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The Role of Employee Engagement among Millennial Workers on Job Satisfaction and Its Influence on Organizational Commitment: A Study of Manufacturing Companies in Ambon, Indonesia

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ABSTRACT

Job satisfaction is a key element in creating a productive and motivating work environment. Satisfied employees tend to be more productive, creative, and loyal to their company. However, employee engagement, which includes employees' feelings that they have an important role in the organization, is also an important factor in achieving job satisfaction. Therefore, exploring the relationship between employee engagement, job satisfaction, and organizational commitment in manufacturing companies in Ambon is a very relevant research focus. This study is research with a quantitative approach. This study uses primary data obtained from a survey process using a questionnaire, where the survey process was carried out online. The independent variable in this study is organizational commitment (Y). The dependent variables in this study are job satisfaction (X1), work characteristics (X2), organizational commitment (X3), turnover intentions (X4). There is a significant relationship between job satisfaction and employee engagement. There is a significant relationship between work characteristics and employee engagement. There is no significant relationship between employee involvement and turnover intentions. There is a significant relationship between employee involvement and organizational commitment.

1. Introduction

Rapid technological growth and social change have transformed the global workforce landscape. One group that is of major concern in the world of work today is the millennial workforce. This generation, born between the 1980s and the mid-1990s, has brought a new paradigm in their view of work and careers. As a large and influential group in the labor market, companies in Ambon, Indonesia, and throughout the world need to understand the role of employee engagement among the millennial workforce on job satisfaction and its influence on organizational commitment. Manufacturing companies in Ambon, Indonesia, as part of an important economic sector,

are also not immune from the impact of these changes. Employee engagement among the millennial workforce is one of the key factors that can influence company performance and the sustainability of their business. Therefore, a study of the relationship between employee engagement, job satisfaction, and organizational commitment in the context of manufacturing companies in Ambon is important to understand the dynamics occurring in the current labor market (Bakker, 2018; Harter, 2021).

Job satisfaction is a key element in creating a productive and motivating work environment. Satisfied employees tend to be more productive, creative, and loyal to their company. However,



employee engagement, which includes employees' feelings that they have an important role in the organization, is also an important factor in achieving job satisfaction. Therefore, exploring the relationship between employee engagement, job satisfaction, and organizational commitment in manufacturing companies in Ambon is a very relevant research focus (Kahn, 2020; Rich, 2015). This study aimed to determine the role of employee involvement among the millennial workforce on job satisfaction and its influence on organizational commitment: a study on manufacturing companies in Ambon, Indonesia.

2. Literature Review

Employee engagement

Employee engagement is a concept that refers to an employee's level of involvement, engagement, and commitment to their work and the organization in which they work. It is a measure of the extent to which employees feel connected to their duties and company values, as well as whether they feel treated fairly and valued by the organization. Employee engagement is closely related to productivity, job satisfaction, and overall organizational performance. Employees who are actively involved in their work tend to be more enthusiastic, contribute more, and strive to achieve organizational goals. They not only do the work according to the tasks given but also try to give their best. Employee engagement involves an emotional dimension where employees feel positive feelings towards the company they work for. They feel proud to be part of the organization, feeling that the company has a vision and values that align with theirs. Employee engagement is driven by internal motivation, not just by financial incentives. Engaged employees work with passion and pride, not solely because of pay or external incentives (Harter, 2021; Kahn, 2020).

Apart from involvement with the organization, employee involvement also includes involvement with the work itself. This includes aspects such as

opportunities to learn and develop, recognition of achievements, and a degree of autonomy in carrying out tasks. Employee involvement is also related to the level of communication that exists between employees and management. Organizations that encourage open communication and listen to employee input tend to have higher levels of engagement. Employee engagement has a significant impact on their job satisfaction. Engaged employees tend to feel more satisfied with their jobs. In addition, high levels of engagement are also associated with stronger organizational commitment, which means that employees are willing to remain loyal and contribute positively in the long term (Chan, 2016; Zhang, 2019).

Employee engagement assessment

The Utrecht work engagement scale (UWES) is one of the most widely used measurement tools to measure the level of employee engagement in the context of the work environment. The UWES was developed by Schaufeli, Bakker, and Salanova in 2002. This tool has several versions with different numbers of items, but the most commonly used version is the one consisting of 17 items designed to assess three different dimensions of employee engagement, namely:

Emotional engagement (Vigor)

This dimension measures the level of energy, perseverance, endurance, and enthusiasm that employees have in carrying out their work. Employees who have a high level of emotional involvement tend to feel enthusiastic and motivated in carrying out their duties.

Mental engagement (Dedication)

This dimension measures the level of pride, enthusiasm, and pride employees feel towards their work. Employees who have high levels of mental engagement tend to feel emotionally connected to their work and organization.



