

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT ON CONTINUANCE COMMITMENT AT PT. ATTARAYA DISTRINDO IN MADIUN REGENCY

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Abstrak

Penelitian ini bertujuan untuk memberikan bukti empiris mengenai pengaruh *Employee Engagement* dan Lingkungan Kerja terhadap *Continuance Commitment* pada karyawan PT. Attaraya Distrindo di Kabupaten Madiun. Penelitian ini merupakan penelitian kuantitatif dengan 133 responden yang terlibat dan dianalisis menggunakan aplikasi statistik SPSS versi 20. Hasil penelitian ini menunjukkan bahwa *Employee Engagement* berpengaruh positif dan signifikan terhadap *Continuance Commitment* pada karyawan PT. Attaraya Distrindo Kabupaten Madiun. Lingkungan kerja berpengaruh positif dan signifikan terhadap *Continuance Commitment* pada karyawan PT Attaraya Distrindo Kabupaten Madiun.

Kata Kunci: *Employee Engagement, Lingkungan Kerja, Continuance Commitment*

Abstract

This study aims to provide empirical evidence regarding the influence of Employee Engagement and Work Environment on Continuance Commitment among employees of PT. Attaraya Distrindo in Madiun Regency. This quantitative study involved 133 respondents and was analyzed using the statistical application SPSS version 20. The results indicate that Employee Engagement has a positive and significant effect on Continuance Commitment among employees of PT. Attaraya Distrindo in Madiun Regency. The work environment has a positive and significant influence on Sustainability Commitment among employees at PT Attaraya Distrindo, Madiun Regency.

Keywords: *Employee Engagement, Work Environment, Continuance Commitment*

A. INTRODUCTION

In the development of labor-intensive manufacturing and distribution industries, retaining employees who demonstrate high levels of loyalty and commitment has become a challenge for companies. One important form of commitment is *continuance commitment*, which refers to a condition in which employees choose to

remain with an organization because they recognize the value, benefits, and advantages they would lose if they left the organization (Khusna et al., 2025). Such commitment may be influenced by the fulfillment of economic needs, a sense of security, and the benefits employees receive from the company.

One factor that can encourage employee commitment is employee engagement. Employees who have mental and emotional involvement in their work tend to demonstrate a higher level of responsibility (Muttaqin & Adawiyah, 2026). Employees who feel heard, valued, and empowered are more likely to develop a sense of ownership toward their work, thereby reducing their intention to seek employment elsewhere (Sokro et al., 2023). This indicates that employee engagement is an important factor in retaining employees within an organization.

In addition to employee engagement, the work environment is also an important factor in fostering employee comfort and commitment. The work environment, which encompasses both physical and social aspects, can serve as a foundation for creating a comfortable workplace for employees (Sennang et al., 2025). Adequate facilities, good working relationships, a mutually respectful organizational culture, and minimal conflict can create conditions that encourage employees to feel comfortable remaining in their jobs. A stable work environment that supports employee well-being can also become a reason for employees to remain with the organization in the long term (Krismoko et al., 2024).

This study was conducted at PT. Attaraya Distrindo, Madiun Regency, a company engaged in the distribution of HS cigarette products. The company's activities include sales, administration, warehousing, and delivery, making the continuity of its operations highly dependent on human resources. PT. Attaraya Distrindo has 200 employees, consisting of 1 senior manager, 12 managers, 21 supervisors, 141 staff members, 17 administrative employees, and 8 general service employees. Of these employees, 7 are permanent employees and 193 are contract employees. This condition demonstrates the importance of retaining employees to ensure that distribution activities can operate optimally.

The work environment at PT. Attaraya Distrindo can be considered relatively healthy, as reflected in the good relationships among employees, coworkers, supervisors, and sales personnel. When employees encounter difficulties in completing their work, other employees provide assistance to ensure that the work can be completed properly. Such positive relationships can encourage employees to remain with the organization, work more efficiently, and remain oriented toward achieving the company's goals (Muttaqin & Adawiyah, 2026). In addition, the distribution sector has characteristics such as target pressures, work mobility, warehouse coordination, and direct interaction with the market, which require a supportive work environment.

