

STRATEGIES TO INCREASE EMPLOYEE ENGAGEMENT DURING THE COVID-19 PANDEMIC THROUGH COMPENSATION, MOTIVATION, WORK HAPPINESS AND ORGANIZATIONAL COMMITMENT AS MEDIATING VARIABLES

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Abstract: The objective of this research is to analyze strategies to increase employee engagement during a pandemic through compensation, motivation and work happiness mediated by the organizational commitment of employees at PT Bank Mandiri Bekasi, West Java, Indonesia, using primary data obtained from distribution of questionnaires. This research was conducted on 546 employees. Of those, based on the calculation of the Slovin's Formula, 397 employees were studied as samples. For data processing, the Lisrel-Structural Equation Modeling with multivariate techniques is used which combines aspects of multiple regression and factor analysis. The results showed that compensation, motivation and work happiness each had a significant positive effect on employee engagement and employee organizational commitment. Organizational commitment is able to mediate the significant positive effect of compensation, motivation and work happiness on employee engagement of employees at Bank Mandiri, Bekasi Jatiwaringin.

Keywords: employee engagement, compensation, motivation, work happiness, organizational commitment.

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INTRODUCTION

Several business organizations failed to maintain their operations due to the global economic crisis, and their inability to implement strategies in global change due to the Covid-19 pandemic also contributed to this failure (Ekhsan *et al.*, 2019). At the start of the pandemic, many companies had to think hard about how to survive the current pandemic. Likewise the banking industry which was also affected by these conditions (López-Cabarcos *et al.*, 2020). Accordingly, a very important role of human resources is needed for the company's future



development. Whether or not a company successfully achieves its goals fully depends on the employees' skills (Handoko & Rambe, 2018). The extent to which the company supervises its employees depends on the conditions and number of these employees. Organizational commitment is highly important in relation to the large number of employees working in companies, offices or agencies in order to create the desired situation. (Prasada *et al.*, 2020).

Based on an analysis conducted by the World Employment and Social Outlook Trends 2022 (WESO Trends), the crisis caused by the Covid-19 pandemic increased the unemployment rate to 207 million people, much higher than in 2019 which reached 186 million before the pandemic. The work-from-home and work-from-office systems were practiced by most companies to reduce the number of Covid-19 cases. Bank Mandiri was also one of the companies affected by the Covid-19 pandemic. It also implemented these systems, especially for pregnant female employees and employees over the age of 50 years. The WFH and WFO systems were applied to other employees in shifts. Those who worked from home were still required to carry out their work at home but must always be ready if required to work from the office at any time. Apart from WFH and WFO, another problem faced by Bank Mandiri was the resignation of several employees. The question is why they had the courage to make the decision to leave their jobs when the economic conditions were unstable and it was also difficult to get a job due to the Covid-19 pandemic. Thus, the aspects of compensation, motivation and work happiness contribute an important role to employee engagement and can increase the commitment of employees in the company. Employee engagement is a psychological state in which employees feel an importance in the company's success and are motivated to improve their performance to a level exceeding what is expected. In addition, employee engagement is also seen as something which can influence individuals, groups and organizations (Letsoin & Ratnasari, 2020).

Organizational commitment is a state which is often described as a strong desire to always be part of a particular organization, the desire to work hard to achieve the organization's goals, as well as belief in and awareness of the organization's values and goals (Wardhana, 2021). Compensation must be paid with a payment system in accordance with the company's appreciation, support and welfare, which is divided into financial compensation and non-financial compensation. Financial compensation is further divided into two parts, i.e. direct financial compensation in the form of salaries and indirect financial compensation in the form of appreciations, whereas non-financial compensation is provided in the form of incentives and appreciations. (Bagus & Surya, 2017). Motivation refers to an action given which can influence individuals to carry out activities in order to achieve the organization's goals (Ekhsan *et al.*, 2019).

Work happiness is defined as a positive feeling an individual has at any work time. By recognizing, managing and having the ability to influence their work, employees can optimize their performance and feel satisfied with their work (Agustien and Soeling, 2020). When employees in an organization are happy at work, the productivity of the organization will also increase. Garcia *et al.* (2019) divides work happiness into two dimensions, namely dimension of work environment and dimension that concerns the intrinsic factors of workers. And these two dimensions are then developed into 11 reliable and valid scales to measure. Here the author is interested in conducting research on these variables with respect to Bank Mandiri's employees during the current uncertain Covid-19 pandemic. Accordingly, this research is

expected to provide input to the company management to further optimize their human resources.

