

DO DECENT WORK AND ORGANIZATIONAL COMMITMENT REALLY AFFECT WORK ENGAGEMENT? AN EMPIRICAL STUDY OF EMPLOYEES IN INDONESIA

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Editor's Request	Your Response	Review Submitted	Review Due
2025-10-22	2025-10-23	2025-10-4	2025-10-4

Abstract

Work engagement is an important issue for companies to gain support from their employees. This research aimed to analyze the impact of decent work and organizational commitment on Indonesian employees work engagement. Work engagement in Indonesia is generally quite good, indicated by an enthusiastic attitude and involvement in their work. However, there are still problems that need to be fixed to achieve opportunities for better improvements in the future. Social Exchange Theory (SET) was the source of work engagement and organizational commitment, while Psychology Work Theory (PWT) played an essential part in decent work. This research used both theories to analyze work engagement behavior. These three variables have never been applied simultaneously in behavioral analysis, especially in Indonesian employees. The total sample was 221 employees from various industries using a survey method by sending questionnaires. The result showed that decent work affected organizational commitment and work engagement, while organizational commitment affected work engagement. Moreover, organizational commitment acted as an intervening between the relationship of decent work to work engagement. This research provides a conceptual framework to comprehend factors that affect work engagement in developing countries, including Indonesia. Work engagement is related to employee well-being, which includes physical and mental well-being, as well as strong working relationships between the organization and employees. Strong working relationships are a solid foundation in building a work culture and competitive advantage, which ultimately drives the achievement of organizational goals with organizational support in decent work and efforts to build organizational commitment, especially affective organizational commitment and normative commitment.

Keywords: Decent work; Organizational commitment; Work engagement; Human Resource Management

Abstrak

Keterikatan kerja merupakan suatu hal yang penting bagi perusahaan untuk mendapatkan dukungan dari karyawannya. Penelitian ini bertujuan untuk menganalisis pengaruh pekerjaan layak dan komitmen organisasi terhadap keterikatan kerja karyawan Indonesia. Teori Pertukaran Sosial (SET) merupakan sumber keterlibatan kerja dan komitmen organisasi, sedangkan Teori Kerja Psikologi (PWT) berperan penting dalam pekerjaan yang layak. Penelitian ini menggunakan kedua teori tersebut untuk menganalisis perilaku keterikatan kerja. Ketiga variabel tersebut belum pernah diterapkan secara bersamaan dalam analisis perilaku, khususnya pada karyawan Indonesia. Jumlah sampel sebanyak 221 karyawan dari berbagai industri dengan menggunakan metode survei dengan mengirimkan kuesioner. Hasil penelitian menunjukkan bahwa pekerjaan yang layak mempengaruhi komitmen organisasi dan keterikatan kerja, sedangkan komitmen organisasi mempengaruhi keterikatan kerja. Selain itu, komitmen organisasi berperan sebagai intervening antara hubungan pekerjaan layak dengan keterikatan kerja. Penelitian ini memberikan kerangka konseptual untuk memahami faktor-faktor yang mempengaruhi keterikatan kerja di negara berkembang, termasuk Indonesia. Keterlibatan kerja berkaitan dengan kesejahteraan karyawan, yang mencakup kesejahteraan fisik dan mental, serta

hubungan kerja yang kuat antara organisasi dan karyawan. Hubungan kerja yang kuat merupakan fondasi yang kokoh dalam membangun budaya kerja dan keunggulan kompetitif, yang pada akhirnya mendorong pencapaian tujuan organisasi dengan dukungan organisasi dalam pekerjaan yang layak dan upaya membangun komitmen organisasi, terutama komitmen organisasi afektif dan komitmen normatif.

