

# EMPLOYEE SATISFACTION FACTORS IN THE E-COMMERCE COMPANY: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

Ahmad Azmy<sup>1\*</sup>

<sup>1</sup> Master of Management, Faculty of Economics and Business, Paramadina University, 12790, Indonesia

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## ABSTRACT

**Introduction/Main Objectives:** This study discusses the factors that have implications for job satisfaction in e-commerce companies. The focus of the study is to analyze the organizational commitment, spiritual leadership, and technological advancement, which are mediated by employee engagement. **Background Problems:** Some e-commerce companies have problems with their employees' level of satisfaction. This study provides recommendations for dealing with the satisfaction factors of employees working in e-commerce. **Novelty:-**The novelty of this study is that it offers a different model for measuring job satisfaction. Employee engagement is used as a mediating variable to measure the implications for employee satisfaction in e-commerce companies. One of the variables used is technological advancement. **Research Methods:** This study uses the PLS-SEM method. The total respondents is 250 employees who work in e-commerce companies. Purposive sampling is used, according to the research needs, with a total of 207 respondents. The object of this study is a business organization that is engaged in e-commerce. **Finding/Results:** The direct and indirect effects of employee satisfaction are implied by spiritual leadership and organizational commitment. Technological advancement has no direct or indirect effect on employee satisfaction. Employee engagement has a mediating role in both the direct and indirect effects on employee satisfaction. **Conclusion:** E-commerce organizations should pay more attention to their employees' development through building their technological capabilities. This research can explain the improvement in a business's quality through its employees' satisfaction. This adds value to human resources management.

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\* Corresponding Author at Faculty of Economics and Business, Paramadina University, South Jakarta, Jalan Gatot Subroto Kav. 97 12790, Indonesia  
E-mail address: ahmad.azmy@paramadina.ac.id

## INTRODUCTION

E-commerce is a form of business platform that serves the needs of the community. Companies involved in e-commerce facilitate buying and selling transactions to meet consumers' needs. Various platforms strive to do this, which requires employee engagement in every work process. Companies must be able to satisfy their employees, as part of the effort to achieve their business targets. Employee engagement plays an important role for workers in companies engaged in e-commerce. The employees' satisfaction can be a factor in the quality and success of a business.

The process of achieving business success with e-commerce must include the employees' satisfaction (Hall, 2018). This component should be the focus of the company, and meet the needs of its employees. The process of achieving business targets requires contributions and innovations that come from the employees. Several literature studies (Ahmad & Raja, 2021; Kessler et al., 2020; Sarker & Ashrafi, 2018) explain that employee satisfaction will have positive implications for the process of achieving the set business targets. Employee satisfaction can be seen from internal and external aspects of the organization. The driving factors for increasing employee satisfaction can be seen from spiritual leadership, organizational commitment, employee engagement, and technological advancement. Three variables are mediated by employee engagement, to see the implications for employee satisfaction. Spiritual leadership refers to work values that are instilled by leaders. Organizational commitment refers to support for the employees' facilities and morale for achieving the work targets. Employee engagement leads to employee improvisation and determination of the quality of the work. Technological advancement plays a role by providing mastery of the systems, procedures,

and work processes carried out by employees. All of these variables analyze the implications for employee satisfaction in companies engaged in e-commerce.

Employee engagement is more directed at an individual's efforts to carry out work according to his or her abilities (Kular et al., 2007). Quality work processes require the employee's engagement in accordance with the targets set by the company. The quality of work is very dependent on the employee's engagement in accordance with his or her duties. This requires employees to always learn and understand their job descriptions, according to the performance targets. This variable looks at the employee's perspective in seeking wisdom in the work process beyond the minimum limit, so that the work process runs effectively and efficiently. Employee satisfaction will be more focused with effective leadership (Tu et al., 2017). Spiritual leadership is a leadership style for growing one's personality and making a significant contribution to the employee community (Samul, 2020). This variable explains the ability of a leader to provide nuances of spiritual values in each work process to the employees. These spiritual values are sourced from the reflection exemplified by leaders in work activities. This results in a positive perception of the implementation of work, so as to produce psychological employee satisfaction. This type of leadership refers more to the organizational structure in providing support for spiritual growth from the internal side of employees. Various theories say that spiritual leadership has a positive effect on building a good employee personality. The inner satisfaction possessed by employees can be seen by them carrying out their work in a professional and responsible manner.

Employee engagement has been widely used as a mediating variable in several previous studies (Iddagoda & Opatha, 2020; Riyanto et

al., 2021; P. K. Sharma & Kumra, 2020). Employee satisfaction is influenced by spiritual leadership, organizational commitment, and technological advancement. (Aydin & Ceylan, 2009; Cho & Park, 2011; Torre et al., 2020). Employee satisfaction is measured by the direct and indirect effects of spiritual leadership, organizational commitment, and technological advancement. The research model is mediated by employee engagement. The research problem raised is the implications generated by these three variables on employee satisfaction in e-commerce companies. Employee engagement is still rarely used as an mediating variable on employee satisfaction, or for most of the implications of employee performance (Diwanti et al., 2021; Kurniawan & Abadiyah, 2021). The novelty of this research lies in spiritual leadership, organizational commitment, and technological progress as differentiating variables from those used in previous studies, which have positive or negative implications for employee satisfaction.

