

The effect of employee engagement on job satisfaction and intention to resign

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ABSTRACT: The primary goal of this research was to find out how employee engagement affects Job Satisfaction and Intention to Quit. This study is a modification of the previous research, namely "How employee engagement mediates the influence of individual factors toward organizational commitment." However, the previous research only examined how employee engagement mediates Individual Factors on Organizational Commitment, so in this study, researchers further explored the extent to which employee engagement mediates Individual factors on Job Satisfaction and Intention to Quit. Besides, it was previous research conducted on employees of the MICE Industry in Indonesia. The study does conduct on permanent employees working in the Iconic Multipurpose Area of Tangerang - Indonesia. The survey used the purposive sampling method on 195 permanent employee respondents, and the research was conducted in a quantitative study using the Structural Equation Model (SEM) method. This study's findings were that employee engagement positively affects job satisfaction but does not directly affect Intention to Quit.

Keywords: Employee engagement, Individual Factor, Organizational Commitment, Job Satisfaction, Intention to Quit.

I. INTRODUCTION

Human Resources (HR) do practitioners position employees as an essential asset in the organization. They are considered crucial in supporting organizational goals (Anindita & Seda, 2019). The importance of reliable human resources in an organization, especially in this era of globalization, requires high productivity levels. Therefore, organizations need proactive, have high initiative, and have complete responsibility for the company's development and career. Besides, companies also need energetic and dedicated employees, namely employees who have engagement in carrying out their work (Bakker & Leiter, 2010).

Engagement does define as the status of an employee's attachment to the work environment or company where he works. That is a condition in which an employee feels that he has an extraordinary bond with his work environment. Therefore, the employee will voluntarily do anything for his company's progress by continuing to contribute optimally. In a study conducted by William & Kahn (1990), the notion of engagement is the center of self-affective work that reflects employee personal satisfaction and the affirmation they get from working and being part of an organization. Thus, it will be related to employee psychology. Andrew & Sofian (2012) Engagement is a positive thing in an organization and can influence other dimensions, including Job Satisfaction, Organizational Commitment, Intention to Quit, and Organizational Citizenship Behavior. Engagement refers to a severe and consistent state of feeling and thinking that focuses not only on specific objects, events, individuals, or behaviors.

In some literature, it does state that employee engagement is needed to improve the performance and productivity of an organization (Allen & Meyer, 1990; Saks, 2006; Johnson, 2006; Bakker & Leiter, 2010; Kingcade, 2010; Markos & Sridevi, 2010; Jaros, 2015). Employees who have engagement will motivate themselves to improve their performance at a higher level. This energy is in the form of Affective Commitment and high normative Commitment to the organization (Andrew & Sofian, 2012; Albdour & Altarawneh, 2014; Jones, 2018). Thus, Organizational Commitment is a form of the psychological relationship between employees and their organization (Meyer and Herscovitch, 2001). In other studies, Thus was found that Organizational Commitment continues to adapt and innovate in every change to implement the corporate strategy (Zulkarnain and Hadiyani, 2014). Employees committed will be more motivated to do a better job and feel more satisfied than others (Sohail, Safdar, Saleem, Ansar, & Azeem, 2014).

Employee engagement does often discuss by companies (Saks, 2006). Employee engagement is a positive employee attitude. This behavior significantly affects job satisfaction and can improve employee mental health (Pelit, 2011; Spreitzer, 2015). Employee engagement can also increase communication intensity between employees, create job satisfaction, and reduce employee intention to quit (Lu, Gursay, & Neale, 2015; Kang & Sung, 2017; Moosa, 2019; Lea & Schumann, 2020). A good organization always pays attention to various aspects, one of which is the level of job satisfaction because when employees are satisfied with their work, they will provide maximum input to achieve organizational goals (Tepper, Duffy, Hoobler, & Ensley, 2004; Abid, Zahra, & Ahmed, 2016). Maintaining employees is reliable in the organization. It can also consider that work support factors and concern for employees can reduce employee intentions to leave (Brummel, 2015).

Evidence demonstrating a correlation between employee engagement and job satisfaction together with lower intentions to quit has been examined extensively in Europe. However, along with the relatively rapid development of the industry in Indonesia, this research is feasible to be carried out to provide an overview for business actors to improve employee performance. In an organization (Saks, 2006). This study uses the same framework as previous research (Anindita and Seda, 2019), namely, how employee engagement mediates individual factors' influence on organizational commitment. It adds job satisfaction and intention to Quit variables.

