

**The Influence of The Meaning of Work on Affective Organizational Commitment With Work Engagement as A Mediator for Employees of PT X Makassar Region**

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**ABSTRACT**

*This research aims to examine the influence of the meaning of work on affective organizational commitment with work engagement acting as a mediating variable for employees of PT X Makassar Region. The number of samples in this study was 247 people. This research examines the indirect effect of work meaning on affective organizational commitment through the mediating role of work engagement. The analysis technique used is multiple regression test with bootstrapping technique and Sobel test. The results of this research show that the meaning of work influences work engagement and influences affective organizational commitment directly. Thus, it can be concluded that work engagement partially mediates.*

**Keywords:** *Meaning of Work, Work Engagement, Affective Organizational Commitment, Bootstrapping*

## INTRODUCTION

Human resources, in this case employees, are one of the keys that drives the organization to achieve its goals. In addition, human resources can provide innovation, increase organizational effectiveness and productivity (Aslam et al., 2013; Arvanitis et al., 2016; Bartram et al., 2017). Therefore, employees are expected to have organizational commitment.

Employees who have organizational commitment will tend to have loyalty, job satisfaction and high performance and try to achieve goals and stay with the organization (Rose et al., 2009; Wuryani, 2013; Yao et al., 2019). Organizational commitment is one of the issues that occurs in an organization because it is related to organizational development. A problem that often occurs abroad and in Indonesia is turnover intention which is caused by low organizational commitment (Marsh & Mannari, 1997; Cohen, 1993; Halimsetiono, 2014). Problems related to organizational commitment also occurred in one of the companies in Makassar City at PT employees are lazy and do not work optimally (Hasmin & Hasmin, 2019).

In organizational commitment, the component with the strongest influence on work behavior is affective commitment. Affective commitment also has long-lasting characteristics, is very necessary, and is the core of organizational commitment (Mercurio, 2015). This is supported by other researchers (Solinger et al., 2008; Meyer et al., 2012; Kim et al., 2017; Choi et al., 2020; Kotze & Nel, 2020; Lambert et al., 2021) who argue that affective

commitment has the strongest influence in influencing employee behavior, performance, psychological well-being, and provides many positive results. Additionally, Kim et al. (2017) also stated that most research focuses on affective commitment in measuring organizational commitment. Thus, researchers use affective commitment to test this.

Many factors can influence affective organizational commitment, including personal characteristics, organizational structure, and employee work experience (Meyer & Allen, 1950; 1991). Based on research results, Jung & Yoon (2015) suggest that one of the factors that can influence organizational commitment is the meaning of work. This is also in line with the results of research by Jiang & Johnson (2018) which suggests that individuals who give meaning to their work will trigger affective organizational commitment. Thus, it is hoped that with the meaning of work that each employee has, they can have high organizational commitment.

The meaning of work not only influences organizational commitment, but can also influence work engagement (Ghadi & Caputi, 2013; Khan et al., 2021). This is in accordance with the research results of Han et al. (2020) who stated that the meaning of work has a positive influence on work engagement. Individuals who consider their work to be meaningful will be involved in the work they have (Ahmed et al., 2016). In this research, work engagement is a mediating variable because it is a driver of organizational commitment (Chairuddin, 2015).

The research results of Jung & Yoon (2015) and Winarno (2016) suggest that the meaning of work directly influences the organization, however this is different from the research results of Karinadewi & Martdianty (2020) which states that the meaning of work does not directly influence organizational commitment. Thus, it can be seen that the influence of the meaning of work on organizational commitment still tends to require further research.

Based on the things that have been described by the researcher and the differences in the research results that have been mentioned, the researcher is interested in conducting research on "The Influence of the Meaning of Work on Affective Organizational Commitment with Work Engagement in PT X Employees in the Makassar Region".