THEORETICAL FRAMEWORK AND HYPOTHESIS

Various sources and literature such as books and others were used in support of this research. This research uses Gary Dessler's hierarchy of needs theory and Frederick Herzberg's two-factor theory as the main theories, which provide evidence that attention should be paid to the human element in organizations (Sopa *et al.*, 2020). According to Dessler (2020), compensation is any form of payment or reward given to an employee as his/her employment with an organization or company. A company must pay more attention to compensation because compensation is part of the operational costs incurred by the company, which can include appreciations or rewards given to employees for their contribution to achieving the company's goals. (Kowey, 2018). Compensation can be defined as giving direct and indirect remuneration, either in the form of money or goods, to employees in return for services provided to the company (Adamy, 2016).

Motivation is often understood by the term motive which means an energy that drives the mind and body of a person to act in order to achieve the expected goals. Everyone has their own motivation, which may vary from person to person (Marnis & Priyono, 2008). Motivation is derived from the Latin word *movere* which means encouragement or "to move". Motivation in management only targets human resources in general and subordinates in particular. Motivation is about directing the power and potential of subordinates in order that they want to work together productively to successfully achieve the expected goals. (Atikah & Riwayati, 2021).

Work happiness is defined as a positive feeling an individual has at any work time. By recognizing, managing and having the ability to influence their work, employees can optimize their performance and feel satisfied with their work (Agustien and Soeling, 2020). When employees in an organization are happy at work, the productivity of the organization will also increase. Garcia *et al.* (2019) divides work happiness into two dimensions, namely dimension of work environment and dimension that concerns the intrinsic factors of workers. And these two dimensions are then developed into 11 reliable and valid scales to measure. According to Pryce and Jones, 2010, there are internal and external factors which can make employees feel happy at work. Internal factors of an employee to the organization (from the in outside) include (a) the employee can achieve his/her goals, (b) the employee has objectivity towards work. (c) the employee can direct attention to issues considered important to him/her. (d) the employee feels safe at work.

Commitment is a basic attitude embedded in the heart and mind, which controls behavior according to what was agreed at the beginning (Salam, 2020). Organizational commitment has become a subject of discussion in various literatures such as public sector (non-profit sector) literature or private sector (generally profit-oriented sector) literature (Yusuf & Syarif, 2017). According to Haryono (2021), organizational commitment is also a measure of the extent to which employees have commitment and work responsibilities to the company, which is based on the employees' perceptions in building relationships with the company and showing their responsibility and loyalty. Each dimension of organizational commitment has influential factors, which result in affective commitment, rational commitment and normative commitment (Yusuf & Syarif, 2017). These factors lead to affective commitment, continuance commitment

and normative commitment. Organizational commitment is a state which is often described as a strong desire to always be part of a particular organization, the desire to work hard to achieve the organization's goals, as well as belief in and awareness of the organization's values and goals (Wardhana, 2021).

Employee engagement is defined as thinking positively, i.e. thinking about completing something related to work. Positive relationships between the company and employee need to be built in order to improve the employee's performance. The employee will give the best for the company when he/she has good relationships with the company. On the other hand, if the employee does not have good relationships with the company, then he/she will not provide the best for the company (Rusdin, 2015). An increase in employee engagement will decrease the employee's intention to resign (Saputra & Suwandana, 2021). The Utrecht Work Engagement Scale (UWES) has been widely used in many countries. The concept of employee engagement is greatly aided by the presence of this measure, which has attracted a great deal of academic attention. In addition to academia's growing interest in employee engagement, consultants are also starting to market the concept, along with their own engagement measures. Work engagement has, as its main result, a concern for the employees' welfare. It is a psychological theory reflecting what Schaufeli describes as an individualization tendency in society, and found at the level of individual analysis. Meanwhile, organizational engagement is mainly related to improving organizational performance. This is reflected in the interests of the UK government and in the argument that higher engagement is associated with higher profits (Guest, 2014).