Several studies show that employee engagement has no effect on employee satisfaction (Atthohiri & Wijayati, 2021; Riyanto et al., 2021). However, other studies show that organizational commitment has no effect on employee engagement (Rembet et al., 2020; Visamitanan & Assarut, 2021). Spiritual leadership has no effect on employee engagement (Maryati & Astuti, 2022). Technological advancement has no effect on employee engagement (Orhan et al., 2021)). Previous research to measure employee satisfaction used the variables work life balance, work environment, and psychological capital as mediators (Ekowati et al., 2021; Haider et al., 2018; Liao et al., 2017). Therefore, this study positions employee engagement as a mediating variable, to measure the amount of influence generated by organizational commitment, spiritual leadership, and technological advancement.

The research gap that occurred reveals that there are still several studies showing no implications for increasing employee satisfaction through employee engagement. This study looks at the role of employee engagement and how it mediates employee satisfaction through organizational commitment, spiritual leadership, and technological advancement. This limit is taken by identifying the highest influence on employee satisfaction.

This study focuses on analyzing the variables that have the greatest implications for employee satisfaction. Several studies that examine employee satisfaction have only used supervisory behavior, commitment, performance, and components related to financial performance variables (Ellinger et al., 2003; P. Sharma et al., 2016). Research that discusses employee satisfaction is associated with corporate social responsibility programs (Bauman & Skitka, 2012; Jarkovská, 2020), or it is in the context of customer satisfaction (Chi & Gursoy, 2009). The difference in this study is that it is focused on employee satisfaction in e-commerce companies. Technological advancement is rarely used as a competency for achieving e-commerce business success (Navimipour & Soltani, 2016). This research is a reinforcement of several studies relating to employee satisfaction. The difference is the use of technological advancement as one of the variables to measure the implications for employee satisfaction.

## LITERATURE REVIEW

### 1. Employee Satisfaction

Employee satisfaction is the main factor in helping to achieve a company's business goals (Koys, 2003). This shows that companies must pay attention to their employees' satisfaction, to maintain good relationships with their consumers. Attention should be paid to proper compensation, training according to the needs of

the job, and the employees' comfort (Chi & Gursoy, 2009; Koys, 2003; Schneider, 1991). Employee satisfaction will result in quality business processes, in accordance with company expectations. Employee satisfaction creates higher motivation in them to produce quality business processes. This will not be the case with employees who are dissatisfied because of the lack of attention paid to them by the company (Yoon & Suh, 2003). Employee satisfaction creates the desire to cooperate, to work outside the work target limits, and people who are able to position themselves according to their position within the organization's internal structure (Negoro & Wibowo, 2021). The satisfaction felt by employees can have a positive effect on achieving work targets and meeting organizational expectations (Yee et al., 2008).

The measure of employee satisfaction can be seen by the comfort of the work environment and the fulfillment of employee needs (Van Der Voordt, 2004). Employee satisfaction can lead to innovation in the workplace (Guerin et al., 2012). The flexibility possessed by a company can increase employee satisfaction through various factors, both financial and non-financial (J. A. Colquitt et al., 2012). So, the author argues that employee satisfaction is a positive feeling and perception of the company as a result of it meeting its employees' needs. The company has an obligation to fulfill its employees' satisfaction in the work process. This can help achieve the maximum work targets. Business achievements get the maximum contribution from employee satisfaction that has been accommodated by the company.

## **2. Employee Engagement**

Cognitive, emotional, and behavioral elements are used in employee engagement, which correlate with individual performance. (Kahn,

1990). Employee engagement is a predictor for measuring organizational commitment, Organizational Citizenship Behavior (OCB) and job performance (Saks, 2019). The predictor of employee engagement explains the role of workers in organizational achievement through engagement. Employees are fully involved at various levels of the organization, providing resources to the organization that are cognitive, emotional, and physical. The benefits felt by companies from this involvement include contributing new ideas and technological innovations. They are very necessary for companies engaged in e-commerce.

Employee engagement is one of the concepts that always appear in every topic concerning human resources research. Employee engagement is described as a psychological situation that is measured by cognitive, emotional, and individual behavior, according to organizational characteristics (Shuck & Wollard, 2010). The very large role played by employees is born from the personality and individual factors of life, both internally and externally. Some of the success factors for employee engagement are based on learning opportunities (Malik & Garg, 2020; Ogueyungbo et al., 2020) and talent management systems (Hughes, J. C., & Rog, 2008). The employee engagement process has initiatives for organizational development and overall business achievement (Wollard & Shuck, 2011). The employees' engagement can be measured through their vigor, dedication, and absorption (Schaufeli, 2013). Vigor describes a measure of their energy levels, and the mental resilience of employees when carrying out work processes. Dedication focuses on involving employees in high-spirited and challenging jobs. Absorption refers to their full concentration and enjoyment of the work process as part of achieving organizational success. Delbridge (2013) explains that the strategy for managing

employee engagement is by focusing on the performance or development of the work carried out by the employees (Jenkins & Delbridge, 2013).

### **3. Organizational Commitment**

Organizational commitment is an effort and obligation that must be carried out to meet the needs of employees (Wagner & Hollenbeck, 2015). Business organizations must focus on maintaining the stability of their employees' satisfaction. Quality work processes require support from the company as a professional organization. The concept of organizational commitment stems from the attachment of individual employees to the company. The level of employee participation and productivity is very much needed for the sustainability of the company. The complexity of the competition in e-commerce is very high, so that organizational commitment is needed for maintaining a stable performance.