## LITERATURE REVIEW

### 1. Work Engagement

Schaufeli et al. (2002) defines work engagement as a positive and satisfying state which is characterized by having high energy and mental resilience when working (vigor), enthusiasm in the work one has (absorption), and full concentration and enjoyment at work (dedication). Work engagement is a state of affective well-being at work (Leiter & Bakker, 2010). Apart from that, work engagement consists of three dimensions, namely vigor, dedication, and absorption.

The factors that influence work engagement are job resources and personal resources. Job resources refer to the

physical, social, or organizational aspects of work that may reduce job demands, psychological costs, and development, such as social support, performance feedback, autonomy, skill variety, and learning opportunities. Personal resources are positive self-evaluations related to resilience and refer to individuals' feelings about their ability to control and control their environment. In this case, personal resources are able to predict goals, motivation, performance, job satisfaction, life satisfaction, and career ambitions (Bakker & Demerouti, 2008).

### 2. Meaning of Work

The meaning of work is an individual's attitude that views the work they have broadly and positively. They consider the meaning of work not only as work that is meaningful to them, but also as work that is significant and has a positive impact and is oriented towards individual growth and goals (Steger, Dik, & Duffy, 2012). The meaning of work is a work role that is fulfilled by an individual and is assessed as having meaning, purpose and importance (Steger, 2017). There are three aspects of work meaning, namely positive meaning, meaning making through, and greater good motivations (Steger, Dik, & Duffy, 2012).

The factors that can influence the meaning of work, namely at the personal level, meaningful work is developed by characteristics such as an honest assessment of oneself, the desire to have a positive impact on

others, authenticity, taking responsibility, understanding and knowledge of the organization, and Adopt an ownership mentality towards the organization. At the interpersonal level, meaningful work is developed by respectful relationships, an understanding of the social and political life of the organization, and opportunities for mutual assistance. At the leadership and organizational level, meaningful work is developed by clear communication regarding the values and mission of the organization in relation to organizational culture, ethical behavior of the leadership team, clear vision, and autonomy and personal expression for employees (Steger, 2017).

### **3. Organizational Commitment**

Organizational commitment is the strength that an individual has in identifying and being involved in efforts to help realize organizational goals (Porter et al., 1974). Organizational commitment is the involvement of individuals in an organization who have strong beliefs, accept the goals and values of the organization and are willing to direct considerable effort in maintaining their membership in the organization (Mowdays & Steers, 1979). Organizational commitment is a concept that includes behavioral components, attitudes, and the extent to which individuals want to be involved with organizational values and be part of the organization (Allen & Mayer, 1990).

This research uses dimensions from Allen & Mayer in 1990, which consist of three dimensions, namely affective commitment, continuity commitment, and normative commitment. However, this research only uses affective commitment to measure organizational commitment, this is because affective commitment is the core of organizational commitment (Mercurio, 2015). Apart from that, it has the strongest influence in influencing behavior, performance, and provides many positive results, and most research focuses on affective commitment in measuring commitment in an organization (Solinger et al., 2008; Meyer et al., 2012; Kim et al., 2017; Choi et al., 2020; Kotze & Nel, 2020; Lambert et al., 2021). Based on this, affective commitment can be used to represent and measure organizational commitment.

The factors that can influence affective organizational commitment are personal characteristics, organizational structure, and work experience. Personal characteristics consist of two, namely demographic characteristics including age, length of service, gender, and education and personal disposition including achievement, affiliation, autonomy, work ethic, locus of control, and focusing on work. Organizational structure discusses the relationship between organizational characteristics and commitment, which proves that

commitment is related to decentralization of decision making, formality of policies and procedures. Lastly, affective organizational commitment is influenced by work experience, which is related to experiences that satisfy employees' needs and match their goals (Allen & Meyer, 1991).