Theoretical Framework

Based on theoretical explanations and empirical studies examining profitability, company value is measured by its capital structure as the intervening variable. Thus, the influence of these three variables on company value is described in the following thinking framework:

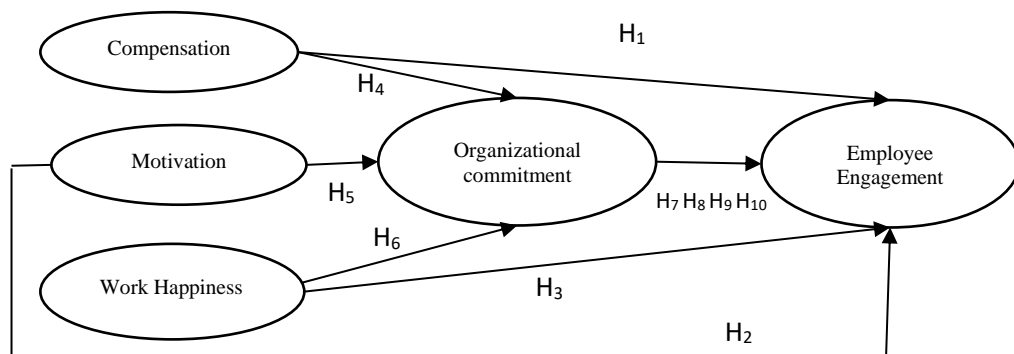


Figure 1 Thinking Framework

Source: Researcher, (2023)

Hypothesis Formulation

Employee engagement is a form of employees' direct contribution to their work which can be seen through their passion, dedication and appreciation (Nimon *et al.*, 2015). The relationship between compensation and employee engagement is very close because the higher the compensation given to employees, the greater the employee engagement with the company.

According to research conducted by Saputra & Suwandana, 2021, compensation has a positive and significant effect on employee engagement. This is in contrast to research conducted by Lestari, 2020, stating that non-financial compensation had no effect on employee engagement. The result of the former is, therefore, also in contrast to the existing theories. Work happiness is defined as a positive feeling an individual has at any work time. By recognizing, managing and having the ability to influence their work, employees can optimize their performance and feel satisfied with their work (Agustien and Soeling, 2020). However, in the journal by Stefani & Santoso, 2020, there was found different result from previous research which showed that work happiness had no effect on employee engagement in such research.

As for the variables of motivation and organizational commitment, some results in the first research conducted by Pramita, 2016, showed that motivation had a significant positive effect on organizational commitment. However, different results were found in two other studies conducted by Linggiallo et al., 2021 and Sari & Riana, 2018, which showed that motivation had no significant effect on commitment. A different result was also found in research conducted by Al-Ali et al., 2019 which showed that work happiness had a significant positive direct effect on work performance, but it also had a significant negative effect on employee turnover intention (Rikmaratri & Prohimi, 2018).

Other research on organizational commitment and employee engagement also disclosed that organizational commitment and employee engagement had a significant positive effect on performance (Bataineh, 2019). However, this is different from other research which disclosed that work engagement had a positive but not significant effect on employee commitment to the company, while organizational support had a significant effect on organizational commitment. High commitment will affect the efforts made by employees and will also affect employee performance (Yusuf & Syarif, 2017). In research conducted by Sanjaya & Mas, 2021, it was disclosed that employee engagement was able to act as a strong mediation for the effect of compensation on organizational commitment. In order to be more effective, the compensation system requires motivation support, so that employees who have worked hard with their best efforts and extra energy will feel that all their efforts are worthy and appreciated. Proper compensation will significantly increase employee motivation (Mujanah, 2019). Based on the theories and previous studies which are relevant to this research, the hypothesis can be formulated as follows:

- H₁: Compensation has a significant positive effect on employee engagement
- H₂: Motivation has a significant positive effect on employee engagement
- H₃: Work happiness has a positive effect on employee engagement.
- H₄: Compensation affects organizational commitment
- H₅: Motivation positively affects organizational commitment
- H₆: Work happiness positively affects organizational commitment
- H₇: Organizational commitment has a positive effect on employee engagement
- H₈: Organizational commitment mediated compensation affects employee performance
- H₉: Organizational commitment mediated motivation affects employee engagement
- H₁₀: Organizational commitment mediated work happiness affects employee engagement

RESEARCH METHOD

This research used a quantitative approach with the questionnaire method. The population in this research comprised employees of Bank Mandiri Bekasi Jatiwaringin and this research used quantitative data, obtained from the distribution of questionnaires to respondents. The object of this research is Bank Mandiri Bekasi Jatiwaringin located at Jl. Raya Jatiwaringin No. 363, Pondok Gede Bekasi, West Java, Indonesia 17411. According to Sugiyono (2019), the Likert Scale technique used in this research allows respondents to rate items on a five to seven-point scale depending on the number of agreements or disagreements they have on the items. The Likert Scale comprises a series of statements on the respondents' responses to the object under research. Each statement has 5 points on the agree and disagree scale, respectively (Ahyar et al., 2020).

