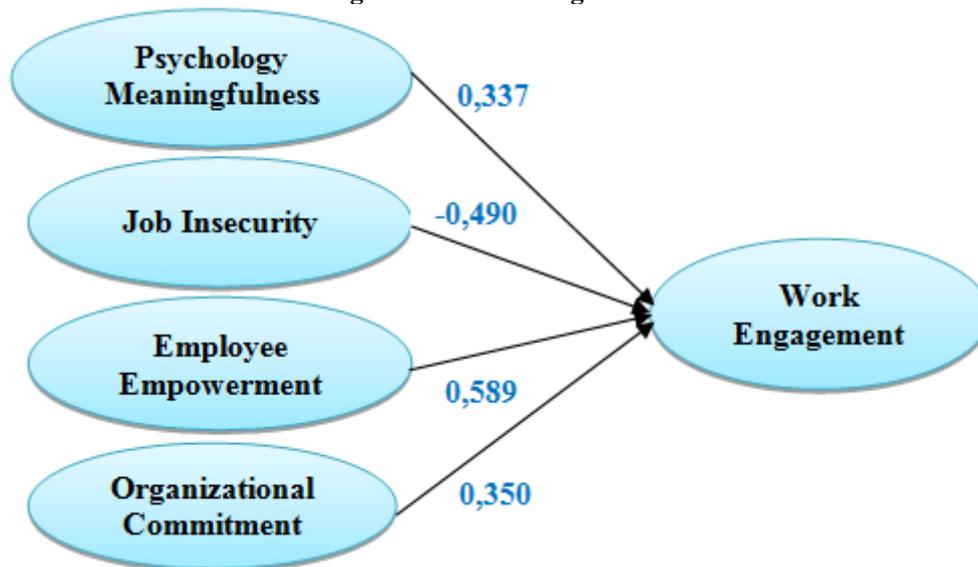
estimated to meet the Discriminant validity criteria. The value of Composite Reliability and Cronbach's Alpha for each variable is > 0.70 (above 0.70) meaning that all variables studied are classified as reliable.

**Table 5: Hypothesis Testing Results**

	Original Sample	Standard Deviation	T-Statistics	P Values	Conclusion
<i>Employee Empowerment</i> → <i>Work Engagement</i>	0.589	0.104	5.682	0.000	<b>Positive – Significant</b>
<i>Job Insecurity</i> → <i>Work Engagement</i>	-0.490	0.129	3.799	0.000	<b>Negative – Significant</b>
<i>Organizational Commitment</i> → <i>Work Engagement</i>	0.350	0.157	2.236	0.001	<b>Positive – Significant</b>
<i>Psychology Meaningfulness</i> → <i>Work Engagement</i>	0.337	0.166	2.032	0.012	<b>Positive – Significant</b>

Source: Form data processing (2019)

**Figure 4: The Testing Result**



Source: Form data processing (2020)

Based on the testing result above, the research variables indicated that There is a positive influence of Psychology's Meaning, Employee Empowerment, Organizational Commitment on Work Engagement and There is a negative influence of Job Insecurity on Work Engagement.

**1. Effect of Psychology's Meaning on Work Engagement.**

The results of this study indicate psychological meaningfulness is a feeling received from the results of the use of physical, cognitive, and emotional energy. Someone feels himself meaningful if he is useful and valuable to his organization. From the results of research by (Rothmann and Hamukang'andu, 2013; Stephen and Julita, 2013; Sayed and Abed, 2018; Rothmann and Baumann, 2014) state that psychology meaningfulness has a positive effect towards work engagement.

**2. Effect of Job Insecurity on Work Engagement.**

Job Insecurity is the powerlessness to maintain the desired sustainability in threatened work conditions including changes in the organization. The existence of insecurity at work, will reduce the employee's attachment to work. Job Insecurity has several short-term and long-term impacts on employees and the organization. From the results of the research of (Park and Ono, 2016; Guarnaccia and Scrima, 2016; Ardy, 2018; Hashish, Abdell and Mousa, 2018); stated that job insecurity affected negative towards work engagement.

### **3. Effect of Employee Empowerment on Work Engagement**

The results of this study indicate the higher the empowerment of employees, it will increase work engagement. The better management activities related to leadership practices on empowering employees who support each other, then it can make the organization more competitive in the goals and focus of the organization. From the research results of (Rudyanto and Lyly, 2016; Saleem, Iqbal and Amin, 2018; Natrajan, Sanjeev and Singh, 2019); stated that employee empowerment had a positive effect on work engagement.

### **4. Effect of Organizational Commitment on Work Engagement**

This research shows a form of commitment that arises not only in the nature of passive loyalty, but also involves an active relationship with work organizations that have the goal of making every effort for organizational success. This shows a high organizational commitment, will increase work engagement in the organization. From the results of (Kurniawati, Sunaryo and Khoirul, 2019; Winarno and Hermana, 2019; Liu and Huang, 2019; Aktar and Pangil, 2018); states that organizational commitment has a positive effect on work engagement.

## **V. CONCLUSION AND RECOMMENDATION**

### **5.1. Conclusion**

This study tries to analyze variables related to psychological meaningfulness, job insecurity, employee empowerment, organizational commitment, and work engagement. The results of this study were obtained from research on employees of the Social Welfare Institution at Gayo Lues. From the results of calculations in this study, the following conclusions can be drawn:

1. Psychological meaningfulness has a significant positive effect on work engagement among employees of the Social Welfare Institution at Gayo Lues. This means that the higher the level of psychological meaningfulness that tends to feel itself useful and valuable in the company, the higher the level of work engagement.
2. Job insecurity has a significant negative effect on work engagement for employees of the Social Welfare Institution at Gayo Lues. This means that if someone's level of inequality at work gets higher, so will the lower level of work engagement that exists.
3. Employee empowerment has a significant positive effect on work engagement on employees of the Social Welfare Institution at Gayo Lues. This means that the greater the employee empowerment of a company, the higher the effect on work engagement.
4. Organizational commitment has a significant positive effect on work engagement among employees of the Social Welfare Institution at Gayo Lues. This means that the higher the organizational commitment a person feels at work, the higher the level of work engagement will result.

### **5.2. Recommendation**

Based on the conclusions above, it can be put forward some suggestions that are taken into consideration for the Social Welfare Institution at Gayo Lues or for future researchers:

#### **1. Suggestions for companies Social Welfare Institutions (LKS)**

- 1) The Social Welfare Institution at Gayo Lues must instill a sense of usefulness and worth in the caregiver himself, so that the caregiver works to meet the desires of the organization and the desires of themselves.
- 2) Social Welfare Institution at Gayo Lues should provide guarantees and training, to reduce insecurity and errors in work.
- 3) In increasing empowerment, caregiver activities can be done by the caregivers.
- 4) Social Welfare Institution at Gayo Lues should have organizational commitment by providing salaries in accordance with work and evaluating the performance of caregivers.
- 5) Social Welfare Institution at Gayo Lues must increase work attachment to caregivers, such as instilling pride in the work I do by caregivers.

### **2. Further Research Suggestions**

This study aims to examine and analyze the influence of Psychological Meaningfulness, Job Insecurity, Employee Empowerment, Commitment Organizational on Work Engagement. The results of this study are that Psychological Meaningfulness, Employee Empowerment, Organizational commitment has a significant positive effect on Work Engagement, and only Job Insecurity has a significant negative effect on Work Engagement. According to the hypothesis we developed, we can look for it in the future with a variety of variables and more population.

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