#### 4. *JD-R Model*

This model is used to explain the indirect relationship from the meaning of work to organizational commitment through the mediating role of work engagement. The JD-R model views that each job has its own specific factors which are classified into job demands and job resources. Job demands refer to physical, psychological, social or organizational needs that require physical or mental effort, such as workload, discipline problems, time pressure, etc. Job resources are physical, psychological, social and organizational aspects that function in achieving work goals, stimulating growth and personal development (Bakker et al., 2007).

Apart from that, the JD-R model also includes personal resources which are self-evaluations of individual abilities that control and impact the employee's environment (Demerouti & Bakker, 2011). Personal resources can directly or indirectly predict how job demands and job resources influence employee outcomes (Demerouti et al., 2001). JD-R Model shows that job demands

and job/personal resources show two psychological processes, namely the process of health problems with job demands which is able to predict burnout and the motivation process which leads to work engagement and well-being with motivating job/personal resources (Bakker & Demerouti, 2016). These two processes are passed through so that they are linked to personal and organizational outcomes, namely commitment (Granziera, Collie, & Martin, 2020).

#### **Hypothesis**

Based on the descriptions above, the hypothesis of this research is as follows.

H1: There is an influence of the meaning of work on work engagement

H2: There is an influence of the meaning of work on organizational commitment (affective)

H3: There is an influence of work engagement on organizational commitment (affective)

H4: There is an influence of the meaning of work on organizational commitment (affective) through the role of work engagement as a mediator

### **RESEARCH METHODS**

#### **1. Research design**

The type of research used in this research is quantitative research. The research design used is a non-experimental design. The design of this research is to determine the direct relationship between the meaning of work and affective organizational commitment and an indirect

relationship between the meaning of work and affective organizational commitment through work engagement.

Table 1. Reliability Test Results

Variable	Number of Variables	Cronbach's Alpha	Information
Meaning of Work (X1)	7	0.834	Reliable
Work Engagement(M1)	9	0.890	Reliable
Affective Organizational Commitment (Y)	4	0.713	Reliable

**2. Population and Sample**

The population of this research is PT X Makassar Region. The number of samples in this

study was 247 people. The minimum requirement is 1 year of work and filling out the questionnaire is voluntary.

**3. Data collection technique**

Table 2. Normality Test Results

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Work Engagement(Y)	,049	247	0.200*	0.984	247	0.008
Affective Organizational Commitment (Y)	0.096	247	0,000	0.957	247	0,000

The data collection technique uses an online questionnaire using three scales. Among them, namely The Work and Meaning Inventory (WAMI) which was adapted by Nur'akhman & Archianti (2020). The Utrecht Work Engagement Scale (UWES) and the affective commitment scale (ACS) were adapted by Satata (2020).

**4. Data analysis technique**

The data analysis technique used is multiple regression and Sobel test. Multiple regression to test the direct relationship between dependent and independent variables through mediators. The sobel test is to test the mediation effect. Apart from that, assumption tests will also be carried out, including residual distribution normality tests, linearity tests, multicollinearity tests, and heteroscedasticity tests.

tested the suitability of theoretical and empirical models for the construction of work meaning, work engagement, and affective organizational commitment using confirmatory factor analysis (CFA) which gave the results that several items needed to be aborted. There are 7 items left in meaning of work, 9 items left in work engagement, and 4 items left in affective organizational commitment. All remaining items show a loading factor value > 0.3 so it can be said that the validity value is met (Field, 2018; McClair et al., 2021). The reliability value for the work meaning and work engagement scale shows a value of > 0.80 so it can be said that the measuring instrument has good reliability and the affective organizational commitment scale shows a value of > 0.70 so it can be said that the measuring instrument has adequate reliability. (Garson, 2013). Pay attention to table 1.

