

THE INFLUENCE OF MEANINGFUL WORK AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT THROUGH WORK ENGAGEMENT AS A MODERATOR VARIABLE IN THE KUNINGAN REGENCY REGIONAL APPARATUS

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ABSTRACT

Work engagement is a positive state, fulfillment, view of working conditions which is characterized by vigor, dedication, and absorption. Employees who have a high level of work engagement will show their best performance, this is because these employees enjoy the work they do. However, there are also employees who are less enthusiastic about preparing themselves and less enthusiastic about carrying out their work, but there are also employees who are still struggling with their work during break times and are willing to come home late at night or in other words find it difficult to escape from work. The aim of this research is to determine the role of work engagement in moderating the influence of meaningful work and the work environment on organizational commitment in regional apparatus Kamuning Kuningan Regency. This research uses a descriptive verification method with a quantitative approach. Primary data was collected using a questionnaire with a Likert Scale and 5 (five) answer choices, with a sample of 324 employees. The data obtained was then analyzed using the Partial Least Square (PLS) statistical method, which is a variance based Structural Equation Modeling (SEM) approach. In this research, PLS is used to analyze the entire construct formed with reflective indicators. The results of this research show that meaningful work has a significant positive effect on organizational commitment, the work environment has a significant positive effect on organizational commitment. Meanwhile, work engagement is able to act as a moderating variable on the influence of meaningful work and the work environment on organizational commitment.

Keywords: *Meaningful Work, Work Environment, Work Engagement, Organizational Commitment*

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INTRODUCTION

In government organizations, human resources are needed who have an important role as a driving force in the smooth running of an activity in the government, namely employees who work in government organizations. Regional Apparatus within the Regional Government of Kuningan Regency which in its operational activities is required to have a high organizational commitment in order to be able to support the organizational goals that have been set. Organizational commitment is the degree to which an employee is serious about carrying out the goals and missions of an organization that he runs. This study pre-observed several employees through google form to provide an overview of the actual commitment of the Kuningan Regency Regional Apparatus organization.

Researchers identify problems by sending questions related to organizational commitment indicators through google forms, this is done to find out the phenomenon that occurs related to organizational commitment of the Kuningan Regency Regional Apparatus. Furthermore, it can be known that the results of google form answers related to Organizational Commitment from 10 people in the Regional Apparatus of Kuningan Regency obtained average scores from 7 indicators of organizational commitment as follows:

NO	INDICATOR	AVERAGE SCORE
1	Understanding organizational goals	75
2	Achievement of organizational goals	75
3	Work diligently	69
4	Movement of abilities	78
5	Loyal to the organization	75
6	Serve the organization	76

From the results of pre-observation, researchers concluded that the commitment of the Kuningan Regency Regional Apparatus organization was still somewhat suboptimal. This can be seen from the answers of some employees who still do not understand the meaning of organizational goals, some employees who still consider work facilities inadequate, lack of appreciation obtained by employees even though they have work performance, lack of concern between fellow employees, and uneven workload given to each employee. Organizational commitment is an important aspect to obtain optimal work results. Positive results from organizational commitment are characterized by high job satisfaction in individuals, low *turnover* rates, minimal absenteeism, increased organizational behavior, increased student achievement, improved service quality and reduced negative behavior when performing certain actions, tend to have responsibility, greater loyalty, able to adapt, work hard, creative and innovative, improve work quality so that the organization can immediately achieve its goals, as well as become more competitive (Wahyuni 2019).

High organizational commitment will make a person have a strong bond with the place where he works, always willing and actively involved in making a positive contribution to the organization, have a strong desire to stay in the organization so that he feels that he is one unit with his organization. Commitment is more than just membership because commitment is a happy attitude towards the organization and the willingness of employees to do everything related to the interests of the organization to smooth all goals in the organization (Rahayuningsih, 2014 in Wahyuni, 2019). Commitment is able to make the organization and its members can develop in line with the efforts to realize the organization's program.

Meaningful Work

Meaningful Work includes trusting work roles in life and expressing feelings in the job and the types of goals that are fought for in work (Wahyuni 2019). A person feels himself meaningful when he is useful and valuable to his organization. Conversely, a lack of meaningfulness to work forms feelings of less expectation so that roles in work are also less developed. To respond to this phenomenon, organizations must make employees feel happy with the work they do or meaningful. The existence of meaning in work can cause positive feelings and make employees happy to help the organization to achieve better goals. Research Aeni & Paradila (2020) shows that *meaningful work* can affect *employee work engagement* and then have an impact on organizational commitment.