Prior to data collection, the questions in the questionnaire were tested first to ensure that the measuring instrument must be valid and reliable. Valid means that the instrument can be used to measure what should be measured. Reliable means that the instrument when used several times to measure the same object, will produce the same data (Sugiyono, 2019). Decision on the validity test is adopted by comparing the correlation coefficient to r table. If the sample used is 30 samples and the error rate is 5 percent, then the r table used is 0.361, or by the significance a statement item can be said to be valid if the correlation coefficient is greater than the r table. In addition to the validity test before data collection, the questions in the questionnaire were also tested first for reliability. In addition to being valid, research data must also be reliable because accuracy requires consistency. The research result is considered reliable when there are data similarities (fixed) at different times (Sugiyono, 2019).

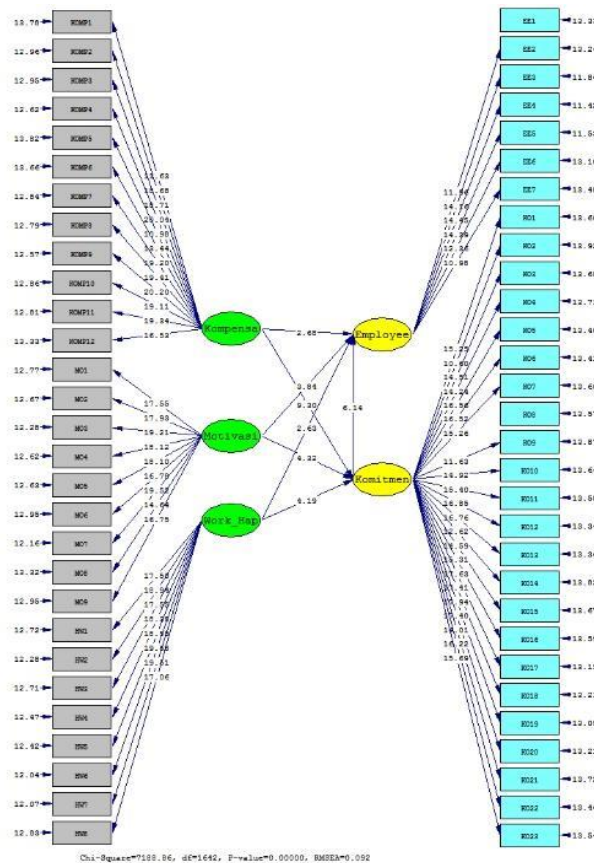
This research is based on the problem formulation and the research hypothesis is the influence between variables, which shows a complex and tiered causal relationship. The data collected by the researcher was then analyzed using Structural Equation Modeling (SEM) with a multivariate technique combining aspects of multiple regression and factor analysis to estimate simultaneous interdependence relationships. SEM combines confirmatory factor analysis, structural model testing and path analysis diagram model (Körner et al., 2015).

DATA ANALYSIS AND DISCUSSION

This research was conducted on 546 employees. Of those, based on the calculation of Slovin's Formula, 397 employees were researched as samples. The demographic aspect consists of women with a total percentage of 65 percent or 257 people and the remaining is men with a total percentage of 35 percent or 140 people. The subsequent criterion is in terms of age where age of less than 25 years consists of 45 people with a percentage of 11 percent, age of 25 to 35 years consists of 165 people with a percentage of 42 percent, age of 36-45 years consists of 102 people with a percentage of 26 percent and age of 45-56 years consists of 21 percent. The third category is based on divisions, where 311 people or 78 percent occupy frontline positions and the rest are in backoffice positions with 86 people or 22 percent. The fourth criterion is based on income, where income of less than five million is earned by 98 people with a percentage of 25 percent and the rest above 5 million is earned by 299 people with a percentage of 75%. And the last category is based on years of service, where years of service under five years consists of 98 people with a percentage of 25 percent, five to ten years of service consists of 173 people

with a percentage of 44 percent and the last with more than 10 years consists of 126 people with a percentage of 32 percent.