**RESEARCH RESULT**

**1. Validity and Reliability Test**

In this study, researchers



**2. Residual Distribution Normality Test Results**

Based on the results of the residual distribution normality test for the influence of work meaning on work engagement which can be seen in table 2, it can be seen that the test results using Kolmogorov-Smirnov show a value of 0.200, which is greater than 0.05, which means that the residual data for the relationship model both variables are normally distributed. The results of the residual distribution normality test for the influence of the meaning of work and work engagement on affective organizational commitment using the Kolmogorov-Smirnov test results showed that the residual data was not normally distributed

because it gave a result of  $p < 0.001$ . Thus, the researcher tested the hypothesis using bootstrapping with re-sampling of 1000. Bootstrapping is a way of conducting a hypothesis with the assumption that the parametric assumption of a normal distribution has been fulfilled by re-sampling thousands of times (Garson, 2012). Normality test results can be seen in table 2.

**3. Linearity Test Results**

**a. The Meaning of Work and Work Engagement**

In table 3, it can be seen that linearity and deviation from linearity have a significance value of  $p < 0.001$ . Based on these results. It can be seen that the data is linear,

Table 3. Linearity Test Results

Variable	MK -> WE	MK -> AC	WE -> AC
Linearity	0,000	0,000	0,000
Deviation from linearity	0,000	0.001	0.013

However, there are deviations from the linearity model, so the researcher carried out a comparison using curve estimates to see the appropriate relationship model between the two variables which can be seen in Table 4. Table 4 shows that the most suitable linear model is the s-model.

*shape* because it has the highest R-square value, namely 0.48. However, because the

difference in the R-square value between the s-shaped model and the linear model is only 0.09, the researchers still use the linear model.

**b. Meaning of Work and Affective Organizational Commitment**

In table 3, it can be seen that linearity has a significance value of  $p < 0.001$  and deviation from linearity has a value of  $p < 0.01$ .

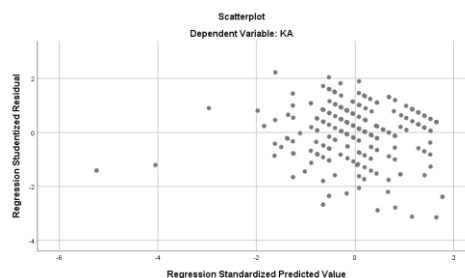


Figure 1. Scatter-plot Heteroscedasticity

Based on these results, it can be seen that the data is linear, but there are deviations from the linearity model, so the researchers carried out a comparison using curve estimates to see the appropriate relationship model between the two variables which can be seen in table 4. Table 4 shows that

the most suitable linear model is the s model. -shape because it has the highest R-square value, namely 0.44. However, because the difference in the R-square value between the s-shaped model and the linear model is only 0.10, the researchers still use the linear model.

**c. Work Engagement and Affective Organizational Commitment**

Table 4. Curve Estimates Results

Equations	R2MK -> WE	R2MK -> AC	R2 WE ->AC	Sig.
Linear	0.39	0.34	0.43	0,000
Quadratic	0.39	0.37	0.46	0,000
Cubic	0.39	0.37	0.46	0,000
S	0.48	0.44	0.54	0,000

In table 4, it can be seen that linearity has a significance value of  $p < 0.001$  and deviation from linearity has a value of  $p < 0.01$ . Based on these results, it can be seen that the data is linear and there are no deviations from the linearity model. However, researchers still carry out model comparisons using curve estimates to see the appropriate relationship model between the

two variables which can be seen in table 4. Table 4 shows that the most suitable linear model is the s-shape model because it has

The R-square value is the highest, namely 0.54. However, because the difference in the R-square value between the s-shaped model and the linear model is only 0.11, the researchers still use the linear model.

