

## Analysis Motivation Work and Environment Work to Employee Engagement Through Employee Organizational Commitment PT. Asam Jawa

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### ABSTRACT

This study analyzes work motivation and work environment that affect employee engagement through organizational commitment. This study uses an ex post facto research approach in a quantitative model. Survey data collection with a sample of 293 employees from a total of 1090 employees of PT Asam Jawa was carried out through observation techniques, interviews, and distribution of special questionnaires with a Likert scale. Data analysis used path analysis through two stages, namely measurement model analysis (outer model) and structural model analysis (inner model), assisted by Smart PLS software version 4.1.0.3. The results of the study indicate that work motivation has a significant effect on employee engagement at PT Asam Jawa. The work environment has a significant effect on employee engagement at PT Asam Jawa. Work motivation has a substantial effect on organizational commitment at PT Asam Jawa. Organizational commitment has a significant effect on employee engagement at PT Asam Jawa. Work motivation has a substantial effect on employee engagement at PT Asam Jawa. The work environment has a significant effect on employee engagement at PT Asam Jawa.

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## Introduction

Human resources (HR) that have drive, skills, and knowledge can influence an organization or company to achieve its goals. Despite the current advances in technology and information, potential human resources are the key to achieving goals. An organization or company can achieve its goals if its employees carry out their duties and obligations well and as well as possible. Employee Performance shows how well the company carries out its duties and achieves its goals. According to Dami et al. [1], to improve quality human resources, companies are expected to be able to maintain a balance between employee needs such as demands in the salary that has been lived, work motivation, work environment, leadership, promoting their positions, and being responsible for what employees give to their company. These are important factors in ensuring employees achieve company goals. Thus, companies must see employee involvement in work through *employee engagement*. According to Hali [2], employee engagement is the life of employees that leads to their goals and the concentration of soul and energy so that enthusiasm, initiative, attention, and perseverance are formed in the organization.

Another aspect that can affect employee Performance is work motivation. Employee motivation drives them to complete work according to superiors' expectations. Having work motivation makes work better. Increasing work motivation, such as fulfilling internal and external needs, is one component that can encourage increased human resource productivity [3]. One of the main reasons someone becomes an employee in an organization is to meet daily and financial needs and gain recognition from the community. In addition to work motivation, the work environment is one element that influences employee Performance. According to Sedarmayanti [4], a person's work environment consists of all the equipment, tools, and environment that they use while working, as well as individual and group work

arrangements. Workers who work in a positive work environment are usually more dedicated to the company's mission, productive, and loyal.

PT Asam Jawa is a company engaged in oil palm plantations with an area of approximately 8,759.20 ha. The palm oil production plant has a maximum capacity of 47 tons of FFB/hour. Based on the results of the researcher's initial observations, it is known that in recent years, there has been a decline in the production targets set by the company that have not been achieved, and there has been an increase in the number of employees each year. The decline in the achievement of production targets that occurs continuously at PT Asam Jawa, even though the number of employees continues to increase every year, indicates an imbalance between human resources and the output produced. This identifies a fundamental problem in the quality of employee work engagement. *Low work engagement can have a direct impact on decreasing productivity, increasing turnover, and inefficient operational costs.* Based on the above phenomenon, *employee work engagement* is very much needed in the company. From an Islamic perspective, *work engagement* is not only seen from the aspect of professionalism but also from a sense of love for work and gratitude for the work that is currently being done. As explained in the Qur'an in Surah Ibrahim verse 7:

وَاذْكُرْ تِلْكَ لَئِنْ شَكَرْتُمْ لَأَزِيدَنَّكُمْ وَلَئِنْ كَفَرْتُمْ إِنَّ عَذَابِي لَشَدِيدٌ

(Remember) When your Lord said: "If you are grateful, I will surely increase My favor upon you; and if you deny it, then indeed My punishment will be very painful." (QS Ibrahim [14]: 7)

A sense of love and gratitude for work can be realized by focusing on positive things about work, such as always considering and seeing every task given by superiors as an opportunity to develop and contribute to the progress of the company. In addition, a sense of love and gratitude for work can be realized by appreciating every achievement obtained. This can be done by sharing success and celebrating every achievement with coworkers,

which strengthens a sense of togetherness and can motivate other coworkers.

