

HOW EMPLOYEE ENGAGEMENT MEDIATES THE INFLUENCE OF INDIVIDUAL FACTORS TOWARD ORGANIZATIONAL COMMITMENT

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Abstract. Employee Engagement causing the occurrence of attachment on employees which influence the expression desired by someone in relations to their professional attitude, that connecting the work with personal existence for physical, cognitive, and emotional also their self's role as a whole, so that employees' attachment towards a company will drive the employees' performance. This is proved by the previous studies but they have not included Individual Factors as the force that forms Employee Engagement or Organizational Commitment specifically because seeing how the consequences from Employee Engagement produced. In this study, we include the influence of Individual Factors towards Organizational Commitment mediated by Employee Engagement which distinguishes this study with the previous ones. The objectives of this study are: First, to discover how Individual Factors influenced Employee Engagement on the employees; Second, to find out how the influence of Employee Engagement towards Organizational Commitment on employees; Third, to discover how the influence of Individual Factors towards Organizational Commitment. This study is conducted on respondents in which all of them are employees within MICE industry in Indonesia using Questionnaire. Data analysis on this study is using Structural Equation Modeling (SEM) method. The results of this study are found that a high Individual Factors will form a high Employee Engagement, a high Employee Engagement will form a high Organizational Commitment, and a high Individual Factors will form a high Organizational Commitment. In this study, it is found that there is an influence of Individual Factors towards Organizational Commitment mediated by Employee Engagement.

Key words : Individual Factors, Employee Engagement, Organizational Commitment, MICE Industry, Indonesia

JEL Classification : M12, M51, M54, M50

INTRODUCTION

Human Resources (HR) practitioners consider employees as the most important asset in an organization, they are considered to have a role in supporting the achievement of organization's goals. Employee Engagement and Organizational Commitment are variables that have a role in increasing the employees' performance in achieving their goals. (Markos and Sridevi, 2010; Jaros, 2007; Meyer and Allen, 1997; Metha and Metha, 2013). In this case, with the existence of Employee Engagement, employee will have an attachment feels

with the company so that the employee is driven and enthusiastic in performing their jobs. The consequence from a strong Employee Engagement is Organizational Commitment (Saks, 2006). The great influence from Employee Engagement and Organizational towards the company's performance is what intrigued the researchers to discuss further about it, especially in support of the employees' performance within a company on developing stage and an international scale. A company in its developing stage is in need for employees' with a high Employee Engagement characteristic, as well as a strong Organizational Commitment to continue adapting with changes and new innovation in order to implement the company's strategy (Zulkarnain and Hadiyani, 2014).

Ortiz and Lau (2011), showed how Employee Engagement relate with other dimensions' existing in Organizational Commitment. In their study, it is found that Employee Engagement does not have a positive and significant relation with Continuance Commitment, yet have a positive relation with Normative Commitment. Ologbo and Sofian (2012) in their study showed all three Individual Factors which are Employee Communication, Employee Development, and Co-Employee Support have a positive impact on Employee Engagement. In their study, Employee Engagement can mediate Individual Factors and consequences resulted which is Organizational Commitment, OCB, and Turnover Intentions.

Prasanna and Swarnalatha (2012) in their result showed that Organizational Commitment can be formed with Goal Setting, Employee Engagement and optimism towards the company. However, it can be created if all three have been greatly implemented, which are creating goal setting between employees and the management so that the employees feel included in every work performed. Therefore, the cooperation occurred create employees' attachment and optimism in working, these are what support the increase of employees' commitment on its organization.

The previous studies have not included the specific influence of Individual Factors on Employee Engagement nor Organizational Commitment. The previous studies which included the Individual Factors measured Employee Engagement consequences produced which were Organizational Commitment, OCB, and Turnover Intentions, yet not specifically on Organizational Commitment. Therefore, we include the effects of Individual Factors towards Organizational Commitment mediated by Employee Engagement (Job Engagement and Organizational Engagement) in which differentiate this from the previous studies.