Kata kunci: *Pekerjaan yang layak; Komitmen organisasi; Keterlibatan kerja; Manajemen Sumber Daya Manusia*

INTRODUCTION

Engagement is an important concept in order to describe and understand quantitatively and qualitatively the relationship between employees and their organizations (Shuck & Rose, 2013). Companies have expectations that employees are able to carry out their duties in accordance with company goals (Milliman et al., 2018). Employees are expected to have a strong sense of belonging to the organization and carry out their responsibilities and be willing to maximize their resources for the company (Robbins & Judge, 2017). By knowing and aligning with the company's goals, individuals have the strength or encouragement to contribute the best for themselves, their teams and groups (Njoku et al., 2019). Individuals feel that they are important to the professional community in the organization (Milliman et al., 2018). Individuals realize that their existence is important and valuable in the organization will focus and love their work and will even be able to inspire others around them (Timothy et al., 2015). The basic concept in understanding this engagement is how work engagement is from two perspectives, from the individual side and the company side (Saks, 2006). Companies hope that individuals can be loyal and have pride in the work they do, be part of the company, be ready to carry out it responsibly, be enthusiastic in completing every responsibility of their work (Shuck & Rose, 2013). With individuals who are committed to the organization, they can minimize absenteeism, turnover intention, feelings of laziness, conflict at work, which in the end the company can increase productivity and improve performance (Van der Heijden et al., 2018). Research conducted by Garcia-Sierra et al (2016) provides findings that work engagement can improve the quality of life improves well-being, health, and happiness.

Decent work is an interesting concept for researchers to explore further in scientific studies after being introduced by the International Labor Organization (ILO, 1999). Referring to research by Duffy et al (2016) which is widely used in the adoption of the Decent Work Scale (DWS) measurement in understanding and measuring decent work at the individual level in research in several countries. Decent work is the right for individuals in their work to get the opportunity to get productive work, adequate income to live life, get a safe place to work, get social protection for individuals and families (Blustein et al., 2019; Maji, 2019; McIlveen et al., 2021). Decent work at the individual level is based on Psychology Working Theory (PWT) which states that decent work is an essential component for individuals to fulfill individual needs, social relationships, self-determination, and also well-being (Duffy et al., 2019). Empirical research that has been conducted shows that decent work has a positive effect on well-being (Kozan et al., 2019), life satisfaction, mental health (Duffy et al., 2021), work engagement (Kashyap & Arora, 2020) meaningful work (Dodd et al., 2019). According to Huang et al (2021) who stated that empirical decent work research related to employee attitudes and behavioral outcomes still requires further exploration considering the limited nature of this topic. The topic related to decent work is relatively new (Cooke et al., 2019) so it is necessary to carry out further analysis regarding attitudes and behavior.

In a number of studies, organizational commitment has an influence on work engagement (Yalabik et al., 2015). Commitment shows an attitude and will to behave where the individual has a sense of ownership, is willing to make efforts, pay attention, and realize hopes and goals. Attitude is related to identification, loyalty and engagement (Nawrin, 2018), while the will to behave is a condition for acting in a willingness to give effort (Presbitero & Teng-Calleja, 2020). Organizational commitment is an individual's strong identification and involvement with the organization that houses him (Mowday et al., 1979). Research conducted by Huang et al (2021) found that decent work has an effect on employee organizational commitment, which explains that the Decent work environment will influence the individual's positive emotional relationship with the organization among workers in China.

Based on the state of the art empirical research that has been carried out to study the influence of decent work with other variables, it is still very limited, so this research aims to explore and analyze (1)

the influence of decent work on work engagement; (2) the influence of Decent work on organizational commitment; (3) the influence of organizational commitment on the influence of decent work on work engagement in the context of workers in Indonesia and (4) the role of organizational commitment in mediating the influence of decent work on work engagement. Research related to decent work from a psychological dimension is relatively new and is still very limited, especially in the context of employees in Indonesia. This research seeks to develop knowledge regarding the influence of decent work on organizational commitment and work engagement among employees in Indonesia by using elaboration of Social Exchange Theory and Psychology of Working Theory as a novelty.

Individuals have the hope of opportunities for self-development and appreciation for what they do. Employees who are involved in the company's business will encourage sense of self-confidence and sense of belonging. Employees realize their important role in helping achieve company goals. Individuals understand the company's goals and are willing to work better and consciously make good contributions that influence the running of the company. Research related to work engagement is in line with Social Exchange Theory (SET). The basis for high-quality relationships between organizations and individuals regarding work engagement involves SET theory (Saks, 2006). The reciprocal relationship between the organization and employees is based on support, positive attitudes and appreciation for valued resources. Work engagement will make individuals work enthusiastically, passionately, involving positive feelings and being willing to make the extra preparations needed to ensure the best work which will ultimately achieve company goals (Lin et al., 2021; Schaufeli & Bakker, 2004). Work engagement will provide better productivity which will lead to profitability (Noor et al., 2020). Work engagement will increase individual feelings and emotions which will encourage them to provide the best service of their abilities for company goals (Patience et al., 2020). Employees consciously make the decision to stay in the organization because they have an emotional attachment that has a positive influence on performance (Meyer & Parfyonova, 2010).