According to Schaufeli and Bakker [5], work engagement has several dimensions, including: 1) Enthusiasm, indicated by high mental resilience and energy, the desire to try as hard as possible, and perseverance despite facing difficulties in the workplace. Islam views work as a form of worship, not just a way to earn a living. Employees who realize this will be more motivated to continue to be enthusiastic about working and feel involved in their work. 2) Dedication, shown by earnest effort, inspiration, passion, pride, and challenge. In Islam, when working, a person must utilize their abilities and skills as best as possible as a form of dedication to the company to achieve optimal results. 3) Absorption, which is shown by staying focused and enjoying the work until time passes quickly so that it is difficult to stop. In Islam, working sincerely because of Allah SWT and having sincere intentions will improve the quality of work and employee engagement despite the many challenges faced at work. 4) Motivation: Islamic intrinsic motivation, such as gratitude and faith, can strongly motivate employees to improve their engagement and work Performance. 5) Work environment: In Islam, a good work environment will create good working relationships based on brotherhood and justice, both between employees and superiors and fellow employees. This study aims to determine the relationship between work motivation and employee engagement and the impact of the work environment on engagement. Furthermore, this study seeks to better understand the role of organizational commitment as a mediating component in the relationship between work motivation and engagement, as well as the impact of the workplace on employee engagement.

This study examines how employee commitment affects the relationship between work motivation and work environment on employee engagement. It is expected to enrich the understanding of the relationship between motivation and work environment, with employee engagement moderated by employee commitment. In addition, this study aims to provide a comprehensive and in-depth picture of the relationship between motivation, work environment, employee engagement, and employee commitment, and identify areas that need to be improved to grow employee commitment effectively.

Junengsih et al. [6] on Employee engagement is simultaneously influenced by the work environment and motivation, based on a case study from the service sector. This is supported by the case study of Firnanda & Wijayati [7] in the concrete industry, which states that the work environment has a very good and significant influence on employee engagement. According to Rachmatullah et al. [8], Motivation has a significant influence on employee engagement in a case study of the design consultant industry. Fatyandri & Yang's research [9] in the manufacturing industry shows that employee engagement is not the most significant commitment from the organization.

The difference between this research and previous research by Fatyandri & Yang [9] on Batam manufacturing is that this research is on companies operating in the palm oil plantation sector, so that it can focus on assessing the impact resulting from motivation. Work environment, work employee engagement, and employee organizational commitment. In addition, previous studies focused on the dependent variable of employee commitment Junengsih et al. [6] and employee Performance Fatyandri & Yang [9], while this study focuses on employee engagement mediated by employee commitment variables. The selection of oil palm plantation companies as the object of research is because previous studies have shown that research on *work engagement* is generally conducted in the industrial and service sectors, while research in the context of oil palm plantations is still very minimal. The dynamics of work in this sector are unique and have the potential to affect the level of employee *engagement* and productivity. In addition, research examining the factors causing low employee *work engagement* has not been widely conducted. Due to the lack of research, researchers are encouraged to examine further the influence of work motivation and work environment on employee engagement through employee organizational commitment at PT Asam Jawa.

## Method

This study uses a quantitative method with a survey approach. This approach was chosen to facilitate the collection of objective and measurable data and to analyze the causal



relationship between the variables studied. The data collection method in this study went through three stages, namely the first stage, which involved conducting direct observation at PT. Asam Jawa then provided questions that could add research information by conducting interviews and collecting data by distributing questionnaires. Questionnaires with a Likert Scale were used to collect data. The analysis technique used was partial least squares structural equation modeling (PLS-SEM), which is suitable for models with complex relationships and latent constructs. *Partial Least Squares (PLS)* is a strong uncertainty factor analysis model because it does not assume that data must be measured on a certain scale, and the number of samples is small.