This research sought to find the correlation between work satisfaction and employee intention to quit in the Tangerang, Indonesia, Iconic Multipurpose Area. So theoretically, it can improve management's understanding of employee engagement and empower employees in their work environment to be more productive.

II. LITERATURE REVIEW

Individual Factor

The most substantial stimulus in creating Employee Engagement is a feeling of significance and overall inclusiveness among employees. Several things can make this component, namely: first, there is an employee engagement in decision making; second, employees feel free to express their opinions, in this case, supervisors listen to their point of view so that employees feel they have contributed to the company; third, employees are allowed to develop themselves related to their work; fourth, the organization pays special attention to the welfare and health of its employees (Saks, 2006).

Several points mentioned in other researches. Employee engagement does categorize into two things: attachment to individual factors and attachment to organizational factors. First, the particular factors referred to in employee engagement are behaviors that can motivate individual employees to perform their functions at work to be maximally involved in their work. Secondly, what is meant by organizational factors are stimuli formed within the organization to demand better employee performance. (Andrew & Sofian, 2012). Then the individual factor components must be appropriately handled through a more appropriate approach so that employees can be fully involved in carrying out their work (Markos & Sridevi, 2010)

Employee Engagement

Saks (2006) defines Employee Engagement based on how individuals pay their full attention in carrying out their roles. Employee Engagement is an employee's commitment to their roles and responsibilities in their work. In this case, individual psychological, cognitive, and emotional feelings provide optimal performance in carrying out their responsible work (William & Kahn, 1990). Commitment to the organization is influenced by several factors, either emotionally or rationally, directly related to work and work experience (Zulkarnain and Hadiyani, 2014).

Organizational Commitment

Organizational commitment is defined as a psychological form of the relationship between employees and their organizations and strongly influences how far employees stay (Allen & Meyer, 1990; Imron and Syah, 2020). Zulkarnain and Hadiyani (2014) also supported this, which states that organizational commitment and employee engagement contribute to employee readiness to change. Organizational commitment does influence by the level of Employee Engagement they have. The higher a person's Employee Engagement, the higher the Organizational Commitment between employees (Anindita and Seda, 2019).

Job Satisfaction

Employee job satisfaction does measure an employee's attempt to give the most excellent performance while at work. (Sohail et al., 2014; Aprilida et al., 2019; Syah et al., 2020). Job satisfaction does the calculation in different ways, such as work engagement, work commitment, etc. Job satisfaction means how employees do their jobs. If employees are satisfied, they also enjoy their work. Employee empowerment leads to job satisfaction, improving their mental health (Pelit, 2011; Spreitzer, 2015). Satisfied employees will provide total input to achieve organizational goals, supervisor support, and peer support. They will also affect employee psychology, engaged and committed employees are satisfied with their work (Tepper et al., 2004).

Intention to Quit

Intention to quit does define as a form of employee intention to leave their job. Many factors can affect employee thinking about work, such as working conditions, coworker support, superiors' support (Saks, 2006). In other studies, supportive work environment factors can reduce employees' intention to quit. If employees are happy with their work environment, they are more enthusiastic in self-development and can provide maximum input (Abid et al., 2016). Other factors such as work attention or concern for employees can reduce employee turnover intentions (Brummel, 2015).

III. HYPOTHESIS OF VARIABLE RELATIONSHIPS

Individual Factor Relationship and Employee Engagement

In increasing employee engagement, several essential factors include encouraging employees to work effectively and efficiently. In the end, they can be fully involved in their work. Some researchers focus on driving factors through individual factors, while several factors that influence employees are communication between employees, employee development, and support from superiors (Saks, 2006). Other research results indicate that high individual factors positively affect employee engagement (Andrew and Sofian, 2012). Then the following hypothesis is built:

H1. High individual factor has a positive effect on employee engagement.

Employee Engagement and Organizational Commitment Relationships

High employee engagement can increase organizational commitment and vice versa. Employees who are not involved in discussions and interactions within a company have low employee engagement. Therefore, every employee needs to have employee engagement in carrying out their work because, with high employee engagement, employees are more enthusiastic about doing their job (Bakker and Leiter, 2010). The results of previous studies showed a positive relationship between employee engagement and organizational Commitment (Saks, 2006). Other studies also show the influence of employee engagement on organizational commitment. When employees have an outstanding obligation to work, they tend to have emotional strength (Albdour and Altarawneh, 2014). From the recommendations of several studies above, the following hypothesis does build:

H2. There is a positive influence on employee engagement on organizational commitment.