Physical engagement (Absorption)

This dimension measures the degree to which employees are "absorbed" in their work. This reflects the high level of focus and concentration that employees can feel when they are doing challenging work. They feel time goes by quickly and sometimes lose track of time when involved in work.

The way UWES works is by giving employees a series of statements and asking them to rate the extent to which they agree with the statements, usually using a Likert scale that ranges from "Strongly Agree" to "Strongly Disagree." Based on employees' responses to these statements, their emotional engagement, mental engagement, and physical engagement scores can be calculated. The advantage of UWES is its ability to measure different dimensions of employee engagement, which provides a more complete picture of employee engagement than other measurement tools that only measure general levels of engagement. This tool has been used widely in research and in human resource management practice to understand and improve employee engagement.

The link between job satisfaction and employee engagement

Job satisfaction and employee engagement are two concepts that are closely related and have a major influence on individual performance in the workplace and overall organizational success. Job satisfaction is often a direct result of an employee's level of engagement. When employees feel engaged in their work, have autonomy, receive recognition, and feel that their work has meaning, they tend to feel more satisfied with their jobs. Employee engagement creates feelings of accomplishment and pride that support job satisfaction. Conversely, a high level of job satisfaction can increase employee engagement. Employees who are satisfied with their jobs are more likely to be positively engaged in their tasks and are more likely to contribute well to the organization. They feel that their work provides positive psychological rewards, which

encourages them to engage more deeply (Schaufeli, 2018; Youssef, 2017; Zhao, 2017).

Employees who feel engaged and satisfied with their work tend to be more productive. They have an internal drive to do a good job because they enjoy their work and feel that it has meaning. High job satisfaction can produce better results in the form of better performance. Employees who feel involved and satisfied tend to be more loyal to the organization. They are more likely to stay with the company, reducing employee turnover and saving on recruiting and training costs associated with employee turnover. High job satisfaction and employee engagement can help create a positive image of the company as a good place to work. This can improve a company's reputation in the labor market, making it more attractive to qualified prospective employees. Satisfied and engaged employees tend to be more creative and innovative in their work. They feel freer to put forward new ideas and seek better solutions to problems faced by the organization. Employees who are satisfied and engaged have fewer conflicts between personal and organizational interests. They tend to work in good faith and are committed to the success of the organization. Thus, job satisfaction and employee engagement are two mutually reinforcing aspects. Employees who feel engaged and satisfied with their jobs are more likely to create a positive, high-performing work environment and contribute to organizational success. Therefore, human resource management and organizational leaders must focus on efforts to improve these two aspects as part of a strategy to achieve productivity and long-term success (Spreitzer, 2019).

The relationship between organizational commitment and employee engagement

The link between organizational commitment and employee engagement is an important concept in human resource management that is concerned with how employee behavior and motivation can influence



organizational performance. Organizational commitment refers to an employee's level of loyalty, identification, and attachment to the organization where they work (Allen, 2020; Meyer, 2016). There are three main types of organizational commitment:

Affective commitment

This is the level of commitment where employees have positive feelings towards their organization and feel that they are emotionally involved. They feel happy working there and feel that their organization is a good place.

Continuative commitment

This is a commitment based on pragmatic considerations such as the personal costs that would be incurred if they left the organization. Employees feel attached to the organization for reasons such as retirement or their financial arrangements.

Normative commitments

Employees feel that they have a moral or ethical obligation to remain loyal to their organization. They feel that the organization has provided many positive things for them, and they feel indebted to it.

Employee engagement is the level of care, motivation, and dedication of employees towards their work and the organization where they work. Engaged employees tend to have higher levels of productivity, better attendance, and better retention. Employee engagement can be measured through a number of indicators, such as attendance levels, active participation in projects, and the desire to give their best. Employees who feel connected and committed to their organization tend to be more engaged in their work. They feel that their work has meaning, and this encourages them to contribute better. Employees who feel engaged in their work and feel valued by the organization are more likely to develop an affective commitment to the organization. They feel that the organization cares about their well-being, and this

strengthens their emotional bond with the organization. Employees who have a high level of organizational commitment and a high level of involvement tend to have better performance. They are more motivated to achieve organizational goals and more willing to contribute extra.

It is important for organizations to understand and manage these two aspects well because the positive link between organizational commitment and employee engagement can increase productivity, retention and long-term success of the organization. This creates a healthy and sustainable work environment that benefits both employees and the organization.