Employee engagement was selected as an independent variable because employee involvement can foster a sense of belonging and a desire to maintain the employment relationship with the company. Employee engagement is a positive psychological condition that reflects employees' emotional, cognitive, and behavioral involvement in their work (Zebua, 2026). According to Abadi (2024), employee engagement is a positive and satisfying state of mind related to work, consisting of three indicators: vigor, dedication, and absorption. Vigor refers to enthusiasm and mental resilience, dedication reflects enthusiasm, pride, and the meaningfulness of work, while absorption indicates deep involvement and concentration in work.

Employee engagement is relevant because high levels of work engagement can reduce employees' intention to leave the organization. Employees who have invested their time, energy, and emotional involvement in the organization tend to consider the benefits and losses associated with leaving (Chaerunissa & Pancasasti, 2021; Sokro et al., 2023). The work environment was also selected because comfortable and conducive physical, social, and psychological conditions can increase employees' sense of security, well-being, and tendency to remain with the organization (Oktavianus et al., 2024; Triono & Aditya, 2024). Meanwhile, continuance commitment was used as the dependent variable because it is associated with employees' awareness of the losses they may experience if they leave the organization,

including the loss of facilities and benefits as well as limited employment alternatives (Dewita et al., 2023; Mehmood et al., 2023).

The selection of the research variables was also based on differences in the findings of previous studies. Rameshkumar (2020) found that employee engagement was positively and significantly associated with affective and normative commitment but was not significantly associated with continuance commitment. In contrast, Nagpal (2022) found that employee engagement had a positive effect on the dimensions of organizational commitment, including continuance commitment. Regarding the work environment variable, Ogunbanjo et al., (2022) found a relationship between the work environment and continuance commitment, whereas Ahakwa et al., (2021) positioned organizational commitment as a mediating variable between the work environment and employee performance. In addition to these differences in findings, previous studies have largely been conducted in the shipping, library, banking, education, and information technology sectors, while research on the effects of employee engagement and the work environment on continuance commitment in cigarette distribution companies in Madiun Regency remains limited. Therefore, this study was conducted to provide empirical evidence in the context of PT. Attaraya Distrindo, Madiun Regency.

Grand Theory & Hypothesis Study

Social Exchange Theory (SET)

Social Exchange Theory (SET) is a framework that explains reciprocal relationships between interdependent parties, including employee and organizational relationships, by considering obligations, rewards, costs, and trust in social interactions (Ahmad et al., 2023; Blau, 1964; Cook, 2015). In an organizational context, when a company provides support, rewards, facilities and a good work environment, employees are encouraged to reciprocate through positive behavior such as increasing employee engagement, loyalty and commitment to the organization (Arief et al., 2021; Ramadhani & Frianto, 2026).

Three-Component Model

Meyer and Allen's Three-Component Commitment Theory explains that organizational commitment consists of affective commitment, continuance commitment, and normative commitment, each of which reflects emotional attachment, consideration of costs or losses if leaving the organization, and a moral obligation to remain (Meyer & Allen, 1991; Survival et al., 2025). These three components can interact with each other in shaping employee attitudes and behavior, with affective commitment indicating a sense of belonging, continuance commitment based on considerations of benefits and costs, while normative commitment reflects an obligation to remain loyal to the organization (Arwadi, 2025; Kim & Beehr, 2020; Yusuf & Syarif, 2017).

Employee Engagement

Employee engagement is a positive psychological state that reflects employee involvement, both emotionally, cognitively, and behaviorally, encouraging employees to make optimal contributions and feel connected to their work and organization (Ramadhani & Soenarto, 2023; Zebua, 2026). This engagement is influenced by the balance between job demands and resources, enabling employees to cope with various work demands while maintaining engagement, commitment, and satisfaction with their work and the company (Kibum & Taesung, 2020; Ramadhani & Soenarto, 2023).