Relationship between Employee Engagement and Job Satisfaction

Employee attachment leads to job satisfaction and affects the intention to stop being lower (Lu et al., 2015; Lea and Schumann, 2020). Recent findings have consistently concluded that employee job involvement is a significant determinant of job satisfaction (Karatepe, 2013). Based on the research recommendations above, the following hypothesis does build:

H3. Employee engagement has a positive effect on Job Satisfaction.

Relationship between Individual Factor and Organizational Commitment

Organizational commitment is a multidimensional concept, which can make employees do something on behalf of the company (Mowday, 1997). The results of other studies show a relationship between individual factors and organizational commitment, which is a consequence of employee engagement. Employees with high individual elements have high organizational commitment. High individual factors influence good employee attendance, communication, employee development, and support from superiors (Andrew & Sofian, 2012; Niaman and Syah, 2019). Based on the preceding, the following hypothesis does build:

H4. Individual factors have a positive influence on organizational commitment.

Organizational Commitment Relationship to Intention to Quit

Commitment to the organization is a form of individual desire to remain a member of an organization. Individuals who stay in the organization will show a higher confidence level than those who intend to leave (Mowday, 1997). Other research results show a negative and significant correlation between organizational commitment and turnover intention (Keebler, 2012; Silaban and Syah, 2018). Based on the research above, the following hypothesis does build:

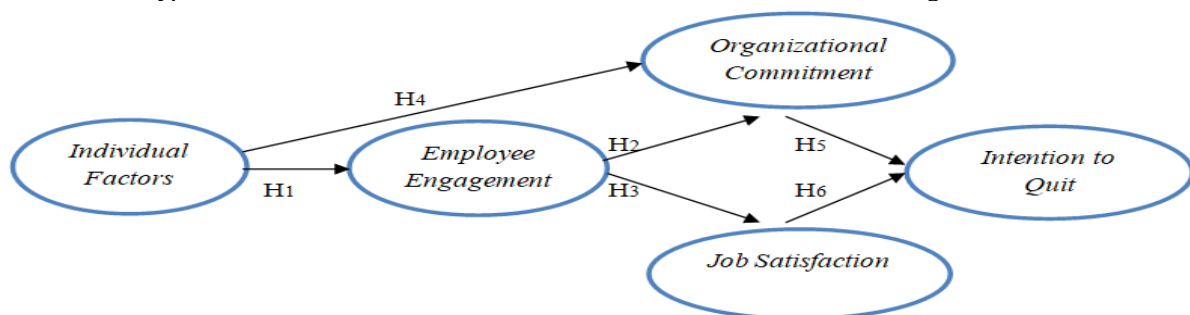
H5. Organizational commitment is negatively related to the Intention to Quit.

Job Satisfaction Relationship with Intention to Quit

Job satisfaction is a factor that is positively related to the intention to quit; according to Lea & Schumann (2020) that higher job satisfaction affects the choice to leave is lower. In other studies, job satisfaction awakens employee enthusiasm to develop and reduces the intention to quit (Moosa, 2019). Based on the research recommendations above, the following hypothesis does build:

H6. Job Satisfaction harms Intention to Quit.

Based on the hypothetical framework above, the research model can do described in Figure 1