3. Methods

This study is research with a quantitative approach. This study uses primary data obtained from a survey process using a questionnaire, where the survey process was carried out online. The independent variable in this study is organizational commitment (Y). The dependent variables in this study are job satisfaction (X1), job characteristics (X2), organizational commitment (X3), and turnover intentions (X4). Each variable was assessed using questions with answer choices. A five-point Likert scale was adopted to measure the selected items, ranging from 1 (strongly disagree) to 5 (strongly agree). The millennial generation is the generation born between 1980 and 1994. The current research population consists of employees from the private sector who work in companies engaged in manufacturing in Ambon, Indonesia. A total of 408 research subjects participated in this research. The sampling process was carried out by purposive sampling. Employee engagement is assessed with the 17-item UWES scale. Job characteristics were studied using 15 items of the job dimension scale developed by Hackman and Oldham. Organizational commitment was measured using six items from the scale developed by Rhoades. The construct of Job



satisfaction was measured using 3-item scale by Cammann. Turnover intentions were measured using a three-item scale which was developed by Colarelli. Data analysis was carried out using SPSS version 25 software. Univariate analysis was carried out to present the frequency distribution of the data. Skewness and kurtosis are used to ensure data normality. Cronbach's alpha for checking the reliability and internal consistency of the data. Average variance extracted (AVE) to ensure convergent validity. Multiple regression analysis was used to investigate the causal relationships between the study's variables.

4. Results and Discussion

A total of 408 research subjects participated in this study. The majority of research subjects were male, 289 (70.8%) while 119 (29.2%) were female. The majority of research subjects were aged 35-45 years, 302 (74.02%). Acceptable skewness values should be 2 or lower, and kurtosis values should be 7 or lower. Based on the results mentioned in Table 1, all skewness and kurtosis values correspond to the recommended levels. To check the reliability of the data, a reliability test was carried out using Cronbach's alpha. Table 2 shows the values of this test. Statisticians consider a Cronbach's alpha of 0.6 or higher to be acceptable. Table 2 lists the scores for these tests. The Cronbach's alpha (α) values for these variables range between 0.692 and 0.994, which means that all variables are statistically reliable. Additionally, to ensure convergent validity of the data, average variance extraction (AVE) was performed, and the value of this test should be 0.50 or greater.

The study results show that there is a significant relationship between job satisfaction and employee engagement, $p=0.000$. The study results also show that there is a significant relationship between work characteristics and employee engagement, $p=0.000$. This study also shows that there is no significant relationship between employee engagement and turnover intentions, $p=0.157$. This study also shows

that there is a significant relationship between employee involvement and organizational commitment, $p=0.000$.

The link between job satisfaction and employee engagement is one of the most significant and strong relationships in the context of the work environment. Job satisfaction and employee engagement not only impact each other, but also have a positive effect on the organization as a whole. Job satisfaction is the result of positive feelings that arise when individuals feel that their work meets expectations, provides recognition, and fulfills their psychological needs. When employees are satisfied with their work, they are more likely to be engaged in it. Job satisfaction provides a positive psychological boost, which encourages employees to feel connected to their work and the organization. Employee engagement includes feeling that their work has meaning relevance, and provides challenge. When employees feel involved in the work, they feel a strong sense of accomplishment and feel involved in achieving organizational goals. This can increase job satisfaction because employees feel that their work provides rewards and recognition. Job satisfaction and employee engagement have a strong reciprocal relationship. Employees who feel satisfied with their jobs tend to be more engaged in their work, and employees who are engaged in their work tend to feel more satisfied. This creates a positive spiral where engagement and satisfaction mutually reinforce each other. Employees who are satisfied with their work and feel involved in it tend to perform better. They are more enthusiastic, more focused, and more motivated to achieve positive results. Better performance results can increase job satisfaction because employees feel successful and contribute positively. Satisfied and engaged employees tend to be more loyal to the organization. They have fewer reasons to look for a new job or leave the organization. This can reduce employee turnover rates and save on recruitment and training costs.



Table 1. Normality distribution of data.

Variable	Item	Skewness	Kurtosis
Job satisfaction (X1)	X1-1	-.181	.0151
	X1-2	-.532	1.663
	X1-3	-.171	-.622
Job characteristics (X2)	X2-1	-.033	-.701
	X2-2	-.153	-.142
	X2-3	-.135	-.242
	X2-4	-.063	-.721
	X2-5	-.173	-.132
	X2-6	-.145	-.262
	X2-7	-.162	-.172
	X2-8	-.165	-.272
	X2-9	-.083	-.756
	X2-10	-.069	-.728
	X2-11	-.178	-.138
	X2-12	-.149	-.268
	X2-13	-.164	-.177
	X2-14	-.169	-.277
	X2-15	-.087	-.757
Organizational commitment (X3)	X3-1	-.013	-.216
	X3-2	-.121	-.217
	X3-3	-.216	-.744
	X3-4	-.083	-.756
	X3-5	-.069	-.728
	X3-6	-.178	-.138
Turnover intentions (X4)	X4-1	-.223	-.026
	X4-2	-.164	-.488
	X4-3	-.275	-.426
Employee engagement (Y)	Y1	-.148	-.951
	Y2	-.211	.547
	Y3	-.152	.119
	Y4	-.148	.214
	Y5	-.451	.112
	Y6	-.124	.518
	Y7	-.178	-.138
	Y8	-.223	-.026
	Y9	-.164	-.488
	Y10	-.275	-.426
	Y11	-.148	-.951
	Y12	-.211	.547
	Y13	-.152	.119
	Y14	-.148	.214
	Y15	-.451	.112
	Y16	-.124	.518
	Y17	-.455	.132

Table 2. Reliability test.

