

**THE INFLUENCE OF EMPLOYEE ENGAGEMENT, WORK ENVIRONMENT  
AND ORGANIZATIONAL LEARNING ON ORGANIZATIONAL  
COMMITMENT IN EMPLOYEES OF CV. JODION UNGGUL PERKASA  
SLEMAN REGENCY**

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**Abstract**

This study aims to determine the effect of employee engagement , work environment, and organizational learning on organizational commitment in employees of CV. Jodion Unggul Perkasa Sleman Regency. The method used in this research uses quantitative methods. The population in this study were employees who worked at CV. Jodion Unggul Perkasa Sleman Regency using a sample of 103 respondents using purposive sampling technique. Data analysis used is multiple linear regression analysis. The results showed that employee engagement, work environment, and organizational learning have a positive and significant effect on organizational commitment. This study supports various theories that reveal that employee engagement factors, work environment, and organizational learning have a significant role in shaping organizational commitment. The implication of this research is expected to increase engagement for employees and create a conducive work environment which in turn will affect employee commitment to the organization. In addition, organizations need to ensure the availability of sufficient access to learning for employees, through training programs and skills development relevant to their duties in order to increase the loyalty and commitment of their employees.

**Keywords:** Employee engagement, Work environment, Organizational learning, Organizational commitment

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**INTRODUCTION**

Human resource management is a process that aims to manage various problems related to employees, labor, leaders or other staff, so that it can support the activities of

the company or organization in achieving the goals that have been set <sup>1</sup>. Human resource management has a very crucial role in achieving competitive advantage. Successful companies always prioritize human resources to run their operations optimally, especially in responding to the dynamics of environmental changes that occur. Companies are required to be able to compete effectively in the midst of the Asean Economic Community (AEC), in the era of globalization and increasingly intense competition. To survive in this competition, companies must try their best and make optimal use of all the assets they own. Human resources are considered the most valuable asset in running a company's business operations. Employees as part of human resources have a crucial role in achieving company goals, creating competitive advantages, and increasing overall company value. In the midst of rapid technological developments, the challenge for companies to stay competitive in the business world is increasing.

The research was conducted in CV. Jodion Unggul Perkasa which is located in Barisan Brebar Hamlet, Prambanan District, Sleman Regency, Yogyakarta. CV. Jodion Unggul Perkasa is a company operating in the garment sector. This company is one of the companies in the garment industry in the region. The main focus of this company is to provide clothing production services on a mass scale. Unlike the conventional business model, CV Jodion Unggul Perkasa does not produce or sell clothes under its own brand, they offer clothing manufacturing services in bulk for certain clothing brands.

To achieve the goals of the company, the organizational commitment of employees is very important, based on the results of observations and interviews, there is a significant problem in CV Jodion Unggul Perkasa related to organizational commitment where organizational commitment in CV. Jodion Unggul Perkasa is low because the employee turnover rate on CV. Jodion Unggul Perkasa to another company or known as turnover intention. Another problem that affects organizational commitment is employee involvement at work, characterized by a lack of opportunities for employees to participate in decision-making, besides that only certain employees are willing to express opinions that are useful for the success of the organization. Then other problems related to the work environment are characterized by a less conducive work environment such as hot temperatures that are often felt by employees. This less conducive work environment has the potential to reduce organizational commitment because employees who feel uncomfortable or unsupported in the work environment, they tend to be less attached and loyal to the organization they work for. The impact includes increased turnover and a decrease in overall performance within the organization. In addition, the problems encountered by the author related to organizational learning are characterized by a lack of employee skill development.

To optimize the company's assets can be done by increasing commitment to the organization. According to <sup>2</sup>, organizational commitment reflects the level of loyalty of an employee to his organization. This loyalty is reflected in the desire to provide optimal performance, confidence in the progress of the organization, openness to shared values,

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<sup>1</sup> Zulkifli Rusby, 'Manajemen sumber daya manusia', 2017 <<http://repository.uir.ac.id/id/eprint/1470>>.