### **4. Technology Advancement**

Technological advancement is a must for business organizations involved in e-commerce (Jiang et al., 2018). Business organizations must be prepared with appropriate infrastructure and human resources. The procedures for, and operation of, the technology must be well understood by the employees. Job satisfaction can be generated through technological advancement to meet company expectations. (Bhargava et al., 2021). It must be realized that the implications of technology are needed to boost a company's business performance. Technological advancement must be understood by employees in every business process used by companies involved in e-commerce. Optimization of the use of technology can determine the quality of a company's business. Every change in technology, both in the systems and their applications,

must always be updated by the company. This requires renewal both in terms of ability, competence and knowledge. Technology will not work without the readiness of human resources.

### **5. E-Commerce**

E-commerce is an internet revolution that promises to change how people shop and gather information. It offers a huge potential for business-to-consumer trade transactions (H. Wang et al., 1998). E-commerce is able to realize the convenience of transactions through media and sellers that are not yet known to consumers (Gefen & Straub, 2003). This is an alternative platform for trade transactions between sellers and buyers that knows no boundaries (McKnight et al., 2002). The internet is a means or form of media that provides facilities and processes for business transactions carried out through e-commerce (DeLone & McLean, 2004). These business transactions involve a seller and a buyer who agree to the exchange of goods or services for money. In this context, e-commerce businesses make buyers and sellers the main users of a technological system. There is a decision-making process in every business transaction (Rizi et al., 2023).

E-commerce business processes require work processes undertaken by employees who are motivated and integrated into the organization (Kabasakal et al., 2006). This is to ensure the effectiveness of the implementation of the business processes carried out by the employees. This business emphasizes technological expertise and job innovation for all employees. Business transaction service processes that require punctuality and new ideas are common in e-commerce businesses (Treetipbut & Aloni, 2018). Employees are required to meet the expectations of consumers and sellers who are members of an e-commerce

platform. Conceptually, knowledge, skills, and competencies are needed by a company for all its employees to optimize the use of the technology (Payton, 2003; S. Wang, 2021). It is vital that technological advancement exists in e-commerce organizations and that it is owned by the employees (A. Dhanalakshmi et al., 2020).

## **6. Employee Engagement on Employee Satisfaction**

Employee engagement focuses on their optimal abilities by involving them in all business activities (Zeidan & Itani, 2020). Several studies show that employee engagement has a positive effect on employee satisfaction (Alagarsamy et al., 2020; Harter et al., 2002; Swe & Lu, 2019). The positive direction shown by employee engagement toward employee satisfaction can be seen by the quality of the performance achievement. This has an effect on employee involvement in the work process (Lie et al., 2023). Employee engagement has a psychological aspect of satisfaction in achieving work targets. The job challenges set by the company must be achieved with maximum effort. This aspect of satisfaction is felt by the employees, which is explained by their engagement. Work involvement carried out by the employees is absolutely necessary to determine the quality of the output, in accordance with the company's expectations (Johari & Yahya, 2019; Volmer et al., 2012). Employee satisfaction lies in the perspective of achieving work targets and having a high level of participation. The efforts made by employees are the key to success in achieving the work targets. The explanation above provides the conclusion that employee engagement has a positive implication for employee satisfaction.

H1: Employee engagement has a positive effect on employee satisfaction.

## **7. Organizational Commitment on Employee Engagement**

Organizational commitment becomes part of a company's affective response internally (J. Colquitt et al., 2018). Organizational commitment has a positive effect on employee engagement (Baiquni & Lizar, 2020; Ibnu Ruslan et al., 2019; Sahni, 2019). Organizations must provide encouragement and commitment to increase their employees' engagement in the business processes (Naruetharadhol et al., 2021). Organizational support requires a high commitment to increase the employees' engagement in achieving organizational goals (Al-Omar et al., 2019; Claudianty & Suhariadi, 2021; Tan et al., 2020). Employees, as the front line, are the spearhead for achieving business targets. Every employee's needs must be supported, as a form of representative organization, in terms of providing facilities, careers, or competency development (Renyut et al., 2017; Tone, 2018). Organizational commitment must be used as the main component to generate employee engagement in e-commerce companies (Celis, 2018; Nangoy & Hamsal, 2018).

H2: Organizational commitment has a positive effect on employee engagement.

## **8. Spiritual Leadership on Employee Engagement**

Spiritual leadership is one kind of approach a leader may use to inspire and motivate his or her followers, based on the organization, values, and ethics that are connected with divinity (Oh & Wang, 2020). A leader should focus on religious values that are based on the beliefs held by the employees (Egel & Fry, 2017; Hunsaker, 2014; Whittington et al., 2005)[ref]. A leader must be able to inspire, arouse, influence and move through example, service, and compassion. The process of implementing spiritual leadership is

reflected in values, divine nature, cultural processes and professional behavior. Spiritual leadership has a positive effect on employee engagement (Hunsaker & Jeong, 2020; Zhou & Yang, 2020). Spiritual leadership has a positive dominance over employee engagement (Hunsaker & Jeong, 2020). Previous research studied different industries (hospitality and information technology), where spiritual leadership was able to generate innovation through employee engagement (Alfarajat & Emeagwali, 2021; Hunsaker, 2020; Usmanova et al., 2021). Leaders can be used as good role models for all employees. Employee engagement requires a leader with high spiritual values (Sheikh et al., 2019; Wahid & Mohd. Mustamil, 2017).

H3: Spiritual leadership has a positive effect on employee engagement.

