

The Influence of Career Development, Leadership, Rewards and Mediation of Employee Engagement on Organizational Commitment to Millennial Employees in DKI Jakarta

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Abstract

Organizational commitment is important to build for employees in the company, because with organizational commitment it will trigger employees to be able to give their best performance for the company without any coercion. The factors that can influence organizational commitment include career development, leadership, rewards and employee engagement. The research sample that was processed was 280 responses with the characteristics of respondents with the age of generation Y (born in 1980 – 2000), working in DKI Jakarta with a minimum working period of 1 year. The approach used is a quantitative approach. The results of this study indicate the influence of career development, leadership, reward, and mediation of employee engagement on organizational commitment.

Research purpose:

This study aims to determine the effect of career development, leadership, and reward on organizational commitment by using employee engagement as a mediating variable.

Research motivation:

The importance of the company in building organizational commitment and the lack of consistency in the relationship between the variables used encourage researchers to conduct further research to be able to provide evidence. In addition, some previous studies were mostly conducted outside Indonesia, although some were conducted in Indonesia, the object of research used was not specifically focused on the millennial generation. Given that millennial employees are the generation that dominates the workforce in Indonesia (BPS, 2019), it is deemed necessary to conduct research to prepare regulations or HR management practices that are in accordance with the character of the millennial generation.

Research design, approach, and method:

Quantitative research uses path analysis techniques with the help of SPSS version 26 software. This study uses a purposive sampling strategy by getting 280 individuals as respondents. Sample criteria: 1) Employees who work in DKI Jakarta; 2) Have a year of birth 1980- 2000; 3) Working period of 1 year or more. Google forms are used to get data..

Main findings:

The findings show that career development, leadership, reward, and employee engagement as mediating variables choose a significant influence on career development.

Practical/managerial implications:

The company's HR department can conduct measurements or surveys on employee engagement on a regular basis to find out what factors can be maximized to increase employee engagement. Because from this research it is known that employee engagement can mediate employee organizational commitment.

Keywords: Career Development, Leadership, Reward, Employee Engagement, Organizational Commitment

1. INTRODUCTION

Employee commitment to be able to work in an organization for a long period of time or called organizational commitment is the expectation of HR management, especially for employees with good performance. Organizational commitment is a concept that can be used to measure the desire of employees to survive and carry out their duties and obligations in an organization. Organizational commitment is also needed by the organization because with employees who are committed, the organization will continue to operate and

can even achieve organizational targets. This is supported by Greenberg and Baron (1994) who state that employees with high organizational commitment are more stable and more productive than employees without commitment or with low commitment, so that in the end it will be more profitable for the organization.

Based on data from the Central Statistics Agency (BPS), currently the workforce is dominated by the millennial generation. Even some important positions in the company have begun to be occupied by this generation. The millennial generation has received special attention

in the world of work because this generation has different characteristics from previous generations. One of the characteristics of the millennial generation that must be taken into consideration by HR management is that they are very happy to change jobs. Nindyati (2017) concludes based on the results of his research that the millennial generation has the experience of changing jobs more often than the previous generation, namely generation X, the desire to move is based on career development orientation and workplace comfort.

Based on previous research, organizational commitment is influenced by various factors such as organizational culture (Bagis, et al, 2020); leadership & organizational justice (Aditya, 2019); job insecurity, career advancement, performance appraisal, positive team, culture, job satisfaction, culture, & employee engagement (Suryani, 2018); job characteristics, compensation, & job satisfaction (Wydyanto & Yandi, 2020); selection, recruitment, training, development, performance appraisal (Aboramadan, 2019); remuneration, training & development (Yousafzai, et al, 2017). In this study, three factors that can affect organizational commitment as independent variables will be raised, namely development, leadership, and reward. The basis for selecting the three independent variables is that there are still differences in the results of previous studies on the relationship between career development, leadership, and rewards with organizational commitment.

The results of Jehanzeb & Mohanty's research (2018) conclude that employee development has an effect on organizational commitment. Similar results from research (Hamzah, et al, 2020), namely there is a positive and significant relationship between career development and organizational commitment. The results of the study (Yousafzai, et al, 2017) also note that development has an important relationship with organizational commitment. In contrast to research conducted by (Glazer, et al, 2019) which shows that employee development does not play a significant role in increasing organizational commitment.

Leadership has a significant influence on the formation of organizational commitment (Baek, 2012). Then according to (Nazir, et al 2016) it is known that there is a positive and significant relationship between leadership support and organizational commitment, especially affective and normative commitment. However, based on research (Junaedi, et al, 2013) that leadership has no significant effect on organizational commitment.