Work Environment

The work environment is everything that is around employees and can influence the implementation of tasks, both physically and non-physically, so that conducive environmental conditions can create comfort, security, focus, and increase employee job satisfaction (Salhuteru & Hursepuny, 2025; Saputra, 2022). The physical work environment includes work facilities, temperature, lighting, air circulation, noise, and other environmental conditions, while the non-physical work environment includes relationships with superiors, coworkers, and subordinates as well as communication and cooperation within the organization (Melyiatama, 2022; Saefullah & Basrowi, 2022).

Continuance Commitment

Continuance commitment is a commitment that encourages employees to remain employed because they consider the losses they will experience if they leave the organization, such as the loss of benefits, facilities, allowances, and limited alternative employment (Dewita et al., 2023). This commitment is influenced by economic, social, and psychological considerations as well as employee investments in time, energy, and experience, which are reflected in the difficulty of leaving, discomfort when leaving, the desire to stay, and the lack of alternative employment (Mehmood et al., 2023; Tanjung et al., 2025) (Mehmood et al., 2023; Tanjung et al., 2025).

Employee Engagement towards Continuance Commitment

The relationship between employee engagement and continuance commitment shows mixed results. Increased employee engagement is thought to decrease awareness of the costs of leaving the organization, thus negatively related to continuance commitment. High engagement tends to strengthen affective and normative commitment (Rameshkumar, 2020). Conversely, an adequate work environment, supported by a positive organizational culture and leadership, can increase employee comfort and commitment to stay, while increased engagement is also related to employee performance, satisfaction, attendance, innovation, motivation, and learning (Ahakwa et al., 2021; Anggoro & Rifani, 2024).

H1: Employee Engagement has a significant influence on continuance commitment of PT. Attaraya Distrindo employees in Madiun Regency.

Work Environment on Continuance Commitment

The work environment is a crucial factor influencing continuance commitment. An adequate, comfortable, and conducive work environment that provides a sense of security and psychological stability can encourage employees to be more focused, consistent, and maintain their membership in the organization (Anggoro & Rifani, 2024; Sarah et al., 2026). This commitment can also foster a sense of belonging and attachment to the organization, although its growth is also influenced by other factors such as organizational culture, leadership, job satisfaction, rewards, motivation, and evaluation (Ahakwa et al., 2021; Ortiz et al., 2013).

H2: The work environment has a significant influence on continuance commitment among employees of PT. Attaraya Distrindo in Madiun Regency.

B. METHOD

This research was conducted at PT. Attaraya Distrindo, Madiun Regency in 2026. Data were obtained by administering questionnaires to company employees with a Likert scale of 1-4. This research is a quantitative study with a population of 200 employees. Sampling using the Slovin formula and obtained a sample size of 133. The sampling technique used a probability sampling technique with a proportional stratified random sampling method. The data obtained will be processed using the SPSS statistical application with validity tests, reliability tests, classical assumption tests, and hypothesis tests.

C. RESULTS AND DISCUSSIONS

Normality Test

**Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		133
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	3,16903363
Most Extreme Differences	Absolute	0,061
	Positive	0,032
	Negative	-0,061
Kolmogorov-Smirnov Z		0,699
Asymp. Sig. (2-tailed)		0,712

Source: SPSS 20 data processing

Based on the table above, the Kolmogorov-Smirnov value of $0.712 > 0.05$ indicates that the data is normally distributed and suitable for testing.

Multicollinearity Test

Table 2. Multicollinearity Test Results

		Coefficients ^a	
Model		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	Employee Engagement	0,589	1,699
	Work Environment	0.589	1.699

a. Dependent Variable: Continuance Commitment
Source: SPSS 20 data processing

Based on the table above, all variables have a tolerance value of $0.589 > 0.10$ and a VIF of $1.699 < 10$, so it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Coefficients ^a		
Model	t	Sig.
(Constant)	0,867	0,387
1 Employee Engagement	1,300	0,196
Work Environment	-0,718	0,474

a. Dependent Variable: Continuance Commitment
Source: SPSS 20 data processing

Based on the table above, the significance value of employee engagement is 0.196 and the work environment is 0.474, both of which have values > 0.05 , so there is no heteroscedasticity.