The objectives of this study are: First, to discover how Individual Factors influence Employee Engagement on the employees of MICE industry; Second, to find out how the influence of Employee Engagement (Job Engagement and Employee Engagement) towards

Organizational Commitment on employees in MICE industry; Third, to discover how the influence of Individual Factors towards Organizational Commitment on employees in MICE industry.

1. LITERATURE REVIEW

1.1. Individual Factors. On the study by Robinson, et al. (2004) stated that the most powerful stimulant in creating Employee Engagement is the existing of significant feeling and inclusiveness as a whole on employees. There are several things which can create this component on employees, they are: First, the presence of employee's involvement in decision making; Second, employee feel free to express their opinion and in this case the supervisor listen to their point of view so that the employee feels that they have contributed towards the company; Third, employee is given opportunity to develop in relation to their job; Fourth, organization provide special attention on the welfare and health of the employee. Several points mentioned before were also stated by Ologbo and Sofian (2013) which categorized stimulant or antecedent of Employee Engagement into two things, Individual Factors of Employee Engagement and Organizational Factors of Employee Engagement. The Individual Factors meant in Employee Engagement is the stimulant or antecedent which can motivate employee individually to do their function in working so that they can be fully involved in the job effectively and efficiently. While what is meant with Organizational Factors were stimulant or antecedent formed within organization to urge the employee performance implementation. Saks (2006) mentioned that it is important to provide encouragement which can motivate the employees directly in order for them to do their function in working effectively and efficiently so that they can be fully involve in their job. Hence the researchers notice and focus the encouragement through Individual Factors first. As for several Individual Factors, they are Employee Communication, Employee Development, and Co-Employee Support.

1.2 Employee Engagement. Kahn (1990) defined Employee Engagement as the adjacency of employee personally to the role and responsibility in work. In this case, individual used their physic, cognitive, and emotional to provide an optimum performance in implementing their responsibilities within work. Furthermore, Harter, et al. (2002) defined Employee Engagement as the individual's involvement and satisfaction as well as enthusiasm for work. Hence, Employee Engagement is a level of commitment and employee's involvement in an organization and the values within. Employees Engagement is the employee's willingness and ability to contribute directly in the company's success continuously. Attachment with the

organization is deeply influenced by several factors both emotionally or rationally in which related to the work and working experience directly (Global Perrin/Perrin's Global Workforce Study, 2003). Robinsin, et al. (2004) defined Employee Engagement as employee's positive attitude towards the company they work for and also the company's values. Meanwhile, Saks (2006) defined Employee Engagement based on how far an individual provide their full attention in running the role they have. Therefore, it is concluded that Employee Engagement is the will and positive attitude of an employee by providing special attention to contribute directly in performing their roles.

1.3 **Organizational Commitment.** Allen and Meyer (1991) formulated commitment in an organization as a psychological form which a relation between employee and their organization, and have a strong influence whether the employee will stay on the organization or no. This is also supported by Meyer and Herscovitch (2001) by saying that commitment is an individual strength in doing something according to the goals of the company. Mowday, et al. (1997) defined Organizational Commitment (OC) as a multidimensional concept which able to make the employee do something on behalf of the company, by believing in and accepting the values also goals from an organization. Organizational Commitment is a level where someone positioned them self on an organization and have the willingness to continue the effort in achieving the organization's objectives (Noe, 2000). Organizational Commitment is also defined as an employee's circumstances in siding and supporting an organization including its objectives, and also has the intentions to nurture its membership within the said organization (Robinson, et al., 2006). It is concluded that Organizational Commitment is a psychological relation of an employee and their organization by accepting and carry out the objectives set, as well as having a strong influence in staying with the organization.

2. VARIABLES RELATIONSHIP AND HYPOTHESIS DEVELOPMENT

Positive attitude produced by employees will emerged if there are several supporting factors, one of which is Individual Factors namely Employees Communication, Employees Development, and Co-Employees Support. With a good communication among employee, it can increase the sense of involvement because they feel heard and contributing in providing opinions on problem solving. Employee development can make employee feel more supported because they are given the opportunity to develop their ability and skills. Meanwhile support from coworkers, make the employees collectively and collaboratively involve in achieving the goals, the employees feel contributive. These create Employee

Engagement within the employees. A high Employee Involvement can increase Employee Engagement and vice versa, employees who are not involve in discussion and interaction on a company, have a low Employee Engagement. Therefore, it is important for an employee to have Employee Engagement in executing their work because an employee with a high Employee Engagement is more energized in performing their job (Bakker & Leiter, 2010).