Based on the results of research (Mabaso & Dlamini, 2017), there is a positive and significant effect between rewards and organizational commitment. Then according to (Yousafzai, 2017) remuneration, which is one indicator of the financial reward variable, has a large impact on organizational commitment.

One of the HR management initiatives to increase employee commitment to a career and employee

retention is to pay attention to employee engagement (Moussa, 2013). According to Alsaad (2016), employee engagement was found to have a positive and significant effect on employee commitment.

The relationship between employees and the company is one part of HR management that is important to consider in retaining existing employees, especially qualified employees. Employee engagement is the status of employee engagement with work, in other words, employee engagement is the condition of an employee who has a strong bond with his work so that he can contribute and perform well for the company's progress voluntarily. So the company feels the need to pay more attention to HR in order to create employee engagement that can have a positive impact on the organization.

According to Hewitt (2017) employee engagement includes two parts, namely the engagement score or engagement behavior itself and the work experience felt by employees to encourage engagement behavior scores. Work experience while working in the company

becomes the basis for employee consideration and assessment to be able to bond with the company. Hewitt also explained that proven work experience can make employees bonded called engagement drivers. Engagement drivers include career development, leadership and rewards. Based on research conducted by Lina and Silvianita (2019), there are seven factors of employee involvement, three of which are career development, leadership, and compensation.

The importance of the company in building organizational commitment and the lack of consistency in the relationship between the variables used encourage researchers to conduct further research to be able to provide evidence. In addition, some previous studies were mostly conducted outside Indonesia, although some were conducted in Indonesia, the object of research used was not specifically focused on the millennial generation. Given that millennial employees are the generation that dominates the workforce in Indonesia (BPS, 2019), it is deemed necessary to conduct research to prepare regulations or HR management practices that are in accordance with the character of the millennial generation. Based on the description that has been stated above, this study aims to find out and empirically test "The Influence of Career Development, Leadership, Rewards and Mediation of Employee Engagement on Organizational Commitment to Millennial Employees in DKI Jakarta".

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Career Development and Organizational Commitment

Development is a process by which employees gain skills and experience in order to succeed

in their current job and future tasks (Kaswan, 2013). Then Rivai and Sagala (2013) argue that career development is a process with the aim of increasing

individual work abilities in order to achieve the expected career. Then Busro (2018) said that development is an effort made to spur employees to be able to carry out the main tasks and functions of the organization optimally. Based on several definitions from experts, it can be concluded that career development is the process and effort of employees in improving their skills with the aim of getting a better career.

Career development is thought to be one of the motivating factors for an employee to be bound to the organization, because with a development program that matches employee expectations, employees tend to stay in the organization. This is supported by research conducted by Smaliukiene et al (2013) which yielded information that employee development through career management can provide employees with attitudes to achieve work balance and employee involvement in the organization. So the relationship between career development and employee engagement is the first hypothesis of this study as follows:

H1: Career development has a positive effect on employee engagement in employees in DKI Jakarta

Leadership and Organizational Commitment

Leadership is a person's ability to influence a group in the process of achieving predetermined

organizational goals (Robbins, 2003:40). In this case the leader is expected to be able to direct his subordinates to be able to complete tasks in order to achieve work targets to achieve organizational goals. Meanwhile, according to Amirullah (2015: 167), leadership is someone who has the authority, called a leader, able to influence others through good relationships with the aim of achieving the goals that have been set. Based on several definitions from experts, it can be concluded that leadership is the ability of a leader to be able to influence others, especially his subordinates.

Leaders who can direct subordinates in carrying out their work properly are thought to trigger employee engagement. The leader's attention to employees can create a sense of security and confidence in employees towards achieving work targets, so that employees will reciprocate by showing good performance and strong attachment to the organization. This assumption is supported by the results of research by Suharti & Suliyanto (2012), namely leaders who are able to listen and consider the opinions of subordinates and are able to provide support to subordinates will make subordinates feel respected in the company and will create employee engagement. Research conducted by Hossan et al (2020) also shows that employees need support and commitment from their superiors, both of which need to be considered if there is an increase in employee engagement at work. So the relationship between leadership and employee engagement becomes the second hypothesis of this study as follows:

H2: Leadership has a positive effect on employee

engagement in employees in DKI Jakarta

Reward and Organizational Commitment

Kadarisman (2012) argues that reward is a form of return both financially and non-financially

received by employees for services that have been provided to the company. Similar to Kadarisman, Busro (2018) also defines Rewards as gifts given by the company to outstanding employees in the form of financial or non-financial with the aim of increasing the enthusiasm and motivation of these outstanding employees while at the same time triggering other employees to achieve achievements so as to create positive competition between employees. employee. Based on several definitions from experts, it can be concluded that reward is a form of appreciation given by the company to employees for their performance.