<sup>2</sup> Hasrudy Tanjung, 'Pengaruh keterlibatan kerja dan kepuasan kerja terhadap komitmen organisasi pegawai', *Jurnal Humaniora : Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4.2 (2020), pp. 36–49, doi:10.30601/humaniora.v4i2.1278.

and acceptance of the goals that the organization has set. Commitment to the organization plays a very important role in determining the success of the organization, employees who have a high level of commitment will devote a lot of time and energy in their work to achieve organizational goals. Organizational commitment describes the relationship between individuals and organizations, where a highly committed employee tends to show loyalty, trust, and loyalty to the company they work for<sup>3</sup>. Employees who are deeply committed to the company, they have the ability to drive the success of their company by achieving all the goals that have been set. According to<sup>4</sup> organizational commitment shows the level of willingness of an employee to continue his work, the employee's loyalty to his organization, the additional effort made to achieve what the company expects. Every company strives to increase employee commitment to the organization. Strong commitment not only contributes to the stability of the company, but can also drive overall performance improvement. According to<sup>5</sup> Organizational commitment refers to the level of emotional closeness and attachment of employees to the place where they work.

Various factors can affect the level of organizational commitment, one of which is employee engagement. According to<sup>6</sup>, Employee engagement is the process by which employees participate in organizational activities, such as participating in decision-making and problem-solving. This term refers to a high level of personal commitment and dedication to the tasks carried out in the work environment. Employee engagement focuses on the main work that the individual is responsible for. Employee engagement and participation are important to pay attention to in work activities, because when employees are engaged, they will be more willing and happy to cooperate with their superiors and colleagues. Employee engagement is defined as the level of engagement and thoroughness of a person in his or her duties in the workplace<sup>7</sup>. According to<sup>8</sup>

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<sup>3</sup> Maulida Nidaul Fadhliah, Prihatin Tiyanto, and Gita Sugiyarti, 'The role of organizational commitment in mediating employee engagement and work environment on employee performance', *International Conference on Digital Advance Tourism, Management and Technology*, 1.1 (2023), pp. 517–27, doi:10.56910/ictmt.v1i1.116.

<sup>4</sup> Fanny Dwiyan Harnantoko, Prayekti, and Didik Subiyanto, 'Pengaruh lingkungan kerja, dukungan kerja dan kompensasi terhadap komitmen organisasi Astra Honda Motor', *Jurnal Pendidikan Ekonomi*, 8.2 (2023) <<https://doi.org/10.31932/jpe.v8i3.2901>>.

<sup>5</sup> Yusni Restanti, Ignatius Soni Kurniawan, and Nala Tri Kusuma, 'Pengaruh perceived organizational support, komitmen organisasional dan keterlibatan kerja terhadap organizational citizenship behavior', *Jurnal Manajemen Terapan Dan Keuangan*, 13.01 (2024), pp. 213–21, doi:10.22437/jmk.v13i01.30957.

<sup>6</sup> Holong Saor Nababan, Ramses Simanjuntak, and Diapari S. Putra Pane, 'Peran keterlibatan karyawan, lingkungan kerja dan pembelajaran organisasi terhadap komitmen organisasi', *Jurnal Bisnis Dan Manajemen*, 9.1 (2022), pp. 9–17, doi:10.26905/jbm.v9i1.6902.

<sup>7</sup> Isaac Ahakwa, Jingzhao Yang, Evelyn Agba Tackie, and others, 'The influence of employee engagement, work environment and job satisfaction on organizational commitment and performance of employees: a sampling weights in PLS Path Modelling', *SEISENSE Journal of Management*, 4.3 (2021), pp. 34–62, doi:10.33215/sjom.v4i3.641.

<sup>8</sup> Alyona Spokoiny Foertsch, 'The relationship of employee engagement and job satisfaction to organizational commitment', *SSRN Electronic Journal*, 2021, doi:10.2139/ssrn.3838383.

employee engagement can be described as how engaged and enthusiastic a person is about their work. The actions of those who hinder or advance the interests of the organization are often evidence of such engagement. Increased employee engagement has a close relationship with commitment and performance within an organization or company. The greater the level of employee participation and engagement, the stronger their commitment and performance. As a result, this will make the company more solid and competitive<sup>9</sup>.