**4. Multicollinearity Test Results**

Table 5. Multicollinearity Test Results

Step		Collinearity Statistics	
		Tolerance	VIF
1	Meaning of Work	1.00	1.00
Dependent variable: Work Engagement			
2	Meaning of Work	0.61	1.63
	Work Engagement	0.61	1.63
Dependent variable: Affective Organizational Commitment			

In table 5, it can be seen that there are two steps in viewing multicollinearity. In step one, the relationship between the meaning of work and work engagement has a tolerance value of 1 which indicates a value greater than 0.10 and has a VIF value of 1, which

indicates that the value is smaller than 10 so it can be concluded that there is no multicollinearity in these two variables. . As for step two, the relationship between the three variables can be seen, namely the meaning of work, affective organizational commitment, and



work engagement. The test results show that there is a tolerance value of 0.61, which is greater than 0.10 and has a VIF value of 1.63, which is smaller than 10. Thus, it can be concluded that there is no

multicollinearity between variables.

**5. Heteroscedasticity Test Results**

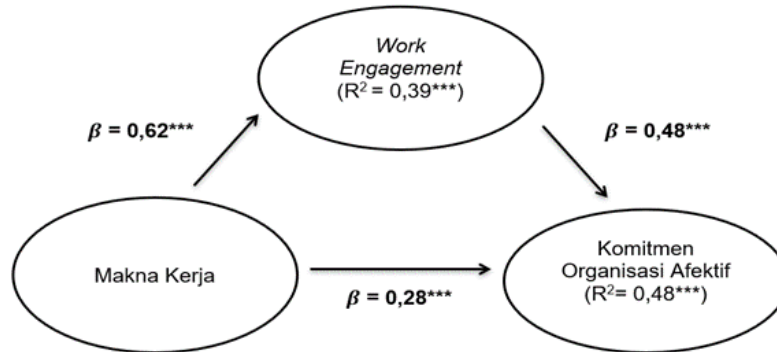


Figure 2. Heteroscedasticity Test Results

In Figure 2, it can be seen that the scatter plot is the result of a heteroscedasticity test. In this figure, it can be seen that the data

does not form a particular pattern and the residual data is spread out. Thus, it can be concluded that heteroscedasticity does not occur.

**6. Results of Relationship Tests Between Variables**

Table 6. Results of Relationships Between Variables

Pearson Correlation

	Meaning of Work	Work Engagement
Meaning of Work	-	
Work Engagement	0.62***	-
Affective Organizational Commitment	0.58***	0.66***

Note: \*\*\*indicates p < 0.001, 2-tailed

In table 6, it can be seen that there is a relationship between the variables meaning of work, work engagement, and affective organizational commitment. The relationship between the meaning of work and work engagement has a Pearson correlation value of 0.62, for the meaning of work and affective organizational

commitment the Pearson correlation value is 0.58, and work engagement and affective organizational commitment have a Pearson correlation value of 0.66. The significant correlation between the three variables shows a p value < 0.001, so it can be concluded that there is a positive relationship between the variables.

**7. Multiple Linear Regression Test Results**

Table 7. Model Summary Output

Model	R	R2	Adj. R2	SEE	F	df1	df2	Sig.
1	0.62	0.39	0.38	4.52	153.70	1	245	0
Dependent variable: Work Engagement								
2	0.69	0.48	0.48	2.28	113.26	2	244	0

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*Dependent variable: Affective Organizational Commitment*

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Based on the results of the regression test in table 7, it can be seen that the meaning of work on work engagement produces an R value of 0.62, which indicates that the correlation index between the two is strong (0.60-0.79) (Sugiyono, 2020). The R<sup>2</sup> value obtained from the regression test results for these two variables is 39%, which shows the large influence of the meaning of work on work engagement, while the rest is influenced by other variables. Apart from that, the results of the regression test on the meaning of work and work engagement which jointly influence affective organizational commitment have an R value of 0.69 which shows that the index the correlation is strong (0.60-0.79) (Sugiyono, 2020). As for the R<sup>2</sup> value that is 48%, which shows the great influence of the meaning of work and work engagement on affective organizational commitment together, and the rest is influenced by other variables.