Rewards given by the company in the form of financial and non-financial that are commensurate with the efforts of employees in completing performance targets are thought to trigger employee engagement. This is caused by employees who feel appreciated for their efforts, either in the form of allowances or verbal appreciation. As the results of research conducted by Ologbo & Sofian (2013), namely compensation in the form of recognition of work and compensation in the form of salary will make employees more professional, thus causing employee attachment to the company. So the relationship between reward and employee engagement becomes the third hypothesis of this study as follows:

H3: Reward has a positive effect on employee engagement for employees in DKI Jakarta

Employee Engagement and Organizational Commitment

Employee engagement is one of the concepts of Human Resources (HR) management which

is expected to create an engagement between employees and the company. According to Kahn (1990) employee engagement is the empowerment of organizational members towards their roles. Employees with engagement will use and show themselves physically, cognitively, and emotionally as long as they perform their performance (Kahn, 1990). Employee engagement is also defined by Robinson, et al. (2004) as an employee's positive attitude towards the organization and the values of the organization.

Referring to the psychological and emotional aspects, engagement is a representation of commitment, such as commitment to fulfilling job requirements (Rehman, et al, 2013). Thus, employees who are emotionally connected to the vision, mission, values, culture, and goals of the organization are a condition of attachment for employees who have the desire to be able to work in organizations with high career commitment (Rehman, et al, 2013). Basically, employee engagement refers to employee loyalty and commitment to their work while organizational commitment refers to employee loyalty

and commitment to their organization (Agyemang & Ofei, 2013). So that the relationship between these two variables begins with the emergence of commitment from their work (employee engagement) first, then continues with commitment to their organization (organizational commitment). So the relationship between employee engagement and organizational commitment becomes the fifth hypothesis of this study as follows:

H4: Employee engagement has a positive effect on organizational commitment of employees in DKI Jakarta

Employee Engagement Mediation

Career development in accordance with the potential and expectations of employees is

expected to encourage employees to have a commitment to a career in an organization. On the other hand, if career development is not in accordance with the potential and expectations of employees, it is suspected that employees will not be bound and committed to the organization. This is in line with Khan, Rajasekar and Al-Asfour (2015) who found that employees will experience demotivation when they are assigned to programs that they find irrelevant and useful.

In addition to career development, building employee commitment requires good leadership in directing and motivating employees to be able to achieve organizational goals (Purnomo, 2018). Employees who feel that their leaders can be used as role models, are reliable, act fairly and are able to motivate subordinates can result in high employee organizational commitment (Shalahuddin, 2013).

The existence of a gap between employee expectations and what employees do, often makes employees dissatisfied and uncommitted in their work. Ghosh et al (2016) argue that most employees prefer financial rewards, such as cash, but many employees' performance is enhanced by non-financial rewards, such as recognition and appreciation. Ghosh et al (2016) also said that it is important for organizations to create systems and programs of rewards & recognition in such a way that employees feel valued and have a commitment to continue working in their organization with the best performance.

H5a: There is a mediating role of employee engagement in the relationship between career development and organizational commitment of employees in DKI Jakarta

H5b: There is a mediating role for employee engagement in the relationship between leadership and organizational commitment to employees in DKI Jakarta

H5c: There is a mediating role for employee engagement in the relationship between reward and organizational commitment for employees in DKI Jakarta

The following is the conceptual framework for this study:

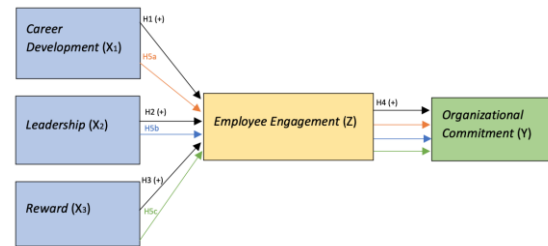


Fig. 1. Conceptual Research Model

3. METHODOLOGY

This study is a correlational study that aims to determine the effect of career development, leadership, reward variables on organizational commitment by mediating employee engagement. The career development component in the questionnaire is based on research from Gomes (2003). The leadership component in the questionnaire is based on research from Kouzes & Posner (2004). The reward component in the questionnaire is based on research from Armstrong & Taylor (2014). The employee engagement component in the questionnaire is based on research from Shuck & Reio (2011). The organizational commitment component in the questionnaire is based on research from Meyer & Allen (1990).