Meaningful work is an individual's choice and experience with the organizational context and environment in which the individual works and lives (*Meaning of Work International Research Team*, 1987 in Kawuryan, 2017). *Meaningful work* includes beliefs about the role of work in life and reflecting on feelings about the job, and the types of goals that work strives

for (Kawuryan 2017). *Meaningful work* includes trusting work roles in life and expressing feelings in the work as well as the types of goals that are fought for in work (Beukes & Botha, 2013 in Wahyuni, 2019). Next Steger (2012) in Irianto (2021) explains that "*Meaningful work* is an individual's subjective experience of purposeful and impactful work." *Meaningful Work* is an individual's choice and experience that includes beliefs about the work role and goals that are strived for in interpreting the work so that it can make an optimal contribution to the organization (Riza 2021).

Meaningful work is important in organizations because it provides many benefits for individuals and organizations. A person feels himself meaningful when he is useful and valuable to his organization. Conversely, a lack of meaning to work forms a feeling of lack of expectation so that roles in work are also less developed. The existence of meaningfulness in work can increase organizational commitment so as to make employees happy to help the organization to achieve better goals. Results of previous research conducted by Prabawati (2017), Wahyuni (2019), Aeni & Paradila (2020), Irianto (2021), Geldenhuys (2014) and Winarno (2016) Demonstrate that *meaningful work* has a significant positive effect on organizational commitment. Different results shown by studies Veronica (2018) which shows that *meaningful work* has a positive effect not significantly on organizational commitment. *Meaningful work* is important in organizations because it provides many benefits for individuals and organizations. A person feels himself meaningful when he is useful and valuable to his organization. Conversely, a lack of meaning to work forms a feeling of lack of expectation so that roles in work are also less developed. The existence of meaningfulness in work can increase organizational commitment so as to make employees happy to help the organization to achieve better goals. Results of previous research conducted by Prabawati (2017), Wahyuni (2019), Aeni & Paradila (2020), Irianto (2021), Geldenhuys (2014) and Winarno (2016) Demonstrate that *meaningful work* has a significant positive effect on organizational commitment. Different results shown by studies Veronica (2018) which shows that *meaningful work* has a positive effect not significantly on organizational commitment.

H¹: *Meaningful work positively affects organizational commitment*

Work Environment

The work environment is one of the things that can motivate employees to work very well (Suryadi and Yusuf 2022). A good work environment can be seen from the working atmosphere which includes: adequate lighting, good air circulation, the availability of security equipment, noise that is suppressed to a minimum, from the condition of employee relations, and the availability of other supporting facilities that have a direct effect on employee morale. Research Sumayku & Siwi (2018) regarding the Influence of Work Environment and Discipline on Organizational Commitment in Morning Light Media Employees, shows that Work Environment and Discipline Variables simultaneously have a high effect on Organizational Commitment.

Work Environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the excitement or enthusiasm of employees at work. A conducive work environment provides a sense of security and allows employees to work optimally. The following is the definition of the work environment according to experts: According to Danang (2015, p.38) the work environment is

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everything that is around the workers and that can affect them in carrying out the tasks charged. According to Sedarmayanti in Desi (2015, p.25) the work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. In the explanation above, it can be concluded that the work environment is the conditions around employees that can affect him in carrying out the duties he carries out or which is his responsibility. According to Luthans (2011: 147) organizational commitment is an attitude that reflects employee loyalty to the company or organization and is an ongoing process in which members of the organization express their concern for the organization, welfare and success they get. Meyer and Allen (in Luthans, 2011: 148) mention there are three dimensions of organizational commitment, namely affective, continuance and normative commitment. Robbins and Judge in Andayani (2019) stated that organizational commitment shows the level to which an employee is able to identify the organization and has goals and desires to remain a member of the organization.

Emotional attachment to the organization and belief in values are considered the pinnacle of employee comitem. This can be created from a good work environment. A good work environment will affect the emotional attachment of employees to be able to commit to show loyalty and loyalty to the organization. This is evidenced by research conducted by Gerry, et al (2020) entitled "The Influence of Work Environment and Discipline on Organizational Commitment in Morning Light Media Employees". The results showed that Work Environment and Discipline Variables partially had a significant effect on Organizational Commitment. Work Environment and Discipline variables simultaneously have a high effect on Organizational Commitment as evidenced by the value of the coefficient of determination $R^2 = 0.856$. Work Environment and Discipline variables simultaneously have a fairly strong and positive relationship to Organizational Commitment.