Figure 4.2
Measurement Model Test (t-values)



Source: Processed data (2023)

The coefficient of determination (R^2) is used to measure how well the regression line fits the actual (*Goodness of Fit*). The coefficient of determination measures the percentage of the total variations in the dependent variables. From the calculations, the coefficient of determination is obtained as shown in Figure 4.5. It can be seen that for the dependent variables, organizational commitment is 0.78, meaning that 78 percent of the variations can be explained by the independent variables of compensation, motivation and happiness at work, while the remaining of 0.22 or 22 percent is explained by other variables outside the variables used in this research. Compensation is indicated to have a positive relationship with organizational commitment with a coefficient value of 0.53, motivation is indicated to have a positive relationship with organizational commitment with a coefficient value of 0.24 and happiness at work is indicated to have a positive relationship with organizational commitment with a coefficient value of 0.16.

The coefficient of determination is obtained based on the calculations conducted. It can be seen that for the dependent variables, employee engagement is 0.80, meaning that 80 percent of the variations can be disclosed by the independent variables of compensation, motivation,

happiness at work and organizational commitment, while the remaining of 0.20 or 20 percent is explained by other variables outside the variables used in this research. Organizational commitment is indicated to have a positive relationship with employee engagement with a coefficient value of 0.59, compensation is indicated to have a positive relationship with employee engagement with a coefficient value of 0.23, motivation is indicated to have a positive relationship with employee engagement with a coefficient value of 0.29 and happiness at work is indicated to have a positive relationship with employee engagement with a coefficient value of 0.16. Based on the result of the structural model fit test previously carried out, the seven research hypotheses have proven a significant relationship at the 95 percent confidence level with a t value of > 1.96 . In general, the conclusions are based on the results of hypothesis testing, indirect effect and regression coefficient estimate.

Table 1 - Testing the Hypothesis of Direct Effect

Hypotheses	Inter-Construct Relationships	Estimates	T-Values	Remarks
H ₁	Compensation -> <i>Employee Engagement</i>	0.53	9.06	Significant Positive Effect
H ₂	Motivation -> <i>Employee Engagement</i>	0.24	4.89	Significant Positive Effect
H ₃	<i>Happiness at work</i> -> <i>Employee Engagement</i>	0.16	3.83	Significant Positive Effect
H ₄	Compensation -> Organizational Commitment	0.23	2.63	Significant Positive Effect
H ₅	Motivation -> Organizational Commitment	0.29	3.96	Significant Positive Effect
H ₆	<i>Happiness at work</i> -> Organizational Commitment	0.16	2.79	Significant Positive Effect
H ₇	Organizational Commitment -> <i>Employee Engagement</i>	0.59	5.94	Significant Positive Effect

Source: data processed by the author (2023)

Based on the result of testing the effect of compensation on employee engagement, compensation has a t-value of $9.06 > 1.96$ and estimate has a value of 0.53. Thus, H₁ is acceptable, where compensation has a significant positive effect on employee engagement at Bank Mandiri. This means that if the compensation provided by Bank Mandiri meets what is expected or desired by employees, it can increase employee engagement with the company they work for. The result of testing the effect of motivation on employee engagement shows that motivation has a t-value of $4.89 > 1.96$ and estimate has a value of 0.24. Thus, H₂ is acceptable, where motivation has a significant positive effect on employee engagement. This means that the motivation given by management to employees of Bank Mandiri can have a good effect and also increase employee engagement with the company they work for. The result of testing the effect of happiness at work shows a t-value of $3.83 > 1.96$, and estimate has a value of 0.16. Thus, H₃ is acceptable, where happiness at work has a significant positive effect on employee engagement. Thus, it can be explained that if employees feel happy at work, it will make these employees feel that they have engagement and also responsibilities when doing their job at Bank Mandiri.