In table 8, it can be seen that the influence of the meaning of work on work engagement gives a result of  $p < 0.001$ , which shows that there is an influence of the meaning of work on work engagement. The table also shows that the regression test results have a 95% confidence level with a lower bound of 0.90 and an upper bound of 1.24, which shows that the range does not exceed 0 and is at the same pole. Thus, it can be concluded that H1 is accepted.

Apart from that, the research results are in line with what was stated by Bakker & Demerouti (2008) that one of the factors that influences work engagement is personal resources, the meaning of work is one of the personal resources that helps individuals control stimuli and the impact on the work environment and career they have. . This is also in accordance with research conducted in several different places, which shows that there is an influence of the meaning of work on work engagement (Tanudjaja, 2013; Ahmed, Majid. & Zin, 2016; Wahyuni, 2017).

Table 8 also shows the results of the regression test for the meaning of work and affective organizational commitment which has a significance value of 0.000, which is smaller than 0.05. Apart from that, at the 95% confidence level the lower bound value is 0.16 and the upper bound is 0.38, so it can be seen that this range does not exceed 0 and is at the same pole. Thus, it can be concluded that there is an influence of the meaning of work on affective organizational commitment so that H2 is accepted. These results are in accordance with the theory put forward by Steger, Dik, & Duffy (2012) that if individuals consider their work to be meaningful, they will have high affective organizational commitment. Apart from that, in accordance with the theory put forward by Allen & Mayer (1991) that affective organizational commitment is

influenced by individual work experiences, the meaning of work is one of the positive subjective experience factors, which of course can have an influence on individual experiences in the workplace so that it can creating affective organizational commitment. The results of this research also support

previous research, which suggests that there is an influence of the meaning of work on organizational commitment (affective) (Beukes & Botha, 2013; Jiang & Johnson, 2018; Veronica & Moerkardjono, 2018; Wahyuni et al., 2019; Aeni & Paradila, 2020; Kaur & Mittal, 2020).

Table 8. Output Coefficient

Model	Regression Weights					95% Confidence Interval	
	B	S.E	Beta	t	Sig.	Lower Bound	Upper Bound
1 (Constant)	12.57	2.59		4.85	0,000	7.47	17.68
Meaning of Work	1.07	0.09	0.62	12.40	0,000	0.90	1.24
<i>Dependent variable: Work Engagement</i>							
2 (Constant)	3.76	1.37		2.75	0.007	1.06	6.46
Meaning of Work	0.27	0.06	0.29	4.88	0,000	0.16	0.38
Work Engagement	0.26	0.03	0.48	8.13	0,000	0.20	0.33
<i>Dependent variable: Affective Organizational Commitment</i>							

Table 8 also shows the influence of work engagement on organizational commitment with the result  $p < 0.001$ , which shows that there is an influence of work engagement on affective organizational commitment. The table also shows that the regression test results have a confidence level of 95% with a lower bound of 0.20 and an upper bound of 0.33, which shows that the range does not exceed 0 and is at the same pole. Thus, it can be concluded that H3 is accepted. This is in accordance with the theory of organizational commitment put forward by Allen & Mayer (1991) which suggests that one of the factors that influences affective organizational commitment is work experience and work engagement is a positive experience in the workplace and is an antecedent of organizational commitment, which can be interpreted as that employees

Those who are engaged or engaged will feel happy with their work, thus creating organizational commitment. Apart from that, this is also in accordance with the results of previous research, namely that there is an influence of work engagement on organizational commitment (affective) in several different places (Field & Buitendech, 2011; Chairuddin et al., 2015; Choi, Tran, & Park, 2015; Kim et al., 2017; Prabawati, 2017; Basit, 2019).

**Sobel Test Results**

In table 9, are the test results using the Sobel test which produced a statistical value of 6.84 and a standard error of 0.04 with a p-value  $< 0.001$  which shows that the results are significant. Thus, it can be concluded that there is an indirect influence of the meaning of work on affective organizational commitment in the mediating role of work engagement.