### **9. Technological Advancement on Employee Engagement**

Technological advancement is a must for e-commerce companies (Haryanti & Subriadi, 2020; Yadiati & Meiryani, 2019). It is a common thing in e-commerce that technological advancements can be used as long-term investments. The process can be started from a company's human resources, machines, applications, and other supporting tools for achieving work targets. Technological advancement has a positive effect on employee engagement (Kim & Gatling, 2019; Ter Hoeven et al., 2016; Woods, 2021). Business processes must be executed quickly and responsibly. Employees have an attachment to their work with technological advancement being a stimulus for business acceleration. The speed of a service is an indicator of customer satisfaction (Rehman et al., 2019; Smykova et al., 2021). Technological advancement, as a medium in the process of carrying out work that must be owned by the

employees, is based on competence, knowledge, and the novelty of the application's systems. Employee engagement requires the mastery of new technology, according to the requirements for the job.

H4: Technological advancement has a positive effect on employee engagement.

### **10. Organizational Commitment to Employee Satisfaction Mediated by Employee Engagement**

Building employee satisfaction at work is an organizational commitment that must be implemented effectively (Rigby & Ryan, 2018). This process requires planning, investigation, and the mapping of job requirements to be undertaken by the organization. However, the work implementation process requires high levels of employee engagement through their contributions, new ideas, and innovations in accordance with the business's needs. Employee engagement is the correct link to employee satisfaction. Employees feel psychologically satisfied with the achievement of work targets set by the company. This level of participation is required by companies to produce high quality work. E-commerce companies need maximum contributions from their workforce. Employee satisfaction will be important; this is implied by organizational commitment and employee engagement. It can be seen indirectly that organizational commitment can be felt by employee satisfaction mediated by employee engagement. Several studies explain that there is an influence, caused by organizational commitment, on employee satisfaction through employee engagement as a mediating variable (Biswas & Bhatnagar, 2013; Na-Nan et al., 2021; Sahni, 2021). Employee engagement, as a connecting variable, can indirectly indicate organizational commitment increases employee satisfaction. Employees feel a high sense of attachment to

their work because their employers provide them with good facilities, the correct work tools, and support systems for serving consumers. The process of excellent service to consumers can run well due to employee engagement. This can be seen from the performance of the e-commerce businesses that achieve the most because of their employees' high level of satisfaction.

H5: Organizational commitment has an indirect, positive, effect on employee satisfaction, which is mediated through employee engagement.

### **11. Spiritual Leadership to Employee Satisfaction Mediated by Employee Engagement**

Spiritual leadership is an important element in employee development (Damar & Eskiler, 2017; Nguyen et al., 2018). This type of leadership is able to provide inspiration and a good example to employees. The process of developing an element of professionalism in employees requires a good spiritual leadership figure (Basri et al., 2019). The effectiveness of the work can be created through the direction and coordination of the leader. The aspect of religiosity given to leaders is able to install a sense of responsibility in employees. The perspective of employee satisfaction can be felt through employee engagement. This variable provides a better understanding of the work process. Spiritual leadership has an effect on employee satisfaction, which is mediated by employee engagement (Hunsaker & Jeong, 2020; Wahid & Mohd. Mustamil, 2017). The effectiveness of spiritual leadership is assumed to increase employee satisfaction, and be associated with employee engagement.

H6: Spiritual leadership has an indirect, positive, effect on employee satisfaction, which is mediated through employee engagement.

### **2.12 Technological Advancement to Employee Satisfaction Mediated by Employee Engagement**

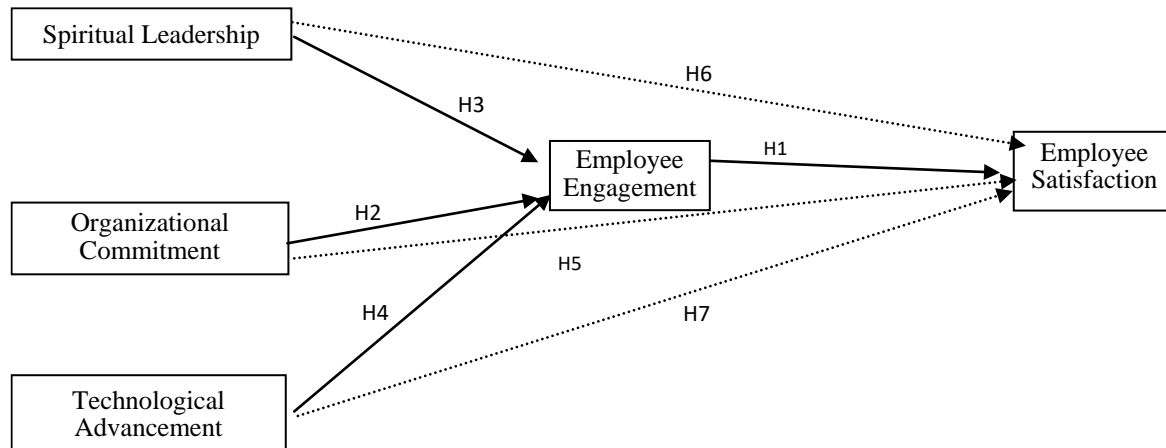
The role of technology cannot be replaced in the business processes of e-commerce. All the service processes and business activities are run on an application platform and system designed by the company. The use of technology must make the work process faster and more effective, so that the employees can achieve the desired work results (Parry & Battista, 2019; Torkzadeh & Doll, 1999). Companies must provide technology that can be operated quickly and effectively (Karasek, 2019; Woods, 2021). The use of such technology must be taught to the employees (Torre et al., 2020). Technological advancement has an indirect effect on employee satisfaction through employee engagement (Kamalanabhan et al., 2009; Kumar et al., 2015). The role of technology is to make the work processes simpler, so they become more effective and efficient. Employees who work in e-commerce must offer fast results, in terms of service, customer complaints, and in response to market expectations (Suyanto & Nurhaeni, 2017; Ziaran et al., 2021). Technological operational capabilities must be possessed by the employees, so that they are able to provide high quality work results.