Variable	Cronbach's Alpha(α)	Convergent validity (AVE)
Job satisfaction	0.692	0.69
Job characteristics	0.754	0.72
Organizational commitment	0.771	0.71
Turnover intentions	0.892	0.77
Employee engagement	0.944	0.79



Table 3. Regression analysis.

Model	Unstandardized coefficients		Standardized coefficients	(t) value	Sig.
	B	Std. Error	Beta		
Job satisfaction	.238	.017	.266	6.548	.000
Job characteristics	.289	.011	.279	7.632	.000
Turnover intentions	.064	.033	.018	1.468	.157
Organizational commitment	.238	.052	.244	4.728	.000

*Dependent variable: Employee engagement.

Employees who feel satisfied and engaged tend to create a more positive work environment. They are more likely to collaborate, support coworkers, and contribute to a healthy and productive work culture (Salanova, 2017; Xanthopoulou, 2019; Zhang, 2019).

Job characteristics, as explained previously, are certain elements of a job that can influence an employee's experience and engagement at work. The relationship between work characteristics and employee engagement is a significant relationship and influences each other. Work characteristics that involve a variety of tasks, challenges, and activities can increase employee emotional engagement. When employees feel their work is interesting and provides opportunities for personal development, they tend to feel emotionally connected to the job. Characteristics such as skill variety (a variety of tasks), task identity (identifiable work), and task significance (meaningful work) can spur emotional involvement. Work characteristics can also influence employee mental engagement. When employees feel that their work provides an opportunity to contribute significantly and feel satisfied with their achievements, they tend to feel mentally engaged in the work. Task significance (meaning of work) and feedback (feedback about performance) are factors that can influence mental engagement. Work characteristics that are challenging and require a high level of concentration can affect employee physical involvement. When work requires a high level of focus and captures employees' attention, they tend to feel physically engaged in the work. For example, task complexity and task variety can influence physical engagement. Job characteristics that create positive work experiences tend to increase

job satisfaction. When jobs provide adequate challenge, autonomy, and recognition, employees tend to feel satisfied with their jobs. This creates a reciprocal relationship where higher job satisfaction can increase employee engagement and vice versa. Work characteristics that stimulate employee engagement can also have a positive impact on employee productivity and performance. When employees feel engaged in their work, they tend to work more efficiently and achieve better results. Employees who feel engaged in their work because of satisfying work characteristics are more likely to stay with the organization. This can reduce employee turnover rates and save on recruitment and training costs associated with employee turnover (Eisenbeiss, 2018; Gagné, 2015; Hackman, 2016).

The significant relationship between employee engagement and organizational commitment is an important aspect of human resource management and organizational behavior. Employee engagement refers to an individual's level of involvement, engagement, and commitment to their work and the organization they work for. Meanwhile, organizational commitment is the level of commitment and loyalty of an employee to the organization where they work. Employees who feel engaged in their work tend to have higher levels of commitment to the organization. Engagement creates a strong emotional bond with the organization, making employees feel that the organization is an important part of their lives and that they want to remain loyal to it. Employee engagement also tends to be associated with higher identification with organizational values and culture. Engaged employees feel that the organization's values align with their personal values,



which strengthens their commitment to the organization. Employee engagement creates a strong attachment to the job and the organization. This attachment includes feeling like they have an important role in the organization and feeling that their work has meaning. Employees who have strong attachment tend to have a higher commitment to continuing to work with the organization. Employees who are involved in their work tend to be more loyal to the organization. They feel that the organization has provided a positive experience in their work, and as a result, they are more likely to stay in the long term. High employee engagement is also associated with higher job satisfaction and better performance. Employees who feel engaged have an internal drive to do a good job, which in turn can improve their performance. Employees who feel engaged are less likely to look for a new job or move to another organization. This reduces employee turnover and saves costs associated with employee turnover. Engaged employees tend to contribute positively to organizational culture. They have a good impact on co-workers, maintain positive morale, and actively participate in achieving organizational goals (Hakanen, 2016, Locke 2016; Luthans, 2017).

5. Conclusion

There is a significant relationship between job satisfaction and employee engagement. There is a significant relationship between work characteristics and employee engagement. There is no significant relationship between employee involvement and turnover intentions. There is a significant relationship between employee involvement and organizational commitment.

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