Therefore, it can be said that work engagement plays a mediating role between the relationship between work meaning and affective organizational commitment. The JD-R model is used to explain the relationship between these variables. The research results support that when employees have meaning in their work, individuals will tend to

have high work engagement because the meaning of work can be a positive aspect and can provide energy for the formation of work engagement. Work engagement which is influenced by the meaning of work which acts as a personal resource together with job resources and high job demands will shape personal and organizational results, namely commitment.

Table 9. Results *Sobel Test*

<i>Inputs</i>		<i>Test statistics</i>	<i>Std. Error</i>	<i>p-value</i>	
a	1.07	<i>Sobel test</i>	6.84	0.04	0,000
b	1.13	<i>Aroian test</i>	6.82	0.04	0,000
Sa	0.09	<i>Goodman test</i>	6.85	0.04	0,000
SB	0.03				

Affective organizational commitment develops because of work experiences experienced by individuals, the meaning of work is one factor in the positive subjective experience of the individual and work engagement is an individual's experience in the workplace so that both the meaning of work and work engagement can have an influence on affective organizational commitment as a whole. together so that the theory from Allen & Mayer (1991) is proven. This supports previous research which conducted research in several different places, which suggested that there is an indirect influence of the meaning of work on organizational commitment with work engagement as a mediator, and work engagement partially mediates (Geldenhuis et al., 2013; Jung & Yoon , 2015; Winarno, 2016). Apart from that, the research results are also in line with the results of previous research, which stated that the meaning of work and work engagement have an impact on the core of organizational commitment, namely affective organizational commitment (Diniyati & Sudarma,

2018; Majid & Mahdani, 2019; Kaur & Mittal, 2020 ).

Based on the research results that have been explained by the researcher, it can be seen that the meaning of work is one of the important things to be developed at PT personally, interpersonally, and leadership and organizations need to play a role in increasing the meaning of each employee's work. Personally, developing meaning towards work requires honesty with oneself, responsibility, and a good understanding of work as well as the values and vision of the organization. Apart from that, based on the theory of the meaning of work put forward by Steger (2017), the meaning of work that individuals have can also be developed interpersonally and in the role of organizations and leaders. Therefore, based on the results of this research, it is hoped that PT so that it can increase work engagement and affective organizational commitment of employees and it is hoped that with a good relationship between employees and leaders, employees can increase trust in their leaders.

Then, we can also see that work engagement is also an important factor in the self-development of each individual within the company because work engagement plays a large role in mediating the influence of the meaning of work on affective organizational commitment, so it is necessary to maintain or increase work engagement. Thus, it can be seen that to develop employee work engagement, personal resources are needed, including the meaning of work. By developing the meaning of work possessed by PT X Makassar Region employees, employee work engagement can be increased. In this case, having the meaning of work and work engagement can increase the affective organizational commitment of employees which is the core of organizational commitment so that when employees' affective organizational commitment increases, employees are able to develop the organization and employees can work optimally. Apart from that, the results of this research not only have implications for PT X Makassar Region, but can also be applied to other organizations or companies. In this research, it can be seen that the meaning of work and work engagement are important things that can have a big influence on affective organizational commitment which acts as the core of organizational commitment, because by increasing or developing these two things can increase organizational commitment, which can reduce turnover. intention due to low organizational commitment possessed by employees, and increasing organizational commitment can increase

organizational productivity (Spector, 2012). In this research, it was also found that there is a curvilinear relationship between the meaning of work and work engagement or the meaning of work and affective organizational commitment, so it can be seen that the high and low levels of work meaning can have different meanings, thus requiring further research.

### CONCLUSION

Based on the results of the research explained above, it can be seen that there is an influence of the meaning of work on work engagement of 39%, there is a direct influence of the meaning of work on affective organizational commitment, there is partial mediation by work engagement on the influence of the meaning of work on affective organizational commitment and indirectly. together the influence of work meaning and work engagement on affective organizational commitment is 48%.

### Suggestion

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