H7: Technological advancement has an indirect, positive, effect on employee satisfaction, which is mediated through employee engagement.

Based on the explanation of the research hypothesis, the model image is as follows in figure 1.

Figure 1 explains that the research model above shows that employee satisfaction is mediated by employee engagement. The independent variables used include spiritual leadership, organizational commitment, and



**Figure 1.** Hypotheses Relationship and Conceptual Model

technological advancement. Research models assumes that there is a direct influence between spiritual leadership, organizational commitment, and technological advancement on employee engagement. Then the mediating role is carried out by employee engagement in employee satisfaction. The direction of the broken arrow assumes that there is an indirect effect between spiritual leadership, organizational commitment, and technological advancement on employee satisfaction, mediated by employee engagement. This model was built to analyze the indicated direct and indirect effects on employee satisfaction. The mediating role is played by employee engagement, to see which variable has the highest effect on employee satisfaction.

## METHOD, DATA, AND ANALYSIS

### 1. Research Method

The quantitative approach was used as a tool to analyze the implications between the independent, dependent, and mediating variables. Quantitative research is a process that uses numbers collected through structured questions and converted into systematic data (Sekaran & Bougie, 2020). Quantitative research is an approach to test an objective theory with a relationship between variables that can be measured by instruments and converted into data

that are analyzed by statistical procedures (Creswell, 2013). This study analyzes spiritual leadership, organizational commitment, and technological advancement for employee satisfaction. This research model is mediated by employee engagement. Research data were taken through a questionnaire and tested with statistical tools. The results of the statistical tests were used as information for testing the implications between the variables, according to the research model.

### 2. Research Context

This study analyzed employee satisfaction factors that occur in e-commerce companies. E-commerce company employees served as the research's respondents. The research's objective was to analyze the implications of the variables on employees' satisfaction in e-commerce companies. This research was limited by the variables of spiritual leadership, organizational commitment, and technological advancement, mediated by employee engagement. The choice of e-commerce companies was due to the demands of the work faced by their employees to serve the needs of consumers. The limitations of the research have been explained through the research model (Figure 1). The questionnaires given to the respondents contained 31 questions.

The total number of respondents came to 207 people. The qualifications for the respondents were that they had a minimum of two years of service, held a staff position, and worked for an e-commerce company.

### **3. Sample**

The early stages of the research process were to determine the classification criteria for the respondents. The respondents' criteria were employees who worked for e-commerce companies, had a minimum working period of 2 to 3 years, and as a minimum they held a staff position that meant they had direct contact with the company's business processes. The purposive sampling technique was chosen because the researcher had the freedom to filter the data according to the research's needs. The total data population was 250 respondents. After the filtering process, the total data used came from 207 respondents, which were used as the research's information base. The questionnaires were distributed using the Google Forms platform and distributed to the respondents. This study allowed the respondents four months to fill out the questionnaires and return them.

### **4. Research Approach and Design**

Survey and observation approaches were used in the research process. The researchers conducted a survey to distribute the questionnaires to the employees who were the research's respondents. Non-participant observations were used to make indirect observations related to the questionnaires' distribution process. The results of the survey obtained approval to distribute the questionnaires to employees who were related to the research topic. A survey is the process of collecting data by distributing questions to those people chosen to act as the respondents, according to the research's needs (Saunders et al., 2016). The monitoring process for the

answers was viewed with Google Form. This was to determine the number of questionnaires that had been sent by the respondents.

### **5. Research Instrument**

Thirty-one questions were given to the respondents. Spiritual leadership consisted of six questions. The indicators represented in spiritual leadership included vision, hope/faith, altruistic love, workplace spirituality, and spiritual survival (Fry, 2003; M. Wang et al., 2019). Organizational commitment consisted of six questions. Organizational commitment used indicators that included affective commitment, continuance commitment, and normative commitment (Meyer et al., 2002; Wołowska, 2014). Technological advancement consisted of five questions. Technological advancement used indicators such as the provision of facilities, usage procedures, provision of supporting tools, dissemination of technology's use, and technology's operational capabilities (Brass, 1985; Ruiz-Molina et al., 2017). Employee satisfaction consisted of four questions. This was measured using indicators that included job satisfaction, satisfaction with company facilities, satisfaction with co-workers' support, and satisfaction with job achievement (Schermerhorn et al., 2011). Employee engagement consisted of 10 questions. Employee engagement was measured by indicators that included a positive attitude, pride in the organization, trust in the results of the organization's products/services, the organization providing opportunities to perform well, act humble, become a good team member, and a broad understanding of the work (Schaufeli, 2013).

The questions given to the respondents used a Likert scale. A 5-point scale was used, consisting of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). A Likert scale was used to facilitate the

respondents in answering the questionnaire. Each question required the respondents to state their perceptions, as employees, related to spiritual leadership, organizational commitment, technological advancement, employee engagement, and employee satisfaction.

## 6. Data Collection & Procedure

The data collection process was done online. The research questionnaire was made in the form of a Google Form and was distributed to the respondents. The distribution of the questionnaires was assisted by research members who had access to e-commerce companies. The time required for data collection was 3 to 4 months. The researchers needed time to socialize and explain things related to the research's questionnaire to the respondents. The process of monitoring could be done through the website. The questionnaire's distribution procedure was approved by the university, to ensure smooth data collection.