The definition of decent work by ILO (2016) is the opportunity to get productive work by getting a fair, safe income in the workplace and getting the right to social protection for the family, getting the opportunity to develop oneself better personally and socially, the right to freedom to express oneself, themselves, join organizations and participate in making decisions about life, have equal treatment and opportunities for both women and men. Duffy et al (2016) expanded the ILO definition by conceptualizing decent work at the individual level to describe how individuals create or experience meaning in work life. The concept of decent work at the individual level describes the inner core experiences that individuals experience regarding the work they undertake along with the psychological and mental consequences of that work (Duffy et al., 2017). There are five main dimensions: (1) safe working conditions physically, mentally and emotionally, (2) time available for rest and free time, (3) organizational values that are in line with family values and social values (4) adequate compensation for living and (5) access to good health care. The PWT developed by Blustein (2001) and Duffy et al (2016) discuss the role of career selection and fulfillment in an internal context. PWT is a comprehensive theoretical framework that discusses personal and contextual antecedent variables, moderating variables and psychological outcomes of decent work. This research is based on PWT that decent work helps fulfill individual psychological needs, especially those that show a positive relationship on work engagement and the effect of organizational commitment on work engagement.

Decent work has been identified as an antecedent of work engagement in research conducted by Kasyap and Arora (2020) with the finding that decent work has positive effect on work engagement. This illustrates that resources both psychologically, financial rewards and other things related to work that have experiences of positive emotions and satisfaction and with the role undertaken which will then encourage increased interpersonal activity, cognitive function, persistence in other roles (Greenhaus & Powell, 2006). Decent work enables individuals to carry out and pursue satisfying also productive activities with personal opportunities for development where individuals receive respectful treatment with acceptance, have the freedom to express their voice, earn an income to live in dignity, have social protection, respect security and health conditions, with adequate distribution of workload and working time (Ferraro et al., 2020). Decent work is a form of organizational support for employees to be able to access the resources needed for work and for future career development. Decent work provides employees with the opportunity to fulfill basic needs for survival, social connections and also the ability to determine their own destiny. Decent work describes work as having the ability to create a better quality of life for individuals.

In the opinion of Schaufeli and Bakker (2004) work engagement has characteristics shown by individuals in carrying out their work, namely Vigor, dedication and absorption. Vigor means an individual has high resilience and a high level of energy, which encourages individuals to invest effort in work, not give up easily and be persistent. Dedication is described as behavior characterized by pride, enthusiasm and inspiration in carrying out work tasks. Individuals understand that the work they undertake is challenging and can inspire. Absorption means totality chosen by the individual so that the individual finds it difficult to separate himself from work. Work engagement describes a positive and satisfying psychological condition related to the work undertaken, reflecting built commitment, enthusiasm, effort, involvement and high energy (Bakker & Schaufeli, 2015). Research conducted by Ferraro et al (2018) found a positive influence decent work on work engagement in a sample of doctors. This is in line with research conducted by Graca et al (2021) with a sample of academic personnel in Brazil with the finding that decent work has a positive effect on work engagement. From the consistency of research results using different samples in previous research, the research hypothesis proposed is

H1: Decent work has an effect on work engagement.

Support the relationship between work, employee well-being, health, productivity and business performance in economic and social development efforts by paying attention to employee rights and applicable social standards that increase commitment. Decent work influences employee organizational commitment (Huang et al., 2021). If employees show a willingness to involve themselves in their work more than they should, they have a higher level of organizational commitment. Organizational commitment according to O'Reilly and Chatman (2014) is a commitment that is built as a psychological attachment that a person feels towards the organization. Allen and Meyer (1990) present three components of organizational commitment, namely affective commitment, normative commitment, and continuance commitment. This framework presents organizational commitment as a complementary relationship between committed attitudes and behavior. Affective commitment describes an individual's desire to remain in the organization.