H^2 : The work environment positively affects organizational commitment

Work Engagement

Work engagement is a positive state, fulfillment, view of working conditions characterized by *vigor*, *dedication*, and *absorption* (Bakker, 2004 in Prabawati, 2017). Employees who have a high level of work attachment will show their best performance, this is because these employees enjoy the work they do. Even so, there are also employees who are less enthusiastic in preparing themselves and less enthusiastic to carry out their work, but there are also employees who are still struggling with their work during rest hours and are willing to go home late at night or in other words difficult to get out of their jobs (Aeni and Paradila 2020). Penelitian Aiyub (2021) mengenai *The Effect of Employee Engagement on Employee Performance with Organizational Commitment as Intervening Variable and Percieved Organization Support as a Moderating Variable at The Regional Secretariat of Bireuen District*, demonstrate that *Work engagement* has a significant positive effect on organizational commitment. While research Trismiyanti et al (2020) entitled *The Impact Of Job Satisfaction And Employee Engagement On Organizational Commitment*, shows that *Work engagement* has a positive insignificant effect (no effect) on organizational commitment.

Based on Kahn (1990) in Priambodo (2021), *Work engagement* is a person's ability and willingness to contribute to organizational success, such as the desire to give discretionary *effort*, to exceed what is expected. *Work engagement* is something that is expected and needed by a company in achieving the goals that have been set in order to achieve success. *Work*

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engagement is a state of positive, fulfillment, outlook on working conditions characterized by *vigor*, *dedication*, and *absorption*. Employees who have a high level of work attachment will show their best performance, this is because these employees enjoy the work they do. Even so, there are also employees who are less enthusiastic in preparing themselves and less enthusiastic to carry out their work, but there are also employees who are still struggling with their work during break hours and are willing to go home late at night or in other words it is difficult to get away from their work. Results of previous research conducted by Prabawati (2017), Aeni & Paradila (2020), Geldenhuys (2014), Hanaysha (2016), Winarno (2016), and Aiyub (2021) that *work engagement* has a significant positive effect on organizational commitment. Different results shown by studies Sutiyeem (2020) that *work engagement* has a positive insignificant effect on organizational commitment.

H³: Work engagement can moderate the impact of meaningful work on organizational commitment

Organizational Commitment

Commitment is not just a physical attachment between employees and their organization, but also thoughts and dedication poured into the organization. Organizational commitment is a psychological bond between employees and the place where they work. This psychological bond makes individuals very interested in organizational goals, goals and values that exist in the organization, and will influence individuals in choosing the decision to stay or not in an organization. Employees with high organizational commitment will work harder and go further to achieve organizational goals because employees will continue to strive to make the organization or place where they work in a good and more advanced direction; While employees with low organizational commitment will not be willing to do business on behalf of the organization and will not give their best to the organization so this will cause difficulties for the organization (Teresia and Suyasa 2018).

Research Prabawati (2017) Demonstrate that there is an individual and simultaneous influence of *meaningful work* and *work engagement* on organizational commitment. Commitment to the organization means more than formal membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the benefit of the organization for the achievement of goals. According to Mathis & Jackson (2014) that: "Organizational commitment is the level of trust and acceptance of the workforce in the goals of the organization and the desire to remain in the organization". According to Moyday in Sopiah (2014) He argues that: "Commitment is an attitude in identifying organizational goals, feelings of involvement in organizational tasks, and feelings of loyalty to the organization". In achieving organizational goals and success, optimal employee performance and strong commitment are needed (Paramitha & Wahyuni, 2021).