This study uses SPSS Version 26 software to analyze quantitative data. This study involved 280 people as a sample. Purposive sampling was used to select the research sample. 1) Employees who work in DKI Jakarta; 2) Have a year of birth 1980-2000; 3) Working period of 1 year or more. This study uses an online survey utilizing Google Forms to collect data. Questionnaires were distributed through social media, such as WhatsApp, Line, and Instagram. This study uses a questionnaire as a research instrument, developed using theory and previous research.

4. RESULTS AND DISCUSSION

4.1 Classical Assumption Test

Table 1. Linearity Test Result

Independent Variable	Dependent Variable	Test for Linearity	Probability
Career Development (X1)	Employee Engagement (Z)	142.499	0.000
Leadership (X2)	Employee Engagement (Z)	84.756	0.000
Reward (X3)	Employee Engagement (Z)	141.714	0.000
Employee Engagement	Organizational Commitment	124.003	0.000

Independent Variable	Dependent Variable	Test for Linearity	Probability
(Z)	(Y)		

Source: Processed data (2022)

Based on the assumption of linearity of the influence of career development (X1) on employee engagement (Z), leadership (X2) on employee engagement (Z), reward (X3) on employee engagement (Z), and employee engagement (Z) on organizational commitment (Y).) produces a probability value for each independent variable that is smaller than the significant alpha value of 5% or 0.05. This means that each influence has a linear pattern. Thus the assumption of linearity is met.

Table 2. Normality Test Result

	Unstandardized Residual
Asymp Sig. (2-tailed)	0.200

Source: Processed data (2022)

Based on the table above, it is known that the value of asymp sig. (2-tailed) of 0.200 or more than the significant alpha value of 5% or 0.05. Thus the assumption of normality is met.

Table 3. Multicollinearity Test Result

Independent Variable	VIF	
	Model Z	Model Y
Career Development (X1)	1.518	-
Leadership (X2)	1.774	-
Reward (X3)	1.773	-
Employee Engagement (Z)	-	1.000

Source: Processed data (2022)

Based on the results of the multicollinearity test in the table above, it can be seen that all independent variables produce a VF value that is smaller than 10. Thus, it can be stated that all models do not have symptoms of multicollinearity, which means that each statement in the questionnaire has a different statement or none is the same, therefore in this questionnaire the assumption of multicollinearity is met.

4.2 Heteroscedasticity Test Results with Spearman Correlation

Table 4. Heteroscedasticity Test Results with Spearman Correlation

Independent Variable	Probability	
	Model Z	Model Y
Career Development (X1)	0.428	-
Leadership (X2)	0.532	-
Reward (X3)	0.215	-
Employee Engagement (Z)	-	0.564

Source: Processed data (2022)

Based on the results of testing the heteroscedasticity assumption using Spearman correlation, it can be seen that the probability value generated by all models is greater than 5% significant alpha. Thus the assumption that the residual is not heteroscedasticity is fulfilled.

4.3 Coefficient of Determination Test

Table 5. Goodness of fit Model

Model	R ²
Z = b1 X1 + b2 X2 + b4 X4 + b5 X5 + ε1	0.431
Y = b6 Z + ε2	0.227

Source: Processed data (2022)

The R-square of the employee engagement (Z) model is 0.431 or 43.1%. This shows that the diversity of employee engagement (Z) variables can be explained by career development (X1), leadership (X2), and reward (X3) variables of 43.1% or in other words the contribution of career development variables (X1), leadership (X2), and the reward (X3) is 43.1%. While the remaining 56.9% is the contribution of other variables that are not used in this study.

R-square on organizational commitment (Y) model is 0.227 or 22.7%. This shows that the diversity of organizational commitment variables (Y) can be explained by the employee engagement variable (Z) of 22.7%, or in other words the contribution of the influence of the employee engagement variable (Z) on organizational commitment (Y) is 22.77%. While the remaining 77.3% is the contribution of other variables that are not used in this study.