Employees who have strong affective commitment will remain in the organization because they want it. Continuance commitment describes the individual's need to remain in the organization. Employees who have strong continuance commitment will stay with the organization because they have to. Meanwhile, normative commitment describes an individual's mindset regarding the obligation to remain in the organization. Employees who have high commitment to the organization have a greater possibility of showing a high level of participation in the organization (Fu et al., 2009). Decent work describes human resource management that focuses on welfare to give employees opportunities for career development and decent conditions (Zammiti et al., 2025) which is expected to encourage increased employee activity and participation in work which will result in work commitment. The second hypothesis proposed is:

H2: Decent work has an effect on organizational commitment

Organizational commitment possessed by an individual is a form of human resource that plays an essential role in supporting achieve company's goals. Employees who have a high commitment to the organization provide many benefits to the organization they support. Individuals with high organizational commitment will encourage a high level of participation in the organization (Huang et al., 2021). Employees feel a strong bond to continue working for the organization which will further contribute to achieving organizational goals (Leiter & Bakker, 2015).

Organizational commitment plays a role in growing and encouraging work engagement, so that policy makers are expected to actively intervene in increasing work engagement, paying attention to organizational commitment so that together they can increase the level of employee work engagement (Cesário & Chambel, 2017). The third and forth hypothesis proposed are:

H3: Organizational commitment influences work engagement.

H4: Decent work influences work engagement through organizational commitment

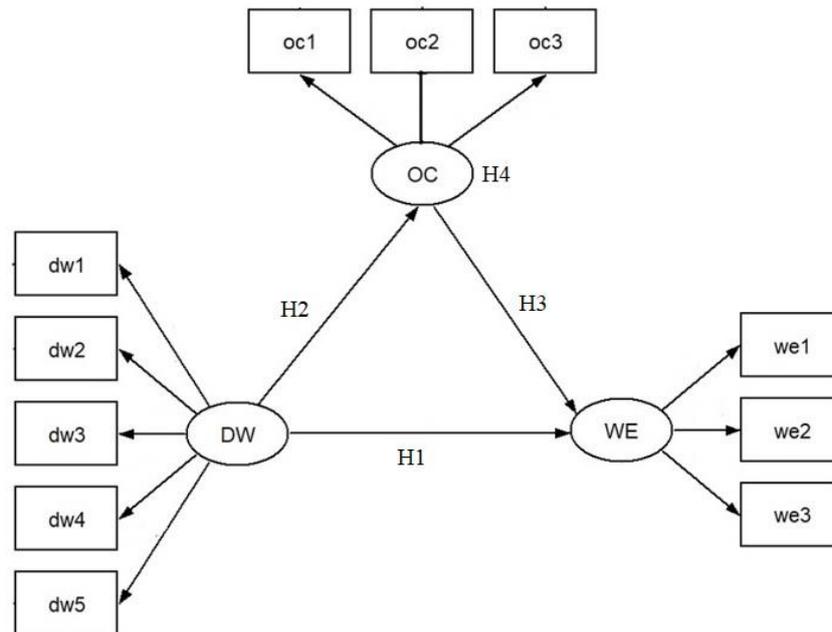


Figure 1. Conceptual Framework

METHOD

This research uses a survey method by sending questionnaires to respondents which will be used in analyzing the applied theory. This research makes adaptations in measuring decent work based on the perspective of workers in Indonesia. Adaptations are needed in this research in building the proposed model construction. This instrument consists of (1) research objectives and a brief explanation regarding Decent work and other related variables in workers in Indonesia; (2) contains sample demographic questions and (3) questions asked to measure the proposed research construct. A five-point Likert was used for rating responses where 1 = strongly disagree and 5 = strongly agree.

A quantitative approach with structural equation modeling (SEM) was used in this research because this approach is the most appropriate and has the ability to predict research models. Observed variables that have loading factor values with a specified threshold (Sharma et al., 2005; Vaske et al., 2017), will be used to build a complete model using Structural Equation Modeling (SEM) to answer the proposed hypothesis. This study used a measurement scale that was adapted to suit the context of this study. Measuring the decent work (DW) construct uses the DWS (Decent work Scale) by Duffy et al (2016) with five indicators, measuring the organizational commitment (OC) construct with an adaptation from Meyer and Allen (1991) with three indicators. Meanwhile, measuring the work engagement construct uses UWES 9 by Schaufeli & Bakker (2003) with three indicators. Research data will be processed using STATA 16 software.