H⁴: *Work engagement* can moderate the influence of the work environment on organizational commitment

METHOD

The method used in this study is survey research with a descriptive and verifiative approach using questionnaires as a research tool conducted on large and small populations, but the data studied are data from samples taken from these populations, so that relative events, distribution, and relationships between variables, sociological and psychological, are found. Used to test whether the role of work engagement is able to moderate the influence of meaningful work and work environment on organizational commitment to Regional Apparatus in Kuningan Regency. As well as testing the hypothesis whether the hypothesis is accepted or

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rejected. The source of the data used was primary data with the population of Regional Devices in Kuningan Regency, as well as the number of samples taken as many as 324 people. Determined by saturated sampling techniques and primary data obtained directly from the source (not through intermediary sources) and data collected specifically to answer research questions that are in accordance with the wishes of this study. The type of data collection instrument in this study is in the form of a questionnaire using the Likert Scale. The number of question items for each indicator is 2 to 8 questions. To obtain the results of the research and to answer the hypothesis of this research using quantitative data analysis techniques with the method Partial least squares structural equation modeling (PLS-SEM) through Smart-PLS4 Software.

RESULTS AND DISCUSSION

This study distributed 324 questionnaires consisting of meaningful work variables, work environment, work engagement, organizational commitment, and asked for the willingness of the regional apparatus in Kuningan Regency to fill out the questionnaire and then explain how to fill out the questionnaire by giving the questionnaire directly. Before filling out the questionnaire, this study first tells the filling instructions briefly and clearly.

Convergent Validity Test

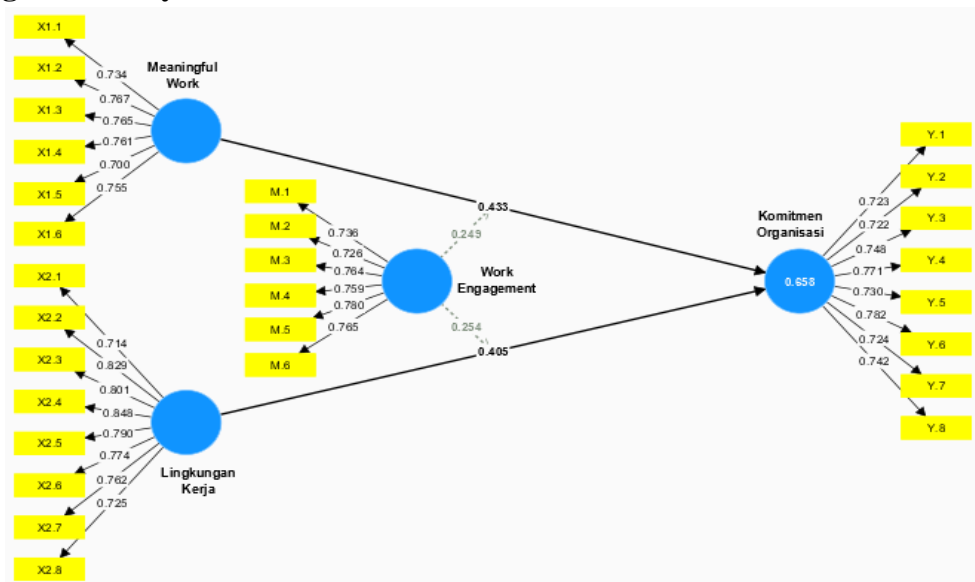


Figure 1. Test the Research Model

Based on figure 1 above, it can be seen that all indicators have a loading factor of > 0.6 which shows that all indicators are valid in measuring their constructs, so it can be concluded that the PLS model in this study has met the requirements for convergent validity.

Significance Test (Partial Effect Test)

Table 1. Significance Test

Sampel asli (O)	Sample mean (M)	Standard deviation (STDEV)	T statistik (O/STDEV)	P Value (P Values)
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Work Environment → Organizational Commitment	0,405	0,431	0.103	3.919	0,000
Meaningful Work → Organizational Commitment	0,433	0,401	0.112	3.869	0,000
Work Engagement → Organizational Commitment	0,258	0,265	0.129	1.999	0,046
Work Engagement x Meaningful Work → Komitmen Organisasi	0,249	0,238	0.085	2.911	0,004
Work Engagement x Work Environment → Organizational Commitment	0,254	0,244	0.091	2.806	0,005

The significance value of the influence of work environment variables on organizational commitment is $0.000 < 0.05$ with the original sample marked positive. So H_0 is rejected and H_a is accepted. It can be concluded that, the work environment has a significant positive effect on organizational commitment. The significance value of the effect of meaningful work variables on organizational commitment is $0.000 < 0.05$ with the original sample marked positive. So H_0 is rejected and H_a is accepted. It can be concluded that, meaningful work has a significant positive effect on organizational commitment. The significance value of the effect of the work engagement variable on organizational commitment is $0.046 < 0.05$ with the original sample marked positive. So H_0 is rejected and H_a is accepted. It can be concluded that work engagement has a significant positive effect on employee performance. The significance value of the influence of work environment variables on organizational commitment through moderating work engagement variables is $0.005 > 0.05$ with the original sample marked positive. So H_0 is accepted and H_a is rejected it can be concluded that, work engagement significantly moderates the influence of the work environment on organizational commitment.