Robinson, et al. (2004) showed all four things within the impetus category for the creation of Employee Engagement. The existence of good communication among employees can create trust on one another, similarly with Employee Development and also Employee Collaboration in each level. The significant feeling and attachment among employees becomes a part of Individual Factors which afford to produce Employee Engagement. The higher Individual Factors on employees then the higher Employee Engagement is formed. (Ologbo and Sofian, 2012).

From the above argument, the researcher proposed the hypothesis:

H1 : A good Individual Factor will create a high Employee Engagement.

Employee with a high Employee Engagement will have a positive gesture in working and involve in the achievement of organization. In this case, employee involvement causes doing something for the sake of achieving objectives of the company. It is in tune with Organizational Commitment where an individual with Organizational Commitment has a positive psychological connection between employee and their organization so that the employee will implement the organization's objectives and accept them. It can be said that an employee with a high Employee Engagement will have better Organizational Commitment and also vice versa, employee with a low Employee Engagement or careless will be followed by a low Organizational Commitment too. Organizational Commitment creates a level where someone positioned themselves on the organization and has the willingness to continue the effort of achieving the organization's goals (Noe, 2000).

In Saks (2006) research, it is also found that job and organization engagement mediated connection between antecedent and Employee Engagement consequences which are (Work Satisfaction, Organizational Commitment, Intentions to leave, and Organizational Citizenship Behavior). Based on the analysis, Employee Engagement has an influence towards Organizational Commitment. The higher Employee Engagement owns then the higher the Organizational Commitment.

From the above analysis, the researcher proposed the hypothesis:

H2: A high Employee Engagement will produce a high Organizational Commitment.

In this study, the researchers also wanted to see how Individual Factors (Gallup, 2005; Saks, 2006) can influence Organizational Commitment on employees. This is considered important for researchers because several antecedents proposed by Meyer and Allen (1990) have a close connection with Individual Factors referred too. Yet researchers have not found on previous studies how Individual Factors effecting the Organizational Commitment of the employees. Meyer and Allen (1990), formulated three forms of Organizational Commitment, there are: Affective Commitment, Normative Commitment, and Continuance Commitment, they have several antecedents related to Individual Factors including related to communication among employees belongs to role clarity and goal clarity antecedent. Participation (employee have a good communication so that clear information about roles and goals, they may participate directly in company's objectives). Further, those related to employee's development belongs to skill and education antecedent (employee is given opportunity to expand their skills and knowledge). And the last of Individual Factors is Co-Employees Support belongs to Organizational Commitment antecedent which is peer cohesion (the existence of good co-operation between colleagues). With the study mentioned, it supports the influence between Individual Factors and Organizational Commitment on employees. Thus the researchers concluded the hypothesis that by expecting a high Individual Factors from employees, will resulted on a high Organizational Commitment too.

From the above arguments, the researcher proposed the hypothesis:

H3: A good Individual Factors will create a high Organizational Commitment as well.

3. RESEARCH METHODOLOGY

We did the research on the employees of PT Indonesia International Expo. The researched aspect is Individual Factors, Employee Engagement, and Organizational Commitment. Research is done on December 2016 with a survey method. This study is descriptive analysis, with causality model or related to effect. Data collection is done by distributing the questionnaire on the whole employees of PT Indonesia International Expo. Data analysis is using Structural Equation Modeling (SEM) Method, also known as Analysis of Moment Structures. Deciding the number of samples for SEM according to Hair, et al., (2008) is depends on the number of indicator times five. However due to the insufficient number of population to achieve that, the researchers decided to used other alternative. In this case, Hair, et al., (2008) also stated that the samples size in accordance to SEM is around 100-200 samples. Data collected then is measured by Likert measuring scale, from one to four. Analysis results then interpreted and the final step is concluded also advised.