RESULT AND DISCUSSION

The pre-test was carried out to test the validity and reliability regarding the acceptance of respondents' understanding of the questions asked in the questionnaire before the questionnaire was distributed widely. Trials on 40 samples selected according to the criteria were randomly selected and were found to have a Cronbach Alpha value of 0.81, which means it has a value greater than 0.6 (Malhotra, 2007), this shows that the question items are valid and reliable for use as research instruments. Next, the questionnaire can be distributed to respondents.

The characteristics of the respondents included 106 men (48%), 115 women (52%). Based on a work period of 2-5 years (44%); 6-10 years (17%); 11-15 years (19%) and 16 years or more (20%). Respondents worked in the food and beverage industry (24%), consumer goods (22%), education (19%), health (21%) and others (14%). Based on education, high school diploma or equivalent (31%), bachelor's degree (40%), postgraduate degree (18%), and a doctoral degree (11%).

Construct	Observed Variable	r table	r count	Cronbach Alpha	Information
Decent work (DW)	DW1	0.098	0.628	0.794	Valid
	DW2	0.098	0.601	0.797	Valid
	DW3	0.098	0.595	0.798	Valid
	DW4	0.098	0.558	0.801	Valid
	DW5	0.098	0.517	0.806	Valid
Organizational commitment (OC)	OC1	0.098	0.696	0.785	Valid
	OC2	0.098	0.590	0.798	Valid
	OC3	0.098	0.187	0.838	Valid
Work engagement (WE)	WE1	0.098	0.710	0.783	Valid
	WE2	0.098	0.670	0.788	Valid
	WE3	0.098	0.739	0.780	Valid
Test scale				0.813	

Table 1: The Result of Validity and Reliability Test
Source: processed data, 2025

Table 1 shows the Cronbach alpha value of 0.813, which means it has a greater than 0.6 and each instrument has a value above 0.6, so it can be concluded that all the questions asked are valid. For the results of the research instrument reliability test with $df = n-2$ where df is the degrees of freedom with n samples using a significance level of 5%, the value of r table is 0.098 is smaller than r t calculation so that all statements are reliable.

Variable	Factor Loading	z	p	AVE	CR
Decent work (DW)					
DW1 Safe conditions at work	0.71	14.08	0.00	0.330	0.706
DW2 Health Access	0.61	10.92	0.00		
DW3 Adequate compensation	0.54	9.06	0.00		
DW4 Time and Rest	0.50	8.12	0.00		
DW5 Alignment of Values	0.48	7.55	0.00		
Organizational commitment (OC)					
OC1 Affective Commitment	0.89	17.97	0.000	0.433	0.585
OC2 Normative commitment	0.71	14.12	0.000		
OC3 Continuance Commitment	-0.05	-0.67	0.502		
Work engagement					
WE1 Vigor	0.87	38.28	0.000	0.858	0.668
WE2 Dedication	0.80	26.66	0.000		
WE3 Absorption	0.78	23.14	0.000		
Goodness of Fit					
Chi ² < 80.426 (model vs saturated); RMSEA = 0.066; TLI = 0.930; CFI= 0.948 SRMR = 0.050; $p < 0.05$					

Table 2 The Result of Confirmatory Factors Analysis
Source: processed data, 2025

Table 2 explains the confirmatory factor analysis by providing an overview of the factor loadings between the variables and all indicators. CFA is a loading factor between variables and its indicators. Loading factor shows the correlation between the original variables and the factors (Hair, et al. 2010). This research uses a minimum loading factor with a minimum limit of 0.4. Item reliability is

accepted if the loading factor value is ≥ 0.4 provided the sample size is ≥ 200 respondents (Hair et al., 2010). The minimum factor loading in table 2 has a minimum limit of ≥ 0.4 , which means that the indicators can be used to measure research variables (Nye & Drasgow, 2011; Vaske et al., 2017) except OC3 with a value of -0.05 with a p value > 0.05 , so the indicator OC 3 was excluded from the model because it was less than the required value. The average variance extracted (AVE) value is recommended to be above 0.5, however the AVE results for the decent work and organizational commitment constructs have a value of less than 0.5. In the opinion of Fornell and Larcker (1981) an AVE value of less than 0.5 is acceptable if the Construct Reliability (CR) value is greater than 0.6 and considering other parameter values. It can be concluded that all DW indicators contribute to the decent work construct, while the OC 1 and OC 2 indicators contribute to the organizational commitment construct, while the continuance commitment or OC3 indicators do not contribute to the organizational construct while the WE variable all the indicators influence the work engagement construct.