Work environment factors play a big role in shaping and influencing the level of employee commitment to the organization. According to<sup>10</sup>, The work environment is the main determinant that affects the welfare and commitment of employees to the organization. The work environment refers to the conditions and atmosphere in the organization where employees carry out their duties. The work environment is divided into two main aspects: the physical environment and the non-physical environment. The physical environment includes the work location and facilities provided, while the non-physical environment involves interaction and working relationships between employees and work partners or leaders. The work environment is the main determinant that determines the level of employee commitment to the organization, as a space where employees carry out their duties. A conducive work environment, including aspects of health, safety, and comfort has a crucial role in supporting employee productivity so as to enable the achievement of optimal results. According to<sup>11</sup> the work environment reflects the work results of employees in two aspects, namely quality and quantity. Quality is related to the neatness and perfection of the implementation of a task, while quantity focuses on the extent to which work goals can be achieved in completing certain tasks. The establishment of a quality work environment, both from physical and non-physical aspects is an important element that companies must pay attention to to achieve their strategic goals<sup>12</sup>. The work environment directly affects the employees who carry out the production process in the company or organization even though the work environment in a company is not responsible for the production process. Meanwhile, according to<sup>13</sup> the work environment includes facilities and infrastructure around where

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<sup>9</sup> Hani Dwi Arfinasari and Budi Prabowo, 'Pengaruh gaya kepemimpinan, keterlibatan karyawan dan kepuasan kerja terhadap komitmen organisasi dalam meningkatkan kinerja karyawan pada Perusahaan Startup PT Perintis Teknologi Internasional Di Malang', *Reslaj : Religion Education Social Laa Roiba Journal*, 4.6 (2022), pp. 1768–83, doi:10.47467/reslaj.v4i6.1460.

<sup>10</sup> Arif Rachman Putra and Rahayu Mardikaningsih, 'Kompensasi dan lingkungan kerja serta pengaruhnya terhadap komitmen organisasi', *Jurnal Ilmiah Edunomika*, 6.1 (2021), p. 44, doi:10.29040/jie.v6i1.3738.

<sup>11</sup> R Kusumaningrum, P Prayekti, and Nala Tri Kusuma, 'Pengaruh kepemimpinan transformasional, lingkungan kerja, disiplin kerja terhadap prestasi kerja pada Karyawan Dinas Lingkungan Hidup Dan Kehutanan DIY', *Jurnal Manajemen Pendidikan Dan Ilmu Sosial (JMPIS)*, 5.4 (2024), pp. 912–21  
<<https://dinastirev.org/JMPIS/article/view/2218%0Ahttps://dinastirev.org/JMPIS/article/download/2218/1280>>.

<sup>12</sup> Muhammad Amien Rais Tanjung and Prayekti, 'Pengaruh budaya organisasi , lingkungan kerja dan ocb terhadap komitmen organisasi Di Titik Terang Konveksi', *Reslaj : Religion Education Social Laa Roiba Journal*, 4.5 (2022), pp. 1372–78, doi:10.47467/reslaj.v4i5.1136.

<sup>13</sup> Rahmanda Angger Nugroho, Didik Subiyanto, and Nala Tri Kusuma, 'Pengaruh servant leadership, motivasi kerja, dan lingkungan kerja terhadap kepuasan kerja pada Pegawai Sekretariat Dprd

employees work and can affect work performance and job satisfaction. This includes workplace conditions, facilities, cleanliness levels, lighting, and a calm work atmosphere, as well as relationships between colleagues all of which contribute to increased employee morale.

In addition, organizational learning also plays a role as a factor that affects commitment in the organization. According to the research of<sup>14</sup> organizational learning is defined as the capacity of an organization to continuously carry out the learning process, thus allowing the organization to show a quick and effective response to various changes that occur. According to<sup>15</sup> organizational learning is a group of employees who are motivated and have the will to grow through the process of analyzing, sharing knowledge, building goals and aligning them with organizational goals, this process becomes an integral part of continuous learning as well as an effort to maintain organizational values and culture. According to<sup>16</sup>, organizational learning plays a role in fostering a more effective innovation environment, because learning that takes place optimally can motivate each individual to continue to develop themselves, improve their skills, and contribute to the unity of organizational goals. Workplace learning is becoming the most important means for companies to build and improve knowledge about competitive advantage in today's environment<sup>17</sup>.

Research by<sup>18</sup> shows that employee engagement has a positive and significant effect on organizational commitment, similar results were also found in research by<sup>19</sup> which shows that employee engagement has an effect on organizational commitment. Therefore, the hypothesis proposed by the researcher is:

H1: Employee engagement has an effect on the organizational commitment of employees of CV. Jodion Unggul Perkasa, Sleman Regency.

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Diy', *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 11.1 (2024), pp. 23–34, doi:10.36987/ecobi.v11i1.5313.