## 7. Data Analysis

The data were processed using Smart-PLS software. The statistical tool used was partial least squares (PLS) with the mediating variables from the research's model. The selection of PLS was due to its ability to analyze the direct and indirect implications of the research's variables. Partial least squares is an iterative estimation process involving the structure of the diversity of independent and dependent variables (Hair et al., 2019; Sarstedt & Cheah, 2019). The second method used by this study was principal component regression, namely regression by taking the main component as the independent variable. The initial process was to check the feasibility of the research's indicators, along with their reliability and discriminant validity. After passing the feasibility test for the

research's data, the hypotheses and the coefficient of determination were tested. All the stages were carried out to test the research model.

## 8. Measurement Model Evaluation

This data were used as an information base for the research's analysis process. The first stage involved testing the feasibility of the research's variable indicators. The value of each indicator could be seen from the outer loading value of at least 0.6 or 0.7 (Dijkstra & Henseler, 2015). The second stage was the validity and reliability tests. Values for the composite reliability, Cronbach's alpha, and rho-a had to be greater than 0.8 (Hair Jr. et al., 2017). Discriminant validity was tested by looking at the average variance extracted (AVE); its value had to be greater than 0.5 (Ringle et al., 2020). The third stage looked at the implications of the determination of all the research variables. The R-squared value could reach 100%, so it would be concluded that it had a strong level of influence between the variables in the research model. The fourth stage was testing the hypotheses; there were seven hypotheses tested by the research model. It analyzed the direct and indirect effects of employee engagement as the mediating variable. A hypothesis could be accepted if the p-value was less than 5% and the t-statistic was greater than the t-table. The last process analyzed the implications of the influence between the research variables on employee satisfaction for both the direct and indirect effects.

## RESULT AND DISCUSSION

### 1. Respondent Profile

There were 207 respondents who provided the data. Below is the profile of the respondents:

**Table 1.** Respondents' Profiles

Items	Components	Numbers
Gender	Male	70
	Female	137
Age	21-25 Year	49
	26-30 Year	131
	31-35 Year	24
	> 35 Year	3
Marital Status	Single	119
	Married	88
Education	Diploma	42
	Bachelor	163
	Master	2
Company Origin	Shopee	57
	Tokopedia	40
	Lazada	32
	Bukalapak	26
	Jd.id	31
Department	Blibli	21
	Operational	107
	R&D	53
	HR	15
	Finance	12
	Production	11
Tenure	Marketing	9
	< 1 Year	39
	1-2 Years	71
	3-4 Years	80
Employee Status	> 5 Years	17
	Permanent	144
	Temporary	54
	Internship	9

The table above explains that the respondents were classified based on their gender, age, marital status, education, company origin, position in the company, tenure, and employee status. The gender component was dominated by females (137 people), while males numbered 70. Marital status was dominated by single people (119 people), there were 88 married people. Age was dominated by 26 to 30 year olds (131 people), 21 to 25 year olds (49 people), 31 to 35 year olds (24 people), and over 35 years old (3

people). Education was dominated by those holding a bachelor's degree (163 people), a diploma (42 people), and a master's degree (2 people). Company origin was dominated by Shopee (57 people), then came Tokopedia (40 people), Lazada (32 people), Bukalapak (26 people), and JD.id (31 people), and Blibli (21 people). The position was dominated by operational (107 people), followed by R&D (53 people), human resources (15 people), finance (11 people), production (11 people), and marketing (9 people). Tenure was dominated by 3 to 4 years (80 people), then 1 to 2 years (71 people), less than 1 year (39 people), and more than 5 years (17 people). Employee status was dominated by permanent (144 people), temporary (54 people), and internship (9 people).

The data above shows that the majority of respondents had worked for 3 to 4 years and were employed by companies using e-commerce, such as Shopee, Bukalapak, Tokopedia, Lazada, Jdid & Blibli. These respondents were considered worthy of forming the basic research base since they worked for e-commerce companies. Their job positions played an important role in measuring each variable question related to spiritual leadership, organizational commitment, employee engagement, technological advancement, and employee satisfaction. The results of this study will form a recommendation for every company that engages in e-commerce to pay attention to their employees' satisfaction. The satisfaction felt by employees is directly proportional to the company's profitability.

## 2. Statistical Results

The first stage was to analyze the indicator variables in the research model. Below is a table of the outer loading values for each variable indicator:

**Table 2.** Outer Loading

Indicator	Outer Loading	Information
SL1	0.870	Accepted
SL2	0.914	Accepted
SL3	0.909	Accepted
SL4	0.904	Accepted
SL5	0.876	Accepted
OC 6	0.760	Accepted
OC 7	0.749	Accepted
OC 8	0.780	Accepted
OC 9	0.700	Accepted
OC 10	0.820	Accepted
OC 11	0.770	Accepted
OC 12	0.717	Accepted
TA13	0.820	Accepted
TA14	0.847	Accepted
TA15	0.899	Accepted
TA16	0.847	Accepted
TA17	0.812	Accepted
EE18	0.719	Accepted
EE19	0.700	Accepted
EE20	0.638	Accepted
EE21	0.600	Accepted
EE22	0.721	Accepted
EE23	0.680	Accepted
EE24	0.681	Accepted
EE25	0.648	Accepted
EE26	0.600	Accepted
EE27	0.716	Accepted
ES28	0.842	Accepted
ES29	0.856	Accepted
ES30	0.868	Accepted
ES31	0.804	Accepted

The table above shows that all the indicators of the research variables could be used as a basis for information. Each indicator had an outer loading value above 0.7. The data used as an information base could also be used as a

reference for research analysis. The next stage was to determine the validity and reliability of the data. The table below shows the results for the validity and reliability of the data:

**Table 3.** Validity, Discriminant, and Reliability

Indicator	Cronbach's Alpha	rho_a	Composite Reliability	AVE
Organizational Commitment	0.907	0.916	0.922	0.521
Spiritual Leadership	0.921	0.921	0.944	0.809
Technological Advancement	0.900	0.904	0.926	0.715
Employee Engagement	0.892	0.894	0.910	0.500
Employee Satisfaction	0.893	0.898	0.921	0.701

The table above explains that all the research variables met the aspects of validity and reliability. Composite reliability, Cronbach’s alpha, and rho-a values were all above 0.7. For the aspect of discriminant validity, it was satisfied by having an average variance extracted (AVE) value above 0.5. So, it was concluded that the research’s data could be subjected to hypothesis testing. The next stage was to determine the percentage between the research variables with R-squared. Below is the table of the results of the determination of the research model:

**Table 4.** Coefficient Determination

Variables	R-squared
Employee Engagement (EE)	0.589
Employee Satisfaction (ES)	0.473

The table above explains that employee engagement, as a mediating variable in the research model, had high determination. Spiritual leadership, organizational commitment, and technological advancement were able to explain the effect on employee engagement by 58.9% and employee satisfaction by 47.3%. However, there was a big difference between the separate effects of both the direct and indirect effects. This coefficient of determination showed that the research variables had a high influence. The next stage was hypothesis testing using the t-test. The hypothesis testing analyzed the direct and indirect effects, according to the research model. Below are the results of testing the direct effect hypothesis (Table 5).

The table above explains that employee

engagement did have a positive effect on employee satisfaction. The first hypothesis was accepted because the p-values (0.000) were smaller than 5% and the t-statistic (16.445) was greater than the t-table (1.96). Organizational commitment did have an effect on employee engagement. The second hypothesis was accepted because the p-values (0.000) were smaller than 5% and the t-statistic (6.923) was greater than the t-table (1.96). Spiritual leadership did have an effect on employee engagement. The third hypothesis was accepted because the p-values (0.000) were smaller than 5% and the t-statistic (4.735) was greater than the t-table (1.96). However, there was a difference, as technological advancement had no effect on employee engagement. The fourth hypothesis was rejected because the p-values (0.688) were greater than 5% and the t-statistic (0.688) was smaller than the t-table (1.96). After this, we conducted hypothesis testing for the indirect effects on the research model. Below is a table showing the results of the hypothesis testing on the indirect effects (Table 6).

The table above explains that there was an indirect effect between organizational commitment and employee satisfaction, which was mediated by employee engagement. The fifth hypothesis was accepted because the p-values (0.000) were smaller than 5% and the t-statistic (6.461) was greater than the t-table (1.96). Spiritual leadership had an indirect effect on employee satisfaction, which was mediated by employee engagement. The sixth hypothesis was

**Table 5.** Direct Effect Hypothesis Testing

Indicator	Original Sample (O)	T Statistics	P Values
Employee Engagement -> Employee Satisfaction	0.690	16.445	0.000
Organizational Commitment -> Employee Engagement	0.483	6.923	0.000
Spiritual Leadership -> Employee Engagement	0.345	4.735	0.000
Technology Advancement -> Employee Engagement	0.043	0.688	0.491

**Table 6.** Indirect Effect Hypothesis Test

Variables	Original Sample (O)	T Statistics	P Values
Organizational Commitment -> Employee Engagement -> Employee Satisfaction	0.333	6.461	0.000
Spiritual Leadership -> Employee Engagement -> Employee Satisfaction	0.238	4.365	0.000
Technology Advancement -> Employee Engagement -> Employee Satisfaction	0.029	0.680	0.497

accepted because the p-values (0.000) were smaller than 5% and the t-statistic (4.365) was greater than the t-table (1.96). The difference in the results showed that there was no indirect effect from technological advancement on employee satisfaction, which was mediated by employee engagement. The seventh hypothesis was rejected because the p-values (0.497) were greater than 5% and the t-statistic (0.680) was smaller than the t-table (1.96). The next step was to analyse the influence of both the direct and indirect effects on the research model.

### 3. Discussion

Employee engagement is able to positively increase employee satisfaction (Ngwenya & Pelser, 2020). The results of this study support the view that employee engagement has a positive effect on employee satisfaction (Alagarsamy et al., 2020; Harter et al., 2002; Swe & Lu, 2019). Employee engagement can generate a psychological sense of satisfaction in the implementation of work processes. Employees have a positive perspective, in terms of their successful involvement in their company's business achievements. The percentage increase with the implementation of comprehensive employee engagement is 69%. Table 5 shows that the satisfaction felt by employees can result from an attachment to their work. Companies need to foster employee loyalty to achieve their business targets. They must have the same understanding to achieve organi-

zational goals. Employee satisfaction becomes the final accumulation, from the perspective of employee engagement, so that it is positively correlated with work output. This should be a concern for e-commerce companies, as they always need to increase their employees' engagement for all the different job positions. The result obtained is an increase in the employees' satisfaction, so they are able to achieve the business targets, in accordance with the company's expectations.