The result of testing the effect of compensation shows a t-value of $2.63 > 1.96$, and estimate has a value of 0.23. Thus, H_4 is acceptable, where compensation has a significant positive effect on organizational commitment. Based on the result, it can be explained that good compensation received by employees can increase their commitment. In other words, they will not easily resign or do anything in conflict with the company's goals. The result of testing the effect of motivation shows a t-value of $3.96 > 1.96$, and estimate has a value of 0.29. Thus, H_5 is acceptable, where motivation has a significant positive effect on organizational commitment. Thus, it can be concluded that if employees have good motivation in a company and this motivation is also supported by management, it can increase the commitment of the employees themselves. The result of testing the effect of motivation shows a t-value of $3.96 > 2.797$, and estimate has a value of 0.16. Thus, H_6 is acceptable, where happiness at work has a significant positive effect on organizational commitment. This means that when employees feel happy at work, it can also increase employee commitment. The result of testing the employee engagement shows that organizational commitment has a t-value of $5.94 > 1.96$, and estimate has a value of 0.59. Thus, H_7 is acceptable, where organizational commitment has a significant positive effect on employee engagement. Based on the calculation results above, it can be explained that good employee engagement in a company can also increase the commitment of its employees.

Mediating variable analysis can be conducted through two approaches, namely coefficient difference and multiplication. The first approach is carried out by examining through analysis with and without mediating variables, while the second method is carried out using procedures (Hair *et al.*, 2017). The results of this research concluded 3 (three) mediation results, with the coefficient multiplication method:

Table 2- Testing the Hypothesis of Moderation Effect

Hypothesis	Inter-Construct Relationships	Estimates	T-Values	Remarks
H_8	Compensation -> Organizational Commitment -> <i>Employee Engagement</i>	0.33	5.40	Significant Positive Effect
H_9	Motivation -> Organizational Commitment -> <i>Employee Engagement</i>	0.10	3.55	Significant Positive Effect
H_{10}	<i>Happiness at work</i> -> Organizational Commitment -> <i>Employee Engagement</i>	0.13	3.66	Significant Positive Effect

Source: data processed by the author (2023)

The results of mediation using the coefficient multiplication method show that the first hypothesis (H_8) is acceptable, namely that compensation influences employee engagement

through organizational commitment because the t -value is $5.40 > 1.96$. Compensation, based on this data, has a positive effect and significant effect on employee engagement through organizational commitment; If employees receive either material or non-material compensation from Bank Mandiri for doing work properly, their engagement and commitment will continue to increase. The results of testing the first hypothesis (H_9) found that the results of the analysis accepted H_9 , indicating the influence of motivation on employee engagement through organizational commitment because the t -value is $3.55 < 1.96$. The results of this test show that motivation has a positive and significant effect on employee engagement through organizational commitment; motivation provided by the company can include employee engagement and job commitment to the company. The results of testing the second hypothesis (H_{10}) show that the results of the analysis accept the H_{10} hypothesis: happiness at work affects employee engagement through organizational commitment because the t -value is $3.66 > 1.96$. The results of this test show that happiness at work has a positive and significant effect on employee engagement through organizational commitment; If employees feel happiness when doing work, their engagement and commitment will also be in balance and influential.

DISCUSSION OF RESEARCH RESULT

Compensation has a positive and significant effect on employee engagement. This statement is in line with research conducted by Saputra & Suwandana (2021) that explained that the amount of compensation received by employees can affect their engagement with organizations or companies. So, the higher the compensation received by Bank Mandiri employees, the higher the level of their engagement. Basically, the reason that underlies every employee to do work is income or salary. Here, compensation becomes the main thing because it will be additional income that can foster the employees' sense of enthusiasm and make them feel attached to the company where they work. Motivation has a positive and significant effect on employee engagement, in line with research conducted by Rachmatullah *et al.*, (2015) that explained that motivation contributes to achieving company goals through employee engagement. Motivation itself can be translated as someone who has the power and potential to do the job. Here, employees can get motivation from themselves and from their place of work as supporters for themselves. So, employees who are motivated to work will also be able to increase their attachment to the company because many well-known companies promise many things to their employees but there is no motivation that can build the employees themselves.

Happiness at work has a positive and significant effect on employee engagement. The finding of this research is in line with that of research conducted by Othman *et al.* (2018). Bank Mandiri employees' happiness is important to ensure high their productivity. The management, for this reason, must ensure that employees are happy and able to carry out their roles and responsibilities effectively in providing excellent service to customers. Basically, every human being definitely wants to have a balanced life both in personal and work worlds. The happiness that employees feel is also one of the important things. Doing a monotonous work routine can make them bored. If they feel happy, they will work wholeheartedly and, more frequently, add new innovations for change. Compensation has a positive and significant effect on Organizational Commitment. This research finding is in line with that of research conducted by Sari & Riana, (2018). The higher the satisfaction of Bank Mandiri employees with the compensation they receive, the higher the level of their organizational commitment to continue

working at Bank Mandiri. Organizational commitment that arises from within employees makes the company get added value. Consequently, the compensation provided by the company must also be in accordance with the employees' work.