<sup>14</sup> Mohammad Ryan Fathoni, Ismayantika Dyah Puspasari, and Zulistiani, 'Pengaruh keterikatan karyawan, lingkungan kerja dan pembelajaran organisasi terhadap komitmen organisasi pada karyawan Dinas Ketahanan Pangan dan Perikanan Kabupaten Nganjuk', *Simposium Manajemen Dan Bisnis*, 2022, pp. 178–89 <<https://proceeding.unpkediri.ac.id/index.php/simanis/article/view/1878>>.

<sup>15</sup> Soewarto Hardhienata, Syarif Maulana, and Eka Suhardi, 'Analisis sequential explanatory learning organization pada guru ditinjau dari komitmen guru terhadap organisasi dan pemberdayaan', *Jurnal Manajemen Pendidikan*, 7.1 (2019), pp. 716–24, doi:10.33751/jmp.v7i1.956.

<sup>16</sup> Wati Wahyuni, Bedjo Sutanto, and Supadi Supadi, 'The mediating role of organizational learning in the relationship between organizational commitment and lecturer innovative behavior', *JRTI (Jurnal Riset Tindakan Indonesia)*, 6.1 (2021), p. 1, doi:10.29210/3003673000.

<sup>17</sup> Van Thac Dang, Thinh Truong Vu, and Phuoc Thien Nguyen, 'Workplace learning and foreign workers' commitment to host cultural organization: the effects of cross-cultural adjustment and supervisor trust', *Employee Relations*, 43.1 (2021), pp. 297–317, doi:10.1108/ER-02-2020-0039.

<sup>18</sup> Fildzah Aleyda and Netania Emilisia, 'Pengaruh entrepreneurial attitude, work engagement, employee engagement terhadap organizational commitment Pada Perusahaan Ekspedisi Di Jakarta', *Management and Accounting Expose*, 6.1 (2023), pp. 1–9, doi:10.36441/mae.v6i1.1242.

<sup>19</sup> Tanjung.

The research of <sup>20</sup> shows that the work environment has a positive and significant effect on organizational commitment and supported by the research of <sup>21</sup> also shows that the work environment has a positive and significant effect on organizational commitment. Therefore, the hypothesis proposed by the researcher is:

H2: The work environment has an effect on the organizational commitment of employees of CV. Jodion Unggul Perkasa, Sleman Regency.

According to <sup>22</sup> research, it shows that organizational learning has a positive and significant effect on organizational commitment and is supported by <sup>23</sup> also states that organizational learning has a positive and significant effect on organizational commitment. Therefore, the hypothesis proposed by the researcher is:

H3: Organizational learning has an effect on the organizational commitment of employees of CV. Jodion Unggul Perkasa, Sleman Regency.

The research of <sup>24</sup> stated that employee engagement, work environment, and organizational learning have a significant positive effect on organizational commitment and supported by research <sup>25</sup> showed that employee engagement, work environment, and organizational learning have a positive effect on organizational commitment. Therefore, the hypothesis proposed by the researcher is:

H4: Employee involvement, work environment and organizational learning have an effect on the organizational commitment of employees of CV. Jodion Unggul Perkasa, Sleman Regency.

Based on the above background, this study aims to analyze the influence of employee engagement, work environment, and organizational learning on organizational commitment in employees CV. Jodion Unggul Perkasa Sleman Regency.

The framework for this research can be presented through the diagram depicted in Figure 1 below:

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<sup>20</sup> Isaac Ahakwa, Jingzhao Yang, Evelyn Agba Tackie, and others, 'The effects of job autonomy, organizational learning, and work environment on organizational commitment of Public Sector Employees in the Ashanti Region of Ghana', *International Journal of Scientific Research and Management*, 9.1 (2021), pp. 2099–2110, doi:10.18535/ijstrm/v9i1.em02.

<sup>21</sup> Evianti, Abror, and Rosyeni Rasyid, 'The effect of work environment, organizational support and intrinsic motivation on organizational commitment', *Advances in Economics, Business and Management Research*, 124 (2020), doi:10.2991/aebmr.k.200305.139.

<sup>22</sup> Muhammad Irfani Hendri, 'The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance', *International Journal of Productivity and Performance Management*, 68.7 (2019), pp. 1208–34, doi:10.1108/IJPPM-05-2018-0174.