This study's population was 1090 workers of PT Asam Jawa Torgamba, with 293 research subjects. Sampling used the Slovin formula. This formula is commonly used in survey research, where the population is usually very large, so a formula is needed to obtain a small sample that can represent the entire population [10].

$$n = \frac{N}{1+N (e^2)} \dots\dots\dots(1)$$

$$n = \frac{1090}{1+1090 (0,05^2)} \dots\dots\dots(2)$$

$$n = \frac{1090}{3,725} \dots\dots\dots(3)$$

$$n = 293 \text{ Responden}$$

Where:

n : Sample

N : Population

e : Precision value 95% or sig = 0.05

One of the non-probability sampling methods is quota sampling, which distributes respondents randomly. This technique is used because the sample size has been determined [11].

**Table 1.** shows the Distribution of Total Samples in Quota Sampling

Name Unit Work	Population	Tasting
PKS	214	58
Office GM	84	23
MPU	100	27
Garden Forts	163	44
Garden Sei Words	174	47
Garden Sulum	181	49
Project Manager Development	60	16
Garden B. Handful	39	10
Garden L. Umbrella	16	4
PBP-PKS, Seeds	57	15
Total	year 1090	293

Source: Secondary Data Processed in 2025

The characteristics of the respondents who were the research sample representing the research population were gender, age, level of education, and length of service, with a total of 293 people. As in table 2.

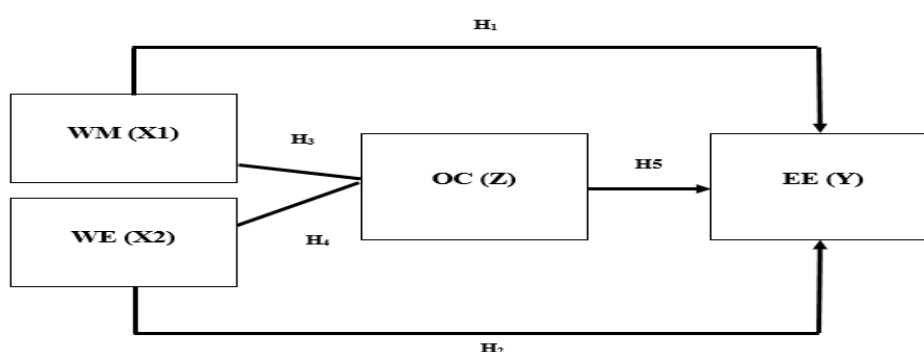
**Table 2.** Characteristics of Respondents of PT Asam Jawa Employees

Variables	N	100 %
Type Sex :		
Man	203	69 %
Woman	90	31%
Amount	293	100%
Age :		
20 - 25 years	143	49 %
26 - 30 years	100	34 %
>30 years	50	17 %
Amount	293	100 %
Education final :		
High School/Vocational School	190	65 %
Bachelor	103	35 %

Amount	293	100 %
Time Work (Year)		
1-5 for years	143	49 %
6-10 years	100	34 %
>10 years	50	17 %
Amount	293	100 %

Source: Processed Secondary Data, 2025

This study uses a survey method as its primary data collection method, which combines observation data Collection techniques, interviews, and the distribution of certain questionnaires. A questionnaire with a Likert scale is used to collect data. Sugiono [11] stated that the Likert scale assesses character, provides explanations, and measures how a person or group views social events. This study uses a 5-point scoring system, ranging from 1 to 5, to determine participants' agreement or disagreement with the statement. The Likert Scale answer choices meet this purpose. (1) Score 1 = Strongly Disagree (STS), (2). Score 2 = Disagree (TS), (3). Score 3 = Less Agree (KS), (4). Score 4 = Agree (S), (5). Score 5 = Strongly Agree (SS).