4.4 Hypothesis Testing

Table 4. Hypothesis Test Results

Hypothesis	Coefficient	Probability
H1: Career development has a positive effect on employee engagement	0.735	0.000
H2: Leadership has a positive effect on employee engagement	0.100	0.000
H3: Reward has a positive effect on employee engagement	0.553	0.000
H4: Employee engagement has a positive effect on organizational commitment	1.424	0.000
H5a: Career development affects organizational commitment through the mediation of employee engagement	0.351	0.003
H5b: Leadership has an effect on organizational	0.005	0.000

commitment through mediation of employee engagement		
H5c: Reward has an effect on organizational commitment through mediation of employee engagement	0.264	0.000

Source: Processed data (2022)

Based on the table above, the resulting empirical model is as follows: $Z = 0.735X1 + 0.100X2 + 0.553X3$

Hypothesis 1: The effect of career development (X1) on employee engagement (Z) results in a T statistic of 12,445 with a probability of 0.000. The test results show that the probability is < significant alpha (5% or 0.005). This means that there is a significant influence on career development (X1) on employee engagement (Z). The coefficient value is 0.735 (positive), meaning that the higher the employee's career development, the more likely it is to increase employee engagement. Thus hypothesis 1 is fulfilled.

Hypothesis 2: The influence of leadership (X2) on employee engagement (Z) results in a T statistic of 7,664 with a probability of 0.000. The test results show that the probability is < significant alpha (5% or 0.005). This means that there is a significant influence of leadership (X2) on employee engagement (Z). The coefficient value is 0.100 (positive), meaning that the higher the contribution from the leadership (leadership) it tends to increase employee engagement. Thus hypothesis 2 is fulfilled.

Hypothesis 3: The effect of reward (X3) on employee engagement (Z) results in a T statistic of 10,817 with a probability of 0.000. The test results show that the probability is < significant alpha (5% or 0.005). This means that there is a significant effect of reward (X3) on employee engagement (Z). The coefficient value is 0.553 (positive), meaning that the higher the reward, the more likely it is to increase employee engagement. Thus hypothesis 3 is fulfilled.

Hypothesis 4: The effect of employee engagement (Z) on organizational commitment (Y) produces a statistical T value of 9,038 with a probability of 0.000. The test results show that the probability is < significant alpha (5 % or 0.005). This means that there is a significant effect of employee engagement (Z) on organizational commitment (Y). The coefficient value is 1.424 (positive), meaning that the higher the employee engagement, the more likely it is to increase organizational commitment. Thus, hypothesis 4 is fulfilled.

Hypothesis 5a: The effect of career development (X1) on organizational commitment (Y) through employee engagement (Z) produces a probability value of 0.003. The test results show that the probability is < significant alpha (5% or 0.05). This means that there is a significant indirect effect of career development (X1) on

organizational commitment (Y) through employee engagement (Z). The path coefficient value is 0.351 (positive), the product of the path coefficient I is 0.735 (positive) and the path coefficient II is 0.477 (positive). This means that the higher employee engagement (Z) caused by high career development (X1), it tends to increase organizational commitment (Y). So that hypothesis 5a is fulfilled.

Hypothesis 5b: The effect of leadership (X2) on organizational commitment (Y) through employee engagement (Z) produces a probability value of 0.000. The test results show that the probability is < significant alpha (5% or 0.05). This means that there is a significant indirect influence of leadership (X2) on organizational commitment (Y) through employee engagement (Z). The path coefficient value is 0.005 (positive), the product of the path coefficient I is 0.100 (positive) and the path coefficient II is 0.477 (positive). This means that the higher employee engagement (Z) caused by high leadership (X2), the higher the organizational commitment (Y). So that hypothesis 5b is fulfilled.

Hypothesis 5c: The effect of reward (X3) on organizational commitment (Y) through employee engagement (Z) produces a probability value of 0.000. The test results show that the probability is < significant alpha (5% or 0.05). This means that there is a significant indirect effect of reward (X3) on organizational commitment (Y) through employee engagement (Z). The path coefficient value is 0.264 (positive), the product of the path coefficient I is 0.553 (positive) and the path coefficient II is 0.477 (positive). This means that the higher employee engagement (Z) caused by the high reward (X3), it tends to increase organizational commitment (Y). So that hypothesis 5c is fulfilled.

4.5 Discussion

Based on the model developed in this study, it can strengthen theoretical concepts and

provide empirical support for previous research:

Career Development and Employee Engagement

In this study, career development has a positive effect on employee engagement. This means that the higher the opportunity to develop a career (career development), it tends to increase employee engagement. This is in line with the results of research conducted by Filatrovi & Attiq (2020), Savitri, et al (2019), and Aboramadan, et al (2019). Employee career development through career management can give employees the attitude to achieve work balance and employee involvement in the organization (Smaliukiene, et al, 2013). On the other hand, if the employee's career development opportunities are low, such as the difficulty of getting promoted, the employee will not be bound and tend to look for other jobs that can provide greater career opportunities.