<sup>23</sup> Wahyuni, Sutanto, and Supadi.

<sup>24</sup> Jalal Hanaysha, 'Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment', *Procedia - Social and Behavioral Sciences*, 229 (2016), pp. 289–97, doi:10.1016/j.sbspro.2016.07.139.

<sup>25</sup> Nababan, Simanjuntak, and Pane.

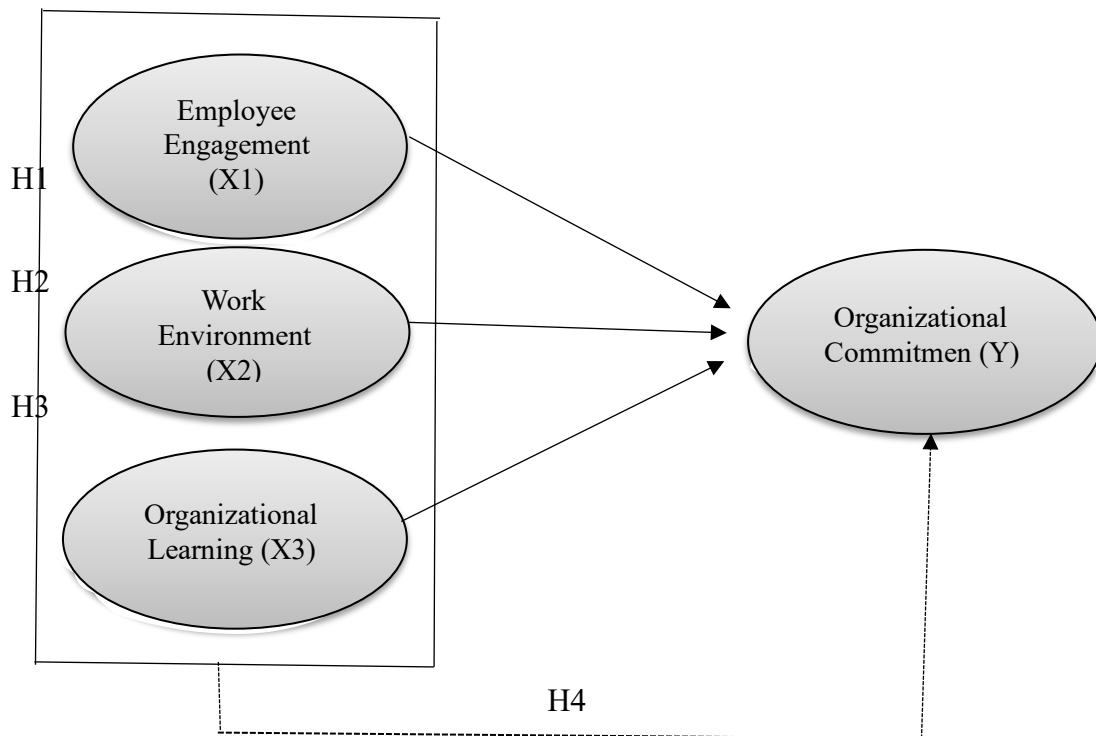


Figure 1. Framework of Thought.

## RESEARCH METHODS

This study uses a quantitative approach with a survey method, where data collection is carried out through the distribution of questionnaires to respondents. Adoption for the variables of employee engagement<sup>26</sup>, work environment<sup>27</sup>, organizational learning<sup>28</sup>, and organizational commitment<sup>29</sup>. The data source in this study comes from employees in CV. Jodion Unggul Perkasa Sleman Regency using a sample of 103 employees. The sampling technique used in this study uses purposive sampling using the slovin formula. Data analysis and hypothesis testing use multiple regression analysis to determine the direct effect between the independent variable and the dependent variable. The stages of analysis include validity and reliability tests, as well as descriptive analysis to provide an overview of the data collected. In addition, classical assumption tests such as normality

<sup>26</sup> Bruce Louise Rich, Jeffrey A. Lepine, and Eean R. Crawford, 'Job engagement: antecedents and effects on job performance', *Academy of Management Journal*, 53.3 (2010), pp. 617–35, doi:10.5465/amj.2010.51468988.

<sup>27</sup> Hanaysha.

<sup>28</sup> Hanaysha.