**Figure 1.** Research Thinking Patterns

Caption:

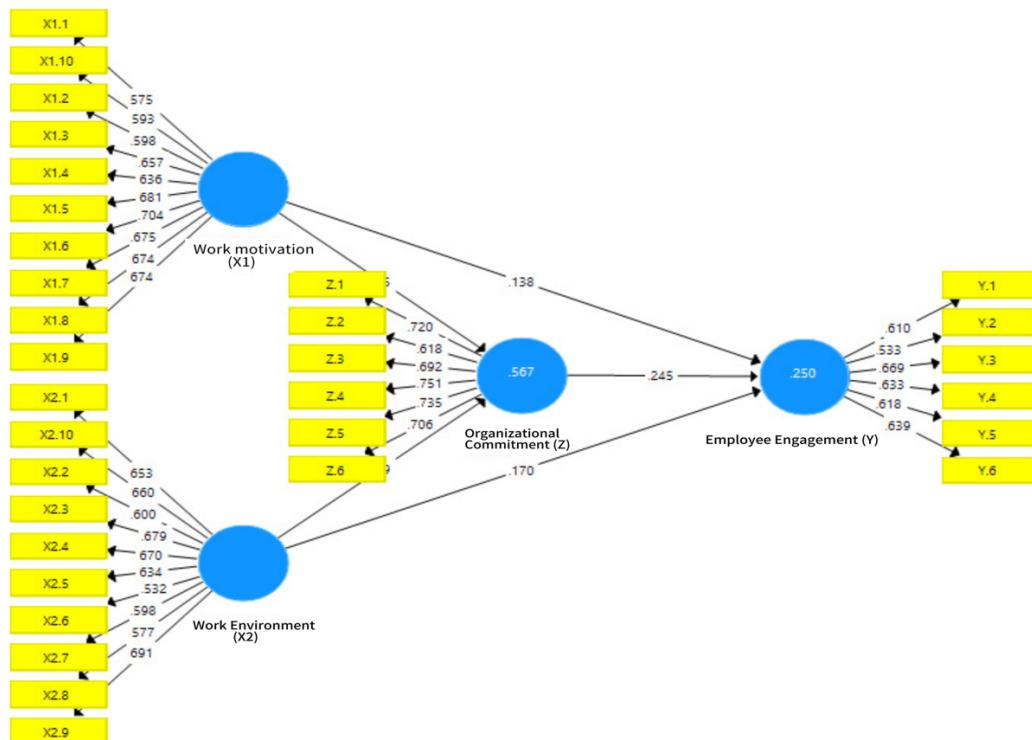
WM = Work Motivation (X1)  
 WE = Work Environment (X2)  
 OC = Organizational Commitment (Z)  
 EE = Employee Engagement (Y)



## Results and Discussion

### Convergent Validity

*Convergent Validity* was originally a reflective indicator model with a correlation value between the number of components of the sum of the constructs and the loading factors calculated in PLS. Reflective measurement is very high if the correlation is more than 0.5 on the construct to be measured. The following is a description of the calculation results of the SEM-PLS model on the construct indicators for the Employee Engagement variable, which has many indicator constructs. Judging from the results that have been analyzed, a convergent validity assessment will be obtained through the loading factors in the image below:



**Figure 2.** Internal and External Factor Loading of the Standardized Model

## Structural Model Analysis (*Inner Model*)

### *R-Square*

*R-squared* is a metric that shows the percentage change in the value of a variable that is influenced (endogenous) and can be explained by the factors that influence it (exogenous). This is useful in determining the quality of a model [12]. The following are the requirements for R-Square as stated by Juliandi [12]: 1) The model is strong and significant if the modified R<sup>2</sup> value is 0.75. 2) The model is said to be moderate if the modified R<sup>2</sup> value is 0.50. 3) The model is considered dangerous or substandard if the modified R<sup>2</sup> value is 0.25.

**Table 3.** R-Square

Variables	<i>R-Square</i>	Adjusted R-Square
Employee Engagement (Y)	0.871	0.858
Organizational Commitment (Z)	0.686	0.665

Source: Results of data processing using SmartPLS 3 (2025)

Table 3 shows that, 1) The Employee Engagement variable has an Adjusted R-squared assessment of 0.858, which means that the Work Motivation, Expertise, and Work Environment variables are able to explain the Employee Engagement variable by 85.8%, so that the model is classified as a moderate model. 2) The Organizational Commitment variable has an Adjusted R-squared assessment of 0.665, meaning that 66.5% of the expertise and ability in the Work Motivation and Work Environment variables explain the Organizational Commitment variable, which is included in the weakest (worst) style.