The next stage is analyzing the structural model (Browne & Cudeck, 1992).

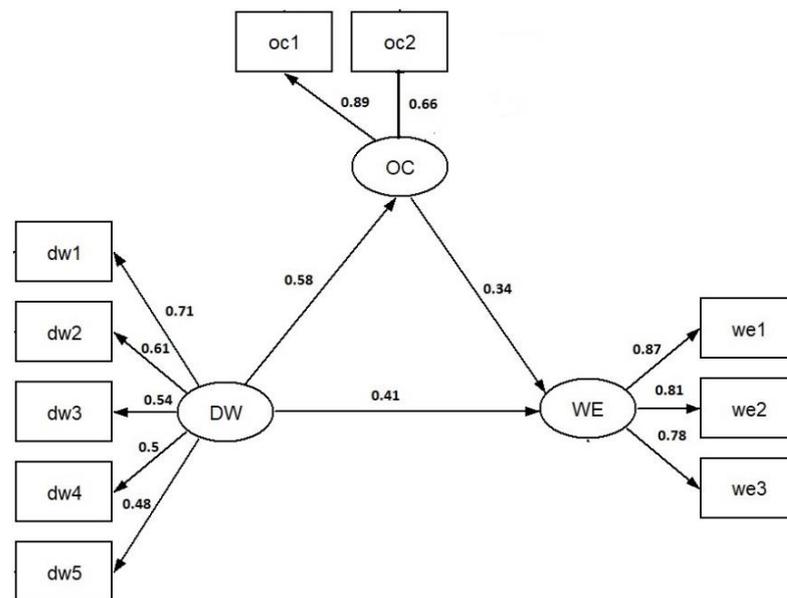


Figure 2. Structural Equation Modeling

Figure 2 provides an understanding of structural model of the relationship between variables presented in the SEM regression weight values.

Hypothesis	Regression Weight	Estimation	z	p	Result
H ₁	DW → WE	0.41	4.27	0.00	Accepted
H ₂	DW → OC	0.58	8.45	0.00	Accepted
H ₃	OC → WE	0.34	3.66	0.00	Accepted
Model Fit		Cut off	Remarks		
CFI	0.948	> 0.90	Good fit		
TLI	0.930	> 0.90	Good fit		
RMSEA	0.066	≤ 0.08	Good fit		
SRMR	0.050	≤ 0.08	Good fit		
Significance	p < 0.05				

Table 3 The Result of Direct Effect Hypothesis
Source: processed data, 2025

The regression weight value between variables has a calculated z value that is greater than 1.96 and $p < 0.05$, thus the three relationships between these variables are influential. For the proposed model structure, the RMSEA value = 0.66; TLI = 0.930; CFI= 0.948 SRMR = 0.050; $p < 0.05$ which meets the goodness of fit standards required in SEM. The results of the indirect effect H4 is decent work influences work engagement through organizational commitment test using the Sobel Test device obtained a test statistical value greater than 1.96, namely 3.39 with a standard error of 0.058 with a p-value of 0.000696. Thus, the results of the indirect influence show that organizational commitment acts as a mediating or intervening variable between the influence of decent work on work engagement

The first result is decent work has an effect on work engagement are proven (H1 is accepted). A sense of security in the workplace, access to health, adequate payment, sufficient time for rest and non-work activities as well as values that are in line with organizational values contribute to employees being able to live a decent life in safe conditions (Huang et al., 2021), freedom, equality and dignity for life (Kashyap & Arora, 2020). Working conditions that are safe, dignified, prosperous and in line with the values adhered to will encourage individuals to be engaged in their work and the organization that houses them (Graça et al., 2021). Vigor is the perseverance of professional workers in carrying out activities, often facing problems or difficulties but still doing it and carrying it out with feelings of happiness and pleasure by devoting energy to giving the best to the profession they are carrying out. Dedication in individuals describes pride accompanied by a sense of enthusiasm in completing responsibilities in the work carried out. Absorption in individuals describes the individual's appreciation for doing their work so that they feel that time passes very quickly, focus on what they are doing and feel that it is not easy to be separated from their work (Bakker et al., 2014).