<sup>29</sup> Richard T. Mowday, Richard M. Streers, and Lyman W. Porter, 'Experimental methanol toxicity in the primate: analysis of metabolic acidosis', *journal of vocational behavior*, 1979, pp. 224–47, doi:10.1016/0041-008x(75)90174-x.

test, multicollinearity test, and heteroscedasticity test were carried out to ensure that the data met the requirements for multiple regression analysis. Data processing was carried out using SPSS version 26 software

## RESULT AND DISCUSSION

### Respondent Characteristics

**Table 1: Respondent Characteristics**

RESPONDENT	PERCENTAGE
Gender	
Man	30
Woman	70
Totally	100
Age	
< 20 Years	5
21-25 Years	78
26-50 Years	13
> 50 Years	5
Totally	100
Last Education	
Elementary School/Equivalent	1
Junior High School/ Equivalent	8
Senior High School/ Equivalent	84
Associate`s Degree (D1/D2/D3/D4)	4
Bachelor`s Degree	4
Totally	100
Minimum 1 Year Working Experience	
Yes	100
Totally	100
Length of Work	
1-5 Years	94
6-10 Years	6
Totally	100

*Source : Primary data processed, 2024*

Based on table 1. The characteristics of the respondents showed that the majority of respondents were female (70%), the majority of respondents were aged 21-25 years (78%), the majority of respondents had senior high school/Equivalent (84%), all respondents had worked for at least 1 year (100%), and the majority of respondents had worked for 1-5 years (94%).

### Validity Test

**Table 2 : Validity Test**

Variabel	Validity
Employee Engagement	0.193 (Valid)
Work Environment	0.193 (Valid)
Organizational Learning	0.193 (Valid)
Organizational Commitment	0.193 (Valid)

*Source: Primary data processed, 2024*



Based on the validity test results in table 2. All statement items have r count greater than r table (df = 103-2, namely 101) of 0.193. Therefore, the items in this statement are declared valid and can be used as an accurate instrument for measuring research data.

### Reliability Test

**Table 3. Reliability Test**

<i>Variabel</i>	<b>Cronbach`s Alpha</b>
Employee Engagement	0.867 (Reliable)
Work Environment	0.796 (Reliable)
Organizational Learning	0.817 (Reliable)
Organizational Commitment	0.931 (Reliable)

*Source : Primary data processed, 2024*

Based on the results of the reliability test shown in table 3. all statements used in this study have a Cronbach's Alpha value greater than 0.70. Thus, it can be concluded that all variables in this study are said to be reliable.

### Classical Assumption Test

#### Normality Test

**Table 4. Normality Test Result**

Unstandardized Residual		
N		103
Normal Parameters	Mean	.0000000
	Std. Deviation	4.14735901
Most Extreme Differences	Absolute	.080
	Positive	.048
	Negative	-.080
Test Statistic	Test Statistic	.080
Asymp. Sig. (2-tailed)	Asymp. Sig. (2-tailed)	.099 <sup>c</sup>

*Source: Primary data processed, 2024*

Based on the output results in table 4. above the results of the normality test with the Kolmogorov Smirnov Test showing an asymp value of 0.099 > 0.05, it can be concluded that the data is normally distributed.

#### Multicollinearity Test

**Table 5. Multicollinearity Test**

<b>Model</b>	<b>Tolerance</b>	<b>VIF</b>
Employee Engagement	0.636	1.572
Work Environment	0.572	1.749
Organizational Learning	0.679	1.472

*Source: Primary data processed, 2024*

Based on the multicollinearity test results shown in table 5. All independent variables have a tolerance value greater than 0.1 and a VIF value smaller than 10, so it can be concluded that there are no multicollinearity symptoms.

#### Heteroscedasticity Test

**Table 6. Heteroscedasticity Test**

<b>Coefficients</b>					
Model	Unstandardized Coefficients		Unstandardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	4.075	3.081		1.323	.189
Employee Engagement	.033	.066	.063	.503	.616
Work Environment	-.069	.079	-.115	-.866	.389
Organizational Learning	.007	.080	.011	.091	.928

Source: Primary data processed, 2024

From table 6. above shows that the Glejser heteroscedasticity test is stated to have a significant value of the independent variable above 0.05. Therefore, it is concluded that there are no symptoms of heteroscedasticity in the regression model used.