Picture 01: Research Model

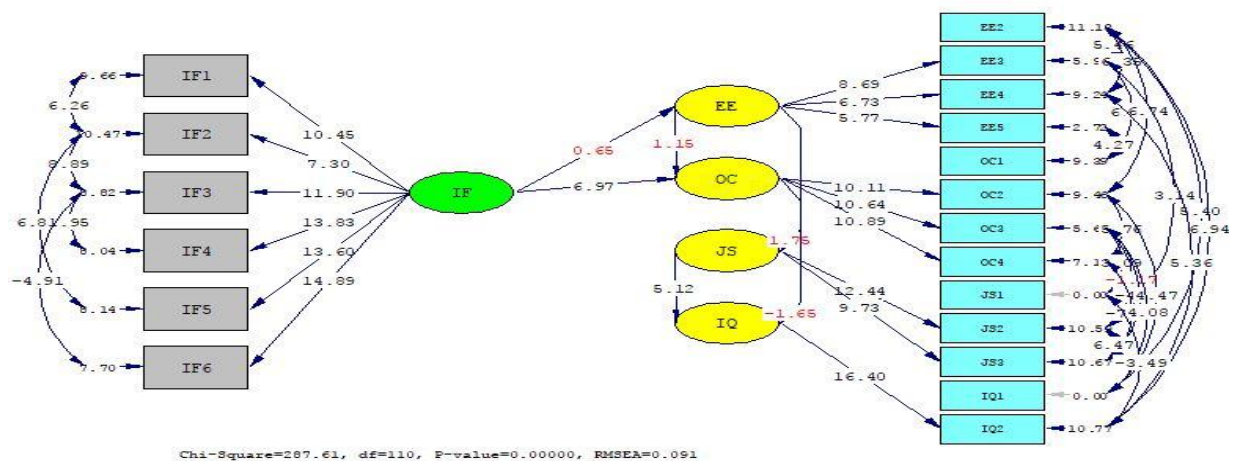
IV. RESEARCH METHODOLOGY

We were collecting data in this study using a survey method by distributing questionnaires directly. The Measurements did make with a Likert scale of 1 - 5 (1 = strongly disagree and 5 = strongly agree). The IF variable from Robinson et al. (2004) adopts the ten questions in that factor. The Employee Engagement (EE) variable does base on the 9-question Survey of Saks (2006), which does take from the 2006 Annual Report from Saks Fifth Avenue. The six questions used by Rhoades et al. (2001) are relevant to this investigation. To derive the variable OC. The Job Satisfaction (JS) variable does adoption Saks (2006), composed of 3 questions, and the Attention to Quit (IQ) variable was assumed from Saks (2006), consisting of 3 queries. The total measurement amounted to 31 questions in the operational variables in attachment two and the questionnaire in attachment 3. This study's respondents conduct purposive sampling in the Iconic Multipurpose Area of Tangerang City - Indonesia, with the sample criteria being those who work and have permanent status. The data collection technique begins with distributing the initial questionnaire (pretest) to 30 respondents. Factor analysis for validity and reliability tests used IBM SPSS 23. In reality, tests do carry out by looking at the Kaiser-Meyer-Olkin (KMO) measurement value and Sampling Adequacy (MSA) Measure. The results of the KMO (0.582 to 0.771) and MSA (0.542 to 0.838) discounts were more significant than 0.5, which means that the factor analysis was appropriate. The identified factors' internal reliability test shows a strong Cronbach's Alpha where the results are between 0.667 to 0.880 because the Cronbach's Alpha value is close to 1, the better (Hair et al., 2014). After analyzing the pretest results from 27 questions, 25 questions were declared valid. All questions on the Individual Factor variable, Employee Engagement, Job Satisfaction, and Intention to Quit variables were all declared valid. Whereas in the Organizational Commitment variable from 6 questions, only four questions were correct. Thus, the number of questions on the research questionnaire totaled 25 questions. The results of the pretest analysis are in Appendix 5 for quantitative analysis using the Lisrel 8.8 SEM (Structural Equation Model) method where the determination of the number of samples is a minimum of 5 times the number of questions (Hair et al., 2014). The number of models used is 195 respondents by considering reserves if there is a discrepancy in filling out the questionnaire.

V. RESULTS

The construct validity and reliability test was carried out based on the recommendation of (Hair et al., 2014) that the measurement of construct validity in this study can be accepted and declared valid, because most of the indicators on each variable have a loading factor value of more than 0.50. However, there are 5 (five) indicators that have a loading factor below 0.50, namely from the Employee Engagement variable (EE1 = 0.49, EE6 = 0.20, EE7 = 0.14, EE8 = 0.12 and EE = 0.19). From the calculation of construct reliability (CR) and variable extracted (VE), it can be said that they meet the overall requirements which are in accordance with Hair et al. (2014) that the value of construct reliability must meet the reliability requirements with a CR above 0.60 and a VE value above 0.50, namely Individual Factor (CR = 0.884; VE = 0.561), Employee Engagement (CR = 0.760; VE = 0.452), Organizational Commitment (CR = 0.863; VE = 0.616), Job Satisfaction (CR = 0.812; VE = 0.591) and Intention to Quit (CR = 0.691; VE = 0.575). About the complete validity and reliability test in Appendix 6.

Based on the suitability test analysis, most of them showed a good fit including $X^2 / df = 2.61$; Degree of freedom = 110; Chi-Square = 327.38; RMSEA = 0.09; ECVI = 2.31; AIC = 447.61; CAIC = 789.45; NFI = 0.89; Critical N = 88.336; and GFI = 0.87. Thus, there is a fit of the overall model (Goodness of Fit). However, there are some at the marginal fit level. The complete data can do seen in Appendix 8. The results do illustrate in the PATH diagram in Figure 2. A hypothesis testing model can do presented, as shown in Table 1.