One way to retain employees is to give appreciation to employees, one of which is by providing opportunities

to develop their careers. Examples of aspects of career development are the opportunity to advance to positions or positions for employees who have sufficient competence and work experience, clear information on career development opportunities, and transparency of the career development process. Paying attention to the career opportunities of employees can give them a clear goal to survive in the company, namely the existence of a career path. This will also create employees who have high loyalty and high motivation to continue to provide their best performance, of course this is an advantage for the company. With high loyalty, will maintain employee commitment and employee turnover can be avoided.

Leadership and Employee Engagement

In this study, leadership has a positive effect on employee engagement. This means

that the higher the leader's contribution in supporting the work of employees, it tends to increase employee engagement. This is in line with the results of research conducted by Lina & Silvianita (2019), Savitri, et al (2019), and Herminingsih (2017). Leaders who are able to listen and consider employee opinions, and are able to provide support to employees will make employees feel respected in the company and will create employee engagement (Suharti & Suliyanto, 2012). On the other hand, if the leader is less able to listen to employee input and is less able to provide support to employees, it will make employees lose some leadership figures as they should, then employee engagement will be difficult for employees to achieve. Leaders have an important role in building employee engagement. Increased employee engagement can be shaped by the practices of effective leaders, such as being able to be a good example, disseminating information related to a shared vision, encouraging innovation, encouraging others to play a role and being able to encourage subordinates. The more effective the leadership practice carried out by the leader, it means that the leader can direct his subordinates well, so that the readiness of employees to accept and carry out the assigned tasks will be better. In the end, this effective leadership practice will encourage increased employee engagement.

Reward and Employee Engagement

In this study, reward has a positive effect on employee engagement. This means that

the higher the award that employees get, the more likely it will increase employee engagement. This is in line with the results of research conducted by Alboramadan, et al (2019), Filatrovi & Attiq (2020), Yuswardi (2019), and Anggraini, et al (2016). Compensation in the form of recognition of work and compensation in the form of salary will make employees more professional, thus causing employee attachment to the company (Ologbo & Sofian, 2013). On the other hand, if the rewards given by the company are not comparable to what the employees have done for the company, it will cause a

sense of being unappreciated and tend to look for jobs that are able to appreciate their work.

Rewards have an important role in building employee engagement. By giving rewards, employees will feel appreciated because they have been rewarded for the performance that employees have given to the company in order to achieve organizational goals. Therefore, it is important to develop a comprehensive reward system in order to provide employees with an understanding of how the organization can reward employees through the rewards provided. This can increase trust and enthusiasm to work for the rewards that have been given.

Employee Engagement dan Organizational Commitment

In this study, employee engagement has a positive effect on organizational

commitment. This is in line with the results of research conducted by Alsaad (2016) and Ghosh, et al (2016). Employees who are emotionally connected to the vision, mission, values, culture, and goals of the organization are a condition of attachment for employees who have the desire to be able to work in organizations with high career commitment (Rehman, et al, 2013). On the other hand, if employee engagement is low, then employee commitment to a career in an organization will decrease.

Employee Engagement Mediation

Employee engagement has a close relationship with organizational commitment.

Engaged employees have a desire to be able to advance the organization by working more optimally. Employee engagement will be formed if employees have positive experiences and feelings with their work, so that they are willing to give their energy, energy, and thoughts to contribute to advancing the company without any pressure. When employees are engaged, they will have a high concern for the company where they work. This concern is a factor that triggers employees to be able to have a career commitment in an organization in the long term.

5. CONCLUSION

Based on the research and the results of the analysis that has been done, the following conclusions are obtained:

1. Career development has a positive effect on employee engagement in employees in DKI Jakarta
2. Leadership has a positive effect on employee engagement in employees in DKI Jakarta
3. Rewards have a positive effect on employee engagement for employees in DKI Jakarta
4. Employee engagement has a positive effect on organizational commitment of employees in DKI Jakarta
5. a. There is a mediating role for employee engagement between career development and

organizational commitment of employees in DKI Jakarta
b. There is a mediating role for employee engagement between leadership and organizational commitment for employees in DKI Jakarta
c. There is a mediating role for employee engagement between reward and organizational commitment for employees in DKI Jakarta

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