### *F-Square*

*F-Square* is a measure used to assess the relative influence of an influencing variable (exogenous) on the influenced variable (endogenous). Changes in the R<sup>2</sup> value when a particular exogenous variable is removed from the model can be used to assess whether the removed variable has a substantive influence on the endogenous construct [12]. The F Square criteria, according to Juliandi [12] are as follows: 1) If the F<sup>2</sup> value = 0.02, the

exogenous variable has a negligible influence on the endogenous variable. 2) If the  $F^2$  value = 0.15, the exogenous variable has a moderate/severe effect on the endogenous variable. 3) If the  $F^2$  value = 0.35, then the exogenous variable has a significant effect on the endogenous variable.

**Table 4.** F-Square

	F-Square			
	Employee Engagement (Y)	Organizational Commitment (Z)	Work Environment (X2)	Work Motivation (X1)
Employee Engagement (Y)				
Organizational Commitment (Z)	0.562			
Work Environment (X2)	0.277	0.614		
Work Motivation (X1)	0.474	0.923		

Source: Results of data processing using SmartPLS 3 (2025)

Table 4 shows that, 1) The organizational commitment variable's influence on employee engagement has an F-Square value of 0.562, which means that the Z variable has a negligible influence on Y. 2) The influence of work environment variables on employee engagement has an F-Square value of 0.277, which means that variable X2 has an insignificant influence on Y. 3) The influence of work environment variables on organizational commitment has an F-Square value of 0.614, which means that variable X2 has an insignificant influence on Z. 4) The influence of work motivation variables on employee engagement has an F-Square value of 0.474, which means that variable X1 has an insignificant influence on Y. 5) The influence of work motivation variables on organizational commitment has an F-Square value of 0.923, which means that variable X1 has an insignificant influence on Z.

Based on the F-Square value results, work motivation is the dominant variable that influences both endogenous variables in this study. This shows that the higher the employee's motivation, the higher the commitment and work involvement.

### Immediate Effects

Direct influence analysis aims to help evaluate the theory that a variable directly influences endogenous variables [12] by acting as an exogenous variable. Probability and significance values (P-value):

If the P value < 0.05, then it is significant.

If the P-value > 0.05, then it is not substantial.

**Table 5.** Direct Impact

	Original Tasting (0)	Tasting Means (M)	Standard Deviation (ST DEVELOPMENT)	T Statistics (   0/STER   )	P Value
Work Environment (X2) -> Employee Engagement (Y)	0.251	0.258	0.087 years	2,879	0.007
Work motivation (X1) -> Employee engagement (Y)	0.359	0.359	0.068 years	5.280	0.000
Work Environment (X2) -> Organizational Commitment (Z)	0.460	0.490	0.098	4.714	0.000
Organizational Commitment (Z) -> Employee Engagement (Y)	0.480	0.473	0.094 years	5.112	0.000
Work Motivation (X1) -> Organizational Commitment (Z)	0.564 years	0.537 years	0.108	5.209	0.000

Source: Results of data processing using SmartPLS 3 (2025)

The results of the direct effect values in the table above are as follows: 1) The variable on employee engagement has a path coefficient value of 0.359 and a P-value of  $0.000 < 0.05$ , which means it has an influence and is significant. 2) The variable on employee engagement has a path coefficient value of 0.251 and a P-value of  $0.007 < 0.05$ , which means it has an influence and is significant. 3) Variable on organizational commitment has a path coefficient value of 0.564 and a P-value of  $0.000 < 0.05$ , which means it has an influence and is significant. 4) The work environment on organizational commitment has a path coefficient value of 0.460 and a P-value of  $0.000 < 0.05$ , which means it has an influence and is significant. 5) The organizational commitment variable towards employee engagement has a path coefficient value of 0.480 and a P-value of  $0.000 < 0.05$ , which means it is influential and significant. The results of the direct influence value show that work motivation and work environment are important factors that companies need to address, both directly and through organizational commitment, to increase employee work engagement. *Indirect effects* help test the hypothesis that the influencing (exogenous) variable has an indirect effect on the influenced (endogenous) variable, which is mediated by an intervening variable (mediator variable).