### Multiple Linear Regression Analysis

**Tabel 7. Result of Multiple Linear Regression Analysis**

<b>Coefficients</b>					
Model	Unstandardized Coefficients		Unstandardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	-11.562	4.941		-2.340	.021
Employee Engagement	.285	.106	.212	2.673	.009
Work Environment	.436	.127	.286	3.424	.001
Organizational Learning	.728	.128	.437	5.703	.000

Source: Primary data processed, 2024

Based on table 7 above. the regression equation obtained by this study is:

$$Y = -11.562 + 0.285X_1 + 0.436X_2 + 0.728X_3 + e$$

The explanation is as follows:

The regression coefficient for the employee engagement variable of 0.285 indicates that, assuming other variables are constant, an increase in employee engagement will have an impact on increasing organizational commitment, and vice versa. For the work environment variable of 0.436 indicates that if other variables are constant, an increase in the work environment will have an impact on increasing organizational commitment, and vice versa. Meanwhile, for the organizational learning variable of 0.728 shows that, if other variables are constant, an increase in organizational learning will significantly increase organizational commitment, and vice versa.

### Hypothesis Test

#### T Test

**Table 8. T Test Result**

Model	B	Std. Error	Beta	T	Sig.
(Constant)	-11.562	4.941		-2.340	.021
Employee Engagement	.285	.106	.212	2.673	.009
Work Environment	.436	.127	.286	3.424	.001
Organizational Learning	.728	.128	.437	5.703	.000

Source: Primary data processed, 2024

Based on table 8. above the employee engagement variable obtained a sig value. 0.009 and the t value is 2.673. This calculation shows that  $t \text{ count} > t \text{ table}$  ( $2.673 > 1.660$ ) and the significant value is smaller than 0.05 ( $0.009 < 0.05$ ), it can be concluded that employee engagement is proven to have a positive effect on organizational commitment (H1 accepted). For the work environment variable, the sig value is obtained. 0.001 and the calculated t value of 3.424. This calculation shows that  $t \text{ count} > t \text{ table}$  ( $3.424 > 1.660$ ) and the significant value is smaller than 0.05 ( $0.001 < 0.05$ ) which indicates that the work environment variable is proven to have a positive effect on organizational commitment (H2 accepted). Finally, the organizational learning variable obtained a sig value. 0.000 and the calculated t value of 5.703. The results of this calculation show that  $t \text{ count} > t \text{ table}$  ( $5.703 > 1.660$ ) and a significant value smaller than 0.05 ( $0.000 < 0.05$ ) which also indicates that the organizational learning variable is proven to have a positive effect on organizational commitment (H3 accepted).

## F Test

**Tabel 9. F Test Results**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2693.288	3	897.763	50.659	.000
Residual	1754.460	99	17.722		
Total	4447.748	102			

Dependent Variable : Organizational Commitment

Source: Primary data processed, 2024

Based on table 9. above, a significant value of  $0.000 < 0.05$  is obtained. So it can be concluded from the F test that employee engagement, work environment and organizational learning have a simultaneous effect on the organizational commitment of CV. Jodion Unggul Perkasa, Sleman Regency.

## Coefficient of Determination (R<sup>2</sup>)

**Tabel 10. Result of Determination Coefficient (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.778	0.606	0.594	4.210

Source: Primary data processed, 2024

In table 10. obtained an Adjusted R Square value of 0.594 or 59.4%. It can be concluded that the independent variable affects the dependent variable by 59.4%, then the rest ( $100\% - 59.4\% = 40.6\%$ ) is influenced by other variables that are not studied in this study.

## Discussion

### The Influence of Employee Engagement on Organizational Commitment

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Based on the results of the study, it is shown that employee engagement has a positive and significant effect on organizational commitment CV. Jodion Unggul Perkasa Sleman Regency (H1 is accepted). In accordance with the value of sig.  $0.009 < 0.05$ , or seen from the t count ( $2.673 > 1.660$ ). This means that employees who feel engaged in everything in their organization will tend to be more committed to their organization, they will also improve their performance in achieving the vision that has been set by the organization. This finding is in line with research conducted by <sup>30</sup> which states that employee engagement has a positive and significant effect on organizational commitment and supported by <sup>31</sup> which states that employee engagement has a positive and significant effect on organizational commitment.