The second result is decent work has an effect on organizational commitment are proven (H2 is accepted). Decent work encourages the achievement of organizational commitment so that individuals have acceptance and belief in the value of work and the desire to remain in the organization where they work (Ferraro et al., 2020). This research uses three components, namely affective commitment and normative commitment contribute to organizational commitment, while continuance commitment has no effect. Affective commitment is a picture related to an individual's positive emotions formed due to experiencing valuable positive experiences. Normative commitment is the feeling felt by an individual regarding obligations to the organization that houses him. Meanwhile, continuance commitment is an individual's perception related to financial motives, which in this study was reported to have no effect, which means that individuals choose jobs and organizations that support them not solely because of financial problems. Individuals consider their contribution of decent work to the social and family environment.

The next finding is that organizational commitment has a proven effect on work engagement (H3 is accepted). Commitment is an attitude based on willingness, dedication and interest in the work context. High commitment to the organization will encourage individuals to be willing to work hard for the interests of the organization and have strong acceptance and belief in the goals and values of the organization (Presbitero & Teng-Calleja, 2020). Organizational commitment shows strong support and belief in the values and goals that the organization wants to achieve. High organizational commitment is important in an organization because it influences a professional work situation. Organizational commitment is a form of emotional bond between individuals and an organization which is manifested in moral support and acceptance of organizational values as well as the individual's desire to do something to support the success of the organization and prioritize the interests of the organization over themselves. Organizational commitment describes an individual's determination to serve the company. Individuals remain members of an organization because they are aware that commitment to the organization is a necessity. Engaged employees will have an interest in being involved in work, in co-workers, enjoying the work they do (Schaufeli & Bakker, 2004). Besides that, engaged employees have responsible behavior, want to achieve (García-Sierra et al., 2016), and are willing to invest their resources in their work (Colbert et al., 2016).

The final result of this research finding is the role of organizational commitment as a mediator in the influence of decent work on work engagement which is able to help explain the relationship in the concept of this research. This illustrates that organizational commitment is part of the process in building the influence of decent work on work engagement. In scientific logic, this process is a stage that starts from an individual's assessment that the work carried out is of quality, which encourages the formation of an individual's attitude to be involved with the organization that supports the organization's

goals, which ultimately will encourage involvement with work that is demonstrated with enthusiasm, dedication and absorption. Organizations must maintain employees with an attitude of organizational commitment by massively conducting socialization regarding decent work to foster work engagement.

CONCLUSION AND RECOMMENDATION

This research shows the important role of decent work and organizational commitment in expanding the concept of work engagement among workers. By having access to decent work, workers have the opportunity to develop their abilities to live a decent and dignified life. Organizations must pay attention to this in order to provide workers' rights properly. A good reciprocal relationship between workers and their organizations will encourage positive attitudes in organizational commitment which will then influence work engagement behavior.

Theoretical implications: this study reports findings that decent work and organizational commitment have an influence on work engagement, as well as the role of organizational commitment as a mediating variable. This study is expected to contribute to the development of human resource management science. Managerial implications: A reciprocal relationship between an organization and its employees will provide a positive relationship that is mutually beneficial for both parties to achieve the organization's goals and objectives. Organizations are expected to be intense in making sustainable efforts to provide access to a decent life for their workers which will encourage a high level of commitment to the organization as well as positive behavior in work engagement.

This research reports interesting findings but still finds a number of limitations, including first, it is a cross-sectional study so it cannot capture insights related to work engagement over time. Second, this research uses one antecedent variable in developing the proposed model, so it is still possible to add other variables. These three studies did not include moderating variables, for example management support in providing strengthening support in the context of work engagement. Based on the limitations explained above, future research is open to elaborating by adding other antecedent variables as well as including moderating variables, for example management support.

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