In this study the researchers wanted to see the correlation from Individual Factors (antecedent's employee engagement) with Employee Engagement, Employee Engagement with Organizational Commitment. Based on the structure of those connections, the researchers also wanted to know the roles from Employee Engagement as mediator in the relation of Individual Factors and Organizational Commitment. The variables measurement of Employee Engagement using indicators based on Saks (2006), consist of nine indicators, Individual Factors variables adapted from Robinson, et al. (2004), consist of ten indicators, and Organizational Commitment variables using indicators based from Allen, et al. (1993), consist of 18 indicators, then all indicators went through validation test and reliability test.

4. RESEARCH FINDINGS

In using SEM analysis we also have to see compatibility of the whole model (goodness of fit). Based on that analysis, it is found that almost all results are compatible in good fit. This indicated that good fit is the result of compatibility in accordance with the values referred while marginal fit is the result of compatibility under the values referred. Several tests were done in order to show sufficient compatibility, they were Chi Square, RMSEA, ECVI, AIC, and CAIC, Fit Index and Goodness of Fit. There is a marginal fit result on Critical N. from the results mentioned above, can be concluded that Goodness of fit model is qualified

Table 1
Hypothesis Testing Result

Hypothesis	Hypothesis Statement	T-Value	Details
H ₁	A high Individual Factors will create a high Employee Engagement	8.13	Data supportt the hypothesis
H ₂	A high <i>Employee engagement</i> will create a high Organizational Commitment	5.27	Data support the hypothesis
H ₃	A high Individual Factors will create a high Organizational Commitment	5.06	Data support the hypothesis

5. DISCUSSION

Result of the first hypothesis testing (H₁), is found that the analysis result support the H₁ hypothesis which means that there is an influence between Individual Factors with Employee Engagement by 9.13. This showed that the higher someone's Individual Factors, then the higher their Employee Engagement. The result of this study concomitantly with the previous study by Ologbo and Sofian (2012), Individual Factors has a positive influence on Employee Engagement. Therefore, this also showed that all three things were impetuses in

forming Employee Engagement (Robinson, et al., 2014). Individual Factors which effecting the formation of Employee Engagement are Employee Communication, Employee Development, and Co-employee Support. In this case, employee with a good Employee Communication tends to easily adapt with work or in an organization. Good communication among employees also generates trust and attachment to one another. The same with development on employees and support by colleagues can construct the feeling of meaningful and attachment among employees which formulated the occurrence of Employee Engagement itself.

Result of the second hypothesis testing (H_2), is found that the analysis result support the H_2 hypothesis which means there is an influence between Employee Engagement on employees' Organizational Commitment by 5.27. This showed that employees' Organizational Commitment is affected by the level Employee Engagement they have. The higher someone's Employee Engagement then the higher their Organizational Commitment created on employee. This result concomitantly with the previous study by Saks (2006) showed the existence of a positive connection between Employee Engagement and Organizational Commitment. In his study Job and Organization Engagement mediated consequences from Employee Engagement which is Organizational Commitment.

Other studies by Albdour and Altaraweh (2014) also showed the presence of effect between someone's Employee Engagement towards their Organizational Commitment. When employees feel attached both to their work or organization, they tend to have psychological emotional power in working which happens in an organization through a positive experience in working. Therefore, commitment occurred affectively on the said employee. Besides, employees' attachment tend to make the employees instill the organization's values or to accept certain policies in working and to form the commitment to stay with the company. In this case, Employee Engagement is consist of two dimensions: Job Engagement and Organizational Engagement which will produce Organizational Commitment on employees through a positive working experience, they feel attached towards their roles on the said organization and psychologically presence and becoming part of the organization.

Result of the third hypothesis testing (H_3), is found that the analysis result support the H_3 hypothesis which have influence of Individual Factors by 5.06 on Organizational Commitment. This showed that Organizational Commitment is affected by someone's Individual Factors. The higher one's Individual Factors then the Organizational Commitment produced is also high. The previous study by Ologbo and Sofian (2013) showed the connection of Individual Factors with Organizational Commitment which is the consequences from the Employee Engagement owned.