Discussion

The Impact of Meaningful Work on Organizational Commitment

Meaningful work helps people feel part of something bigger than themselves. They feel motivated by the tasks set before them and inspired to do the best job possible. The significance value of the effect of meaningful work variables on organizational commitment to Regional Apparatus in Kuningan Regency is 0.000 with the original sample marked positive. Because the p value obtained < 0.05 and the original sample was marked positive, H_0 was rejected and H_a was accepted. It can be concluded that meaningful work has a positive and significant effect on organizational commitment. The higher the meaningful work the employee has, the higher the employee's organizational commitment, so hypothesis 1 is accepted.

The Influence of the Work Environment on Organizational Commitment

The work environment is an atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. In the Regional Device in Kuningan Regency, this study obtained a significant value of the influence of work environment variables on organizational commitment was 0.000 with the original sample marked positive. Because the p value obtained < 0.05 and the original sample was marked positive, H_0 was rejected and H_a was accepted. It can be concluded that the work environment has a significant positive effect on organizational commitment. The more comfortable and conducive the work environment, the more it will increase organizational commitment, so hypothesis 2 is accepted.

The Role of Work Engagement that Moderates the Impact of Meaningful Work on Organizational Commitment

Work engagement as a statement of positive thoughts and fulfillment related to work and pleasant experiences for employees. It comes with feelings of *vigour*, dedication and *absorption*. *Work engagement* is a positive attitude that workers have towards the organization and the values that are in it. Engaged workers are aware of the business context and work with their fellow workers to improve performance on the job for the benefit of the organization (Pri and Zamralita 2018). This research obtained a significant value of *meaningful work* on organizational commitment through *work engagement* in the Regional Apparatus of Kuningan Regency of 0.004. Because the *p value* obtained < 0.05 , H_0 is rejected and H_a is accepted. It can be concluded that, *work engagement* can moderate the effect of *meaningful work variables* on organizational commitment. *Work engagement* thus reinforces the effect of *meaningful work* on organizational commitment, so hypothesis 3 is accepted.

The Role of Work Engagement that Moderates the Influence of the Work Environment on Organizational Commitment

Work engagement is a force that motivates employees to improve performance at a higher level, this energy is in the form of commitment to the organization, a sense of work belonging and pride, more effort (time and energy), enthusiasm and interest, commitment in carrying out work (Wellins & Concelman, 2004). The significant value of the influence of the work environment on organizational commitment through work engagement obtained by this study in the Regional Apparatus in Kuningan Regency is 0.005. Because the *p value* obtained < 0.05 , H_0 is rejected and H_a is accepted. It can be concluded that work engagement can moderate the influence of work environment variables on organizational commitment. A comfortable and conducive work environment will greatly support employees in increasing their organizational commitment. Work engagement thus reinforces the influence of the work environment on organizational commitment, so hypothesis 4 is accepted.

CONCLUSION

The meaningful work of the Regional Apparatus of Kuningan Regency has a significant positive effect on the organization's commitment. The higher the meaningful work owned by the Regional Apparatus in Kuningan Regency, the higher the organizational commitment. The work environment in the Kuningan Regency Government has a significant positive effect on the organization's commitment to the Kuningan Regency Regional Apparatus. The more comfortable and conducive the working environment in the Kuningan Kaabupaten Government, the higher the organization's commitment to the Kuningan Regency Regional Apparatus. The work engagement of Regional Apparatus in the Kuningan Regency Government can moderate the meaningful work influence of the Regional Apparatus of Kuningan Regency on its organizational commitment. Work engagement strengthens the influence of meaningful work on organizational commitment to the Regional Apparatus of Kuningan Regency. Work engagement of the Kuningan Regency Regional Apparatus can moderate the influence of the work environment in the Kuningan Regency Government on the organizational commitment of the Kuningan Regency Regional Apparatus. Work engagement in the Regional Apparatus of Kuningan Regency strengthens the influence of the work

environment in the Kuningan Regency Government on the commitment of the Kuningan Regency Regional Apparatus organization.

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