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

Based on the results of the study, it shows that the work environment has a positive and significant effect on organizational commitment CV. Jodion Unggul Perkasa Sleman Regency (H2 is accepted). In accordance with the value of sig.  $0.001 < 0.05$ , or seen from the t calculation ( $3.424 > 1.660$ ). This means that a good environment will have a good impact on employees in doing their work. Employees who feel comfortable where they work tend to stay and make an optimal contribution to the company. To ensure the success of the company, it is very important for them to create an attractive working atmosphere. Thus, employee commitment will increase, as well as provide motivation that is in line with the company's goals. This finding is in line with research conducted by <sup>32</sup>, which states that the work environment has a significant effect on organizational commitment and supported by researcher <sup>33</sup> which states that the work environment has a significant positive influence on organizational commitment.

### **The Influence of Organizational Learning on Organizational Commitment**

Based on the results of the study, it shows that organizational learning has a positive and significant effect on CV organizational commitment. Jodion Unggul Perkasa Sleman Regency (H3 is accepted). In accordance with the value of sig.  $0.000 < 0.05$ , or seen from t counts ( $5.703 > 1.660$ ). This means that learning in the organization provides important opportunities and encourages each member to continue to hone their personal skills and improve their knowledge continuously, if the learning process of the organization goes well, employees will become more aware to work more optimally, which will automatically affect their commitment to the organization. These results are in line with research conducted by <sup>34</sup> which states that organizational learning has a positive and

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<sup>30</sup> Sutiyeem and others, 'The impact of job satisfaction and employee engagement on organizational commitment', *Dinasti International Journal Of Education Manajemnt And Social Science*, 2.1 (2020), pp. 55–66, doi:10.31933/DIJEMSS.

<sup>31</sup> Hanaysha.

<sup>32</sup> Fathoni, Puspasari, and Zulistiani.

<sup>33</sup> Hanaysha.

<sup>34</sup> Ahakwa, Yang, Agba Tackie, and others.

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significant effect on organizational commitment and supported by research by <sup>35</sup> which states that organizational learning has a positive and significant effect on organizational commitment.

### **The Influence of Employee Engagement, Work Environment and Organizational Learning on Organizational Commitment**

Based on the results of the study, it shows that employee engagement, work environment, and organizational learning simultaneously affect CV organizational commitment. Jodion Unggul Perkasa Sleman Regency (H4 is accepted). With a calculated F value greater than the F table ( $50.659 > 2.46$ ) and a significance level of  $0.000 < 0.05$ . So it can be concluded that the variables of employee engagement, work environment, and organizational learning have an influence and significance on the variables of organizational commitment. This finding is in line with research conducted by <sup>36</sup> which states that employee engagement, work environment, and organizational learning have a significant positive effect on organizational commitment and are supported by <sup>37</sup> which states that employee engagement, work environment, and organizational learning have a positive effect on organizational commitment.

### **CONCLUSION**

Based on the results of the analysis and research that has been conducted on employees of CV. Jodion Unggul Perkasa Sleman Regency, it can be concluded that employee engagement, work environment, and organizational learning have a positive and significant influence on employee organizational commitment. This study supports various theories that reveal that employee engagement, work environment, and organizational learning factors have a significant role in forming commitment to the organization. The implications of this study are expected to increase employee engagement and create a conducive work environment which in turn will affect employee commitment to the organization. In addition, organizations need to ensure the availability of adequate learning access for employees, through training and development programs. skills relevant to their tasks in order to increase employee loyalty and commitment. And also that these findings are expected to be a reference for further researchers who want to conduct further research using different independent variables such as research using organizational culture variables (X1), organizational communication (X2), and work motivation (X3) on organizational commitment (Y) <sup>38</sup>

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<sup>35</sup> Geunpil Ryu and Seong Gin Moon, 'The effect of actual workplace learning on job satisfaction and organizational commitment: the moderating role of intrinsic learning motive', *Journal of Workplace Learning*, 31.8 (2019), pp. 481–97, doi:10.1108/JWL-05-2019-0061.

<sup>36</sup> Hanaysha.

<sup>37</sup> Nababan, Simanjuntak, and Pane.

<sup>38</sup> Glorya Adelina Siwi, Bernhard Tewal, and Irvan Trang, 'Pengaruh Budaya Organisasi, Komunikasi Organisasi Dan Motivasi Kerja Terhadap Komitmen Organisasi Pegawai Badan Pendapatan Daerah Kota Manado', *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8.1 (2020), pp. 617–26 <<https://doi.org/10.35794/emba.8.1.2020.28023>>.

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