Autocorrelation Test

Table 4. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,785 ^a	0,616	0,610	3,09503	1,951

a. Predictors: (Constant), Employee Engagement, Work Environment

b. Dependent Variable: Continuance Commitment
Source: SPSS 20 data processing

Based on the autocorrelation test, with $n = 133$, $k = 2$, dU value = 1.74, $d = 1.951$, and $4-dU = 2.25$, it was obtained $1.74 < 1.951 < 2.25$, so it can be concluded that there is no autocorrelation (Putri & Suhartono, 2023).

t-Test

Table 5. t-Test Results

Coefficients ^a		
Model	T	Sig.

(Constant)	2,376	0,019
1 Employee Engagement	5,546	0,000
Work Environment	5,545	0,000

a. Dependent Variable: Continuance Commitment

Source: SPSS 20 data processing

Employee engagement has a significant positive effect on continuance commitment (sig. $0.000 < 0.05$; $t_{count} 5.546 > t_{table} 1.656$), so H1 is accepted. Work environment also has a significant positive effect on continuance commitment (sig. $0.000 < 0.05$; $t_{count} 5.545 > t_{table} 1.656$), so H2 is accepted.

D. CONCLUSIONS

The Influence of Employee Engagement on Continuance Commitment at PT. Attaraya Distrindo, Madiun Regency

Based on the results of descriptive analysis, employee engagement of PT. Attaraya Distrindo employees is classified as good, indicated by high enthusiasm, energy, and pride in work, which is in line with Social Exchange Theory, which means the higher the employee engagement, the higher the tendency to stay in the organization. This finding is in line with Ahakwa et al., (2021); Nagpal (2022); Ortiz et al., (2013) which shows a positive relationship between employee engagement with commitment, performance, attendance, motivation, and learning. Theoretically, employee engagement encourages employees to consider the investment of time, skills, and relationships that have been given to the organization, so they are reluctant to leave the company because of considering the possible losses (Prihatina, 2023). These results are in line with (Andiyanti & Aurelia, 2026; Meyer & Allen, 1991; Schaufeli & Bakker, 2004; Sojanah et al., 2025).

The Influence of the Work Environment on Continuance Commitment at PT. Attaraya Distrindo, Madiun Regency

Based on the results of descriptive analysis, the work environment of PT. Attaraya Distrindo is considered good, especially in terms of security facilities, lighting, and a work atmosphere that supports concentration, thus creating a sense of security and

comfort for employees. This condition is in line with Social Exchange Theory, where a good work environment can encourage positive reciprocal relationships and strengthen continuance commitment because employees consider the benefits obtained (Rahmatullah, 2025). This finding is in line with (Anggoro & Rifani, 2024; Ortiz et al., 2013; Sarah et al., 2026) which shows that an adequate and supportive work environment can increase employee comfort, psychological stability, sense of belonging, and commitment. This relationship can also be explained through Job Demands-Resources (JD-R), where a supportive work environment acts as a job resource that increases comfort and makes employees assess remaining in the organization as more profitable than facing the risks of a new job (Sarah et al., 2026). These results are in accordance with the concept of continuance commitment as a rational consideration of the benefits and losses when leaving an organization (Meyer & Allen, 1991).

E. SUGGESTIONS

Future researchers are advised to add other variables such as compensation, job satisfaction, organizational culture, leadership, career development opportunities, and work-life balance, as well as expand the sample, industry sectors, and number of respondents to make the results more generalizable. Furthermore, future research could use a qualitative or mixed methods approach to gain a deeper understanding of why employees retain their membership in an organization.

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