Picture 2. Result of the T-Value Path Diagram

Table 1. Model Hypothesis Test

Hypothesis	Hypothesis Statement	Nilai T-Value	Explanation
H1	<i>Individual factors affect EE</i>	0,65	The data do not support the hypothesis.
H2	Employee Engagement has a positive effect on OC	1,15	The data do not support the hypothesis.
H3	Employee Engagement has a positive impact on JS	1,75	The data do not support the hypothesis.
H4	Individual factor affects OC	6,97	The data support the theory.
H5	Organizational commitment reduces IQ	-1,65	The data do not support the hypothesis
H6	Job Satisfaction lowers IQ	5,12	The data support the hypothesis

Source: 2020 lisrel processed data

VI. DISCUSSION

This study intends to explore the influence and relationship between Employee Engagement on Job Satisfaction and Intention to Quit. Testing the first hypothesis (H1) shows that Individual Factors are not proven to support Employee Engagement. This study does not always positively affect Employee Engagement, which can happen when this research conducts during the Covid 19 pandemic, where almost all employees were not in a safe position in their organization. Things that are feared could happen at any time. Other factors can also affect individuals, such as communication between employees, employee development, and superiors' support (Saks, 2006).

The second hypothesis (H2) results show that Employee Engagement does not directly affect Organizational Commitment, such as the first hypothesis. The same thing happened because of the research conducted during the Covid 19 pandemic, where almost all employees were not in a safe position in their organization. Something to worry about could be happening all the time. Greenhalgh & Rosenblatt (1984) employees with higher job insecurity tend to have reduced engagement and make less effort to achieve organizational goals because they spend less time and energy on their work. LoPresti and Nonnis (2012) suggest that perceptions of job insecurity higher ones lowered emotional commitment and made them inconsistent. This result is not in line with previous research by Anindita and Seda (2019), which shows a positive relationship between Employee Engagement and Organizational Commitment.

In the third hypothesis (H3), the results do not support the theory that Employee Engagement does not establish a positive effect on Job Satisfaction. At the same as the first and second hypotheses. Namely, the Covid 19 pandemic results in many employees not being in a safe position in their organization, so they become challenging to create job satisfaction. Job insecurity has a very negative effect on job performance and negatively affects job involvement (Wang et al., 2015). They will also agree with Asfaw & Chang (2019) that the perceived job insecurity directly impacts decreasing work involvement.

The fourth hypothesis (H4) results are proven to support the H4 assumption that individual factors positively influence organizational commitment. These results indicate that individual factors affect employees in organizations. Previous research found a relationship between Individual Factors and Organizational Commitment; that is, employees with high individual factors produced high Organizational Commitment (Andrew and Sofian, 2012).

In the fifth hypothesis (H5), the results are not proven to support the theory that Organizational Commitment does not have a negative effect on Intention to Quit, the same thing as the first, second, and third hypotheses in the middle of the Covid 19 pandemic, the insecurity factor triggers employees' intentions to leave. Shin & Hur (2020) job insecurity consumes employees' physical, psychological, and mental energies, indirectly affecting their health and well-being. These results indicate that employees who do not have a high organizational commitment to work experience increased Intention to Quit (Jung et al., 2021).

The sixth hypothesis (H6) is proven to support the theory that Job Satisfaction has a negative effect on Intention to Quit. This study indicates that employees who are satisfied with work in an organization will express themselves by being directly involved in an activity in the organization—this following previous research. Namely, job satisfaction is a significant predictor of quitting (Calisir et al., 2011). Job satisfaction can also affect the choice to stop being lower (Andrew & Sofian, 2012; Lu et al., 2015; Moosa, 2019; Lea & Schumann, 2020).

For human resource management, this study's findings are essential for an organization in implementing strategy and empowering employees maximally, especially during the Covid 19 pandemic. Indirectly affect employee engagement in an organization. On the other hand, full organizational support for

employees will get feedback from employees, namely by showing a greater level of attachment to their work in the organization. Giving complete trust and giving jobs with suitable characteristics tend to reciprocate with a greater work attachment. Employee engagement is also more likely to have better quality relationships with their superiors, making them also have more positive attitudes, intentions, and behaviors.

Second, when many employees are satisfied and committed to their organization, it will reduce the employee turnover rate in the organization.

This study has several limitations and shows some directions for improvement in further research, namely, first, the research data is only carried out in one Iconic Multipurpose warehousing area. The two other studies can be carried out on service companies and manufacturing industry companies to obtain more objective and representative results with a broader scope. Further research does suggest adding other variables that do influence by employee engagement. There is because there are many different variables related to employee engagement.

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