Motivation has a positive and significant effect on organizational commitment. This research explains that high motivation can affect commitment. Declining employee motivation can reduce their commitment periodically. This shows that commitment can also affect performance. Happiness at work has a positive and significant effect on organizational commitment. This research is in line with research conducted by Raei Dehaghi (2012). This research explains that organizational commitment and increased productivity have a certain relationship with happiness. So, such relationship should be given serious consideration to increase organizational efficiency. Happiness, if achieved, is a state that creates the highest motivation in the individual to move. Organizational commitment has a positive and significant effect on employee engagement. This research is in line with research conducted by Bataineh (2019). The higher employees' commitment to work in the company, the stronger their attachment to the company and the stronger their desire to do their jobs optimally.

Compensation has a positive and significant effect on employee engagement through organizational commitment. This research is in line with research conducted by Sanjaya & Mas (2021). This research explains that good organizational commitment can also affect compensation and employee engagement in a company. Compensation and engagement can encourage employees to be committed to their work at Bank Mandiri. Motivation has a positive and significant effect on employee engagement through organizational commitment. This research is in line with research conducted by Agustiena & Soelingh (2020). This research explains the attachment between motivation and employee engagement through organizational commitment; When having high motivation in a company, employees will also be connected to it, have dreams and goals, and build a commitment in their work. Happiness at work has a positive and significant effect on employee engagement through organizational commitment. This research is in line with research conducted by Stefani & Santoso (2020). This research explains that when an employee feels happy at their job, they become involved in their work and then will be committed to the organization.

CONCLUSION, IMPLICATION AND SUGGESTION

Based on the results of the analysis and discussion described regarding the strategy to increase employee engagement at Bank Mandiri of the Bekasi Jatiwaringin area during the Covid-19 Pandemic through compensation, motivation, work happiness and organizational commitment as mediating variables, it can be concluded that compensation has a positive and significant effect on employee engagement. Compensation given to the employees can affect their engagement with their company; The higher the compensation received by Bank Mandiri employees, the higher the level of their engagement. Motivation has a significant positive effect on employee engagement. In this research, motivation contributes to achieving company goals through employee engagement. Happiness at work has a positive and significant effect on employee engagement. Employee happiness is important to ensure high productivity. Management must ensure that employees are happy and able to carry out their roles and responsibilities effectively in providing excellent service to customers. Compensation has a positive and significant effect on organizational commitment. The higher

the satisfaction of Bank Mandiri employees with the compensation they receive, the higher their organizational commitment level to continue working at Bank Mandiri. Motivation has a positive and significant effect on organizational commitment. High motivation can affect commitment; a decrease in motivation can periodically reduce employee commitment, showing that commitment can also affect performance. Happiness at work has a positive and significant effect on organizational commitment. Organizational commitment and increased productivity have a certain relationship with happiness. Thus, this relationship should be given serious consideration in efforts to increase organizational efficiency. Organizational commitment has a positive and significant effect on employee engagement. The higher the commitment of employees to work for the company, the stronger their attachment to the company and the stronger their desire to do optimal work for their jobs.

Compensation has a positive and significant effect on employee engagement through organizational commitment. Good organizational commitment can also affect compensation and employee engagement in a company; the compensation received by the employees and their engagement can underlie them being committed to their work at Bank Mandiri. Motivation has a positive and significant effect on employee engagement through organizational commitment. The link between motivation and employee engagement through organizational commitment is shown by that if an employee has high motivation in a company, he will also have a connection with the company where he works. This results in employees having dreams and goals to build a commitment to work and happiness at work has a positive and significant effect on employee engagement through organizational commitment. When an employee feels happy at their job, they become involved in their work and then will be committed to the organization.

Suggestion

Management can adjust benefits for the employees, in the forms of bonuses or rewards, according to company conditions so that the employees can feel that their perseverance in work will produce appropriate compensation results. Management can provide rewards in all lines when they can achieve a target. In addition to financial rewards, companies can also provide other kinds of rewards, such as direct praise given to employees to let them feel valued and cared for. A leadership style that can protect employees can also keep them motivated; When employees need direction, superiors can provide it to keep them being on the right track and learning. In order for employees to have commitment and work engagement, companies must be able to improve the quality of their careers.

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