**Table 6.** Indirect Impacts

	Original Tasting (0)	Tasting Means (M)	Standard Deviation (ST DEVELOPMENT)	T Statistics (  0/STER  )	P Value
Work Motivation (X1) -> Organizational Commitment (Z) -> Employee Engagement (Y)	0.271	0.257	0.077 years	3,507 people	0.001



Work Environment (X2) ->					
Organizational Commitment (Z) ->	0.221	0.228	0.053	4.164	0.000
Employee Engagement (Y)					

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Source: Results of data processing using SmartPLS 3 (2025)

*Indirect influence* values in the table above are as follows: 1) Organizational commitment mediates work motivation on employee Performance, with a value of 0.271, with a P value of  $0.001 < 0.05$ . 2) Organizational commitment mediates the work environment on employee Performance, with a value of 0.221, with a P value of  $0.000 < 0.05$ . The results of the indirect effect prove that organizational commitment is an important mediating variable in the relationship between motivational variables and the work environment that affects employee engagement. This means that organizational commitment can strengthen the positive influence of work motivation and work environment on work engagement.

## Discussion

### The Influence of Work Motivation on Employee Engagement

Based on the direct influence test, the work motivation variable on employee engagement has an influence and is significant. Motivation is a State within a person that will drive their behavior to do something to achieve their goals. Therefore, motivation is something that can drive a person or group to achieve a predetermined goal. Motivation has two basic forms: artificial (*extrinsic*) and *intrinsic*. To improve employee Performance, companies need to improve both types of motivation. Artificial motivation refers to actions that the company will take to encourage its employees to achieve certain goals, while intrinsic motivation refers to causes within the company because every new worker must have a reason why they want to work at the company they choose [16] .

High motivation encourages employees to feel satisfied, increases productivity, and strengthens emotional connections with the organization. When employees feel appreciated and have clear goals, they are more motivated to contribute optimally, increasing their involvement in various aspects of work, from goal achievement to personal and professional development. This creates a more dynamic and productive work environment. The results of previous research by Endayani and Saman [13], which found that work motivation has a significant effect on employee engagement, strengthen the results of this study.

### **The Influence of Work Environment on Employee Engagement**

Based on the results of the direct influence test, the work environment variable has an influence and is significant on employee engagement. An active work environment affects company Performance. Everything related to the place of the workforce and the environment in which they work is called the work environment. Because both are components of the organization that affect each other, the work environment and the workforce cannot be separated. Workers feel more comfortable and productive in their workplace if they have a good work environment [16].

A positive work environment that includes good communication, support from superiors, adequate facilities, and harmonious relationships between coworkers can make employees feel appreciated and motivated to give their best [14]. On the other hand, a work environment that is not conducive or stressful can reduce employee engagement, increase stress, and reduce productivity. Therefore, creating a healthy and supportive work environment is very important to increase employee engagement. The results of previous research by Junengsih, which showed that the work environment affects employee engagement, strengthen the results of this study.

### **The Influence of Work Motivation on Organizational Commitment**

The direct influence test found that the work motivation variable, High work motivation, will encourage employees to work harder, stay longer in the organization, and

show greater loyalty. Conversely, low motivation can reduce employees' sense of attachment, so it does not guarantee that all respondents who met the criteria have a level of commitment. Therefore, organizations must maintain and improve work motivation to ensure employees' long-term commitment to the company. The findings of previous research by Hanafi and Sanosra [ 15 ] which showed that work motivation had no real influence on organizational commitment strengthen the findings of this study.

### **The Influence of Work Environment on Organizational Commitment**

Based on the results of the direct influence test, it was found that the work motivation variable has a significant influence on organizational commitment. When employees work in a safe, comfortable, and supportive environment, with open communication, harmonious relationships between coworkers, and support from superiors, they tend to feel appreciated and motivated to make maximum contributions. A good environment also encourages employees to feel that there is a goal that is in line with the organization's vision and mission, thus strengthening their commitment to the company. Conversely, a bad or stressful work environment can reduce employee loyalty and commitment and increase turnover and absenteeism. Therefore, creating a conducive work environment is very important to maintain employee commitment in the long term. The findings of this study are reinforced by previous research conducted by Asi et al. [16] , which found that the work environment has a significant effect on organizational commitment.