Employees with high Individual Factors have a high Organizational Commitment. This is caused by Individual Factors formed within by the presence of Employees Communication, Employees Development, and Co-Employees Support. The existence of Good Communication among employees, cause them to be given the opportunity to deliver their opinions in organization's problem solving so that employees do something for their company/organization. Meanwhile, Employees Development can create the feeling of meaningful, becoming a part of the organization so that produced a psychological bond towards the organization. Next is the Co-Employees Support cause the employees to work collectively and collaboratively, assisting others on finishing the work in an optimum way so that the employees positioned themselves on the organization and have the willingness to achieve the company's objectives together.

This study also performed variables analysis; the result of hypothesis testing showed the influence of Employee Engagement's mediation variables between variables of Individual Factors and Organizational Commitment's variables. Mediation variables on Employee Engagement were used as a link between Individual Factors and Organizational Commitment. Based on the analysis mentioned, it is known that Employee Engagement can mediate Individual Factors and Organizational Commitment. Individual Factors have a direct effect on Organizational Commitment and also Individual Factors can have indirect effect towards Organizational Commitment through mediating the Employee Engagement. It can be said as partial analysis mediation because it can have direct and indirect effects.

CONCLUSION

There are three results found in this study, the first is Individual Factors influence Employee Engagement positively and significantly. This means the first hypothesis is accepted, which is a high Individual Factors can affect a high Employee Engagement. By the increase of Employees Communication, Employees' Development and Co-Employees Support will cause the occurrence of meaningful feeling and attachment of the employees both on their jobs and in the organization so that it is forming Employee Engagement on the employees. The next result concluded is Employee Engagement can influence Organizational Commitment, significantly and positively. This indicates that employees with a high Employee Engagement tend to have a high Organizational Commitment too. In this case, the analysis on the second hypothesis is accepted. This because when employees feel attached both to their jobs and in the organization; they tend to have a psychological emotional power

in working in which happens in an organization through a positive working experience, to embed the company's values, and to form a commitment to continue with the company. The third conclusion from this study is that Individual Factors affect Organizational Commitment. A high Individual Factors can cause the employees to have high desire in participating on every activities of the company, strong feelings to stay and contribute for the betterment of the organization.

It also found that Employee Engagement can mediate between the Individual Factors and Organizational Commitment. In this case, the Individual Factors directly affect Organizational Commitment and Individual Factors also may have indirect influence to the Organizational Commitment through the mediation of Employee Engagement. This can be described as a partial mediation analysis because it can affect directly and indirectly.

Limitation

This study has several limitations which can be considerations for future study. This study is specifically done on a developing company. Therefore all policies and activities related to the formation of Individual Factors, Employee Engagement, and Organizational Commitment are not stable and consider as a special program of the company so that there is a possibility of having different results in the future studies. Further, this study only used data collection instrument of questionnaire. Hence, there is a possibility of bias in the answers obtained from respondents which is the respondents were not answering the truth or just filling out the questionnaire based on ideal condition only. And there is no supporting data to go deeper on the reasoning behind their answers by interview. This cause the measuring conducted is less depicting the actual condition of the employees. There is also a limitation in the driving factors variables of the Employees Engagement and Organizational Commitment's formation used. The study only perceived from Individual Factors only which are Employees Communication, Employees Development, and Co-Employees Support. While there are other factors that can be used as stimulant to the formation of Employee Engagement and Organizational Commitment.

Suggestion for Future Study

For further study, this study is still very limited because only carried out on certain subjects, namely the MICE industry and the newly emerged company. Therefore, the researchers suggested that further studies are also performed on the other service companies

or on industrial manufacturing company and on the company that is mature enough in order to obtain more objective and representative results with broader coverage. In addition to the development of the study, it is suggested on future study to add other variables which effecting Employee Engagement and Organizational Commitment. This is because there are many other variables besides Individual Factors that can optimize these variables.

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