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

Based on the results of the direct influence test, the organizational commitment variable on employee engagement has an influence and is significant. This commitment creates a sense of responsibility and loyalty that encourages employees to provide more optimal contributions in achieving organizational goals. Employees who have a strong bond with the company's values and vision will be more motivated to participate in daily tasks and decision-making, thus supporting the progress of the organization. Conversely, low

organizational commitment can reduce employee engagement because employees feel less committed and less motivated to give their best efforts. Therefore, high organizational commitment plays an important role in increasing employee engagement.

Previous research conducted by Noviardy and Aliya [17] supports this study's results. The results indicate that employee Performance, which is one measure of employee engagement, is significantly influenced by organizational commitment. In other words, the higher the organizational commitment, the better the employee engagement.

### **The Influence of Work Motivation on Employee Engagement Through Organizational Commitment**

The indirect effect of the organizational commitment variable mediates work motivation and employee Performance. When employees feel motivated, either by internal or external factors such as rewards, opportunities for development, or clear goals, they will be more attached to the values and goals of the organization. High commitment to the organization will strengthen the sense of responsibility and loyalty, thus encouraging them to participate more actively, improve Performance, and provide maximum contribution. In other words, strong work motivation can increase organizational commitment, and this commitment becomes a bridge that strengthens employee involvement in achieving organizational success.

Previous research conducted by Vita and Setyowati supports the results of this study. The results indicate that although organizational commitment does not mediate between work motivation and employee engagement, work motivation has a direct impact on both. In other words, regardless of employee organizational commitment, work motivation can directly increase employee engagement.

### **The Influence of Work Environment on Employee Engagement Through Organizational Commitment**

The indirect influence of organizational commitment variables mediating the work environment on employee Performance. Employees who work in a healthy, comfortable,

inclusive work environment, with open communication, support from superiors, and harmonious relationships with coworkers will feel more appreciated and engaged with the company [19] . High commitment to the organization will encourage employees to contribute more and be actively involved in achieving company goals. In other words, a good work environment will strengthen employee commitment, which will ultimately increase their level of engagement in work. Previous research conducted by Shalahuddin [20] supports this study's results. This study shows that organizational commitment significantly influences employee engagement without directly moderating the impact of the work environment.

## Conclusion

The company's active role in creating a productive environment and high employee loyalty makes them valuable human resources and the key to achieving company goals. Companies can implement strategies by improving employee welfare, optimizing motivation programs, and creating a work environment that supports employee professional and personal growth. Thus, companies not only gain increased employee Performance but can also retain quality and committed employees.

Employees who have high work motivation will be more enthusiastic, loyal, and emotionally involved in their work and organizational goals. Conversely, a conducive, safe, and supportive work environment will create a comfortable work atmosphere so that employees feel at home and increasingly positively attached to the company. This study found that work motivation plays a positive role in creating employee work engagement. In addition, the work environment also plays a positive role in increasing employee work commitment and engagement. Indirectly, the work environment mediates the relationship between organizational commitment, work environment, and work motivation. This finding strengthens the understanding that creating a supportive work climate and increasing employee internal motivation will increase their work engagement and productivity. In particular, the company PT Asam Jawa should focus on efforts to develop motivation and



improve the quality of the work environment to improve overall organizational Performance. This finding provides new insights into the literature on work environment and work motivation and can be initial evidence for further research.

The imperfections of this study resulted in limitations that can be used as a reference for further researchers, namely: primary data collection through *the Google form questionnaire* is based on the willingness of respondents, so it does not guarantee that all respondents who met the criteria are willing to fill out the questionnaire. The existence of research limitations allows and provides new opportunities for further researchers, such as expanding the research or researching other types of companies that are quite important. Considering other variables that can be added to complete the remaining percentages that can affect the variables of work motivation, work environment, employee engagement and employee organizational commitment. Consider taking data not only from the company side anymore, but from the customer side. Make more effort to improve communication skills so that they can be well-received when you want to collect primary data.

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