Theoretically, it can be proven that organizational commitment has a positive effect on employee engagement (Sahni, 2019). The results of this study support the existence of positive implications between organizational commitment and employee engagement (Baiquni & Lizar, 2020; Ibnu Ruslan et al., 2019; Sahni, 2019). Organizational commitment can increase employee engagement, as part of achieving the company's targets. Employees with high commitment are able to ensure quality business processes, in accordance with the company's regulations. The increase in organizational commitment to employee engagement is 48.3%. This percentage shows that the implementation of employee engagement must receive company support. Organizations must have high levels of support to increase the job engagement for all their employees. Policies should be formulated, in the form of employee development programs and business capacity building, to match the requirements of the various jobs. These two

variables have positive implications for a company's business quality. The effect is that internalization can be run in a conducive manner, and the achievement of the targets is in line with the business expectations of the company. Employees must be used as long-term human capital in the face of very fast business changes in e-commerce.

Increased employee engagement can be influenced by spiritual leadership (Sheikh et al., 2019). The results of this study support the positive implications of spiritual leadership for employee engagement (Hunsaker & Jeong, 2020; Zhou & Yang, 2020). Spiritual leadership is able to provide empowerment and comfortable working conditions. The work comfort factor is one that is needed to present employee engagement in the work process. The percentage of employee engagement implications caused by spiritual leadership is 34.5%. This significant increase, from the spiritual leadership aspect, can produce psychological aspects that increase for all employees. The aspect of religiosity can make employees comfortable in carrying out their work. The direction, motivation, and coordination of spiritual leadership can increase the focus on the work so it is better, more effective, and more productive. The employees' perspectives of their work can be used as worship to God and responsibility to the company, family, and society as consumers. The process of business activities is carried out with the values of integrity, professionalism, and great responsibility. All business processes should run smoothly and be able to meet the aspects of transparency, accountability, and prudence for maintaining the good name of the company.

Different results were obtained from technology's advancement on employee engagement. This variable has no effect on employee engagement. The implications presented by

technology's advancement are very small, at 4.3 %. This does not support the formulation of the hypothesis that there is an influence on employee engagement. Every e-commerce company already has technology to support its business processes. In the employee recruitment process, the company prioritizes candidates with certified expertise. The fact is that companies are more accepting of employees who are ready to use their technologies' infrastructure. All e-commerce companies already have ready-to-use technologies to carry out their business activities. Technological advancement has few implications for employee engagement. These results reflect that the capabilities possessed by employees are still scarce and do not support the companies' business operations. The current technological advancements still require high levels of competence from all the employees. Companies must prepare programs to improve the quality of their employees' technological capabilities, to respond to the needs of business. Excellent service to consumers requires technological capabilities that are operated correctly by the companies. Employees, as the executors of technological operations, must be equipped with renewed competency, in order to be able to achieve the work targets according to their companies' expectations. Employees who enter e-commerce already have a level of competency and feasibility certificates in running technological systems. Technology's advancement can be aided by business changes, according to the market's demands. Employees are expected to be able to generate innovations and new ideas for technological developments, according to their job requirements.

The indirect effect of organizational commitment and spiritual leadership on employee satisfaction is mediated by employee engagement. There is a 33% indirect effect produced by organizational commitment on employee



satisfaction. Several studies show that there is an indirect effect generated by organizational commitment on employee satisfaction (Biswas & Bhatnagar, 2013; Na-Nan et al., 2021; Sahni, 2021). This result is supported by the role of employee engagement as a mediating variable on employee satisfaction. The role of the organization is very important in forming commitment in all its employees (Harden et al., 2018; Soeling et al., 2021). This can increase employee satisfaction due to the high level of participation in the work processes. This explains that the commitment presented by the organization can be through employee engagement, which increasing employee satisfaction. The satisfaction generated through employee engagement can be created in the form of policies that support the work processes. The company, as a business organization, must show high commitment as a form of support to its employees. It should encourage freedom of speech to generate new business ideas and innovations. Employee engagement can be used as a mediating relationship between organizational commitment and employee satisfaction. Every form of employee satisfaction must receive organizational commitment, both in the implementation of the work and the rewards for achieving the desired performance. Job and employee engagement must be cultivated so as to produce the required outputs, according to the company's expectations.

Spiritual leadership has an indirect effect on employee satisfaction, which is mediated by employee engagement. This variable indirectly increases employee satisfaction by 23.8%. Several research results explain that spiritual leadership has indirect implications for employee satisfaction (Azazz & Elshaer, 2021; Hunsaker & Jeong, 2020; Wahid & Mohd. Mustamil, 2017). However, it is clearly identified that the mediating variable is

employee commitment. Spiritual leadership provides motivation and inspiration for employees with divine values in every work process (Karagul, 2019; Reave, 2005). The relationship between spiritual leadership and employee satisfaction indirectly results in psychological satisfaction. This explains why employees are satisfied when they receive some form of attention from their leader while carrying out their work. The process of inculcating religious values is able to provide extra comfort for the employees. At each execution of the business plan, employees have a sense of responsibility, professionalism, and a strong desire to achieve the set work targets. The role of employee engagement is to increase the sense of attachment to their work for all employees. Satisfaction is formed psychologically; hence, the business processes become more qualified and provide excellent service to consumers.

Technological advancement does not have an indirect effect on employee satisfaction, which is mediated by employee engagement. Even if there is an indirect effect, it only gives a small increase in employee satisfaction, of 2.9%. E-commerce needs employees who are ready to run the existing technology's infrastructure and systems. Advancements in technology are not able to produce employee satisfaction. Every company already has standards, procedures, and regulations for technological operations. Both the direct and indirect effects of technological advancement have no effect on employee satisfaction. These results explain the reality of e-commerce companies recruiting employees who already have technological capabilities, in accordance with their business processes. Most companies do not have programs to improve the quality of their employees' technological abilities. This must be anticipated by companies, so they can continue to develop their employees with every technological change. Excellent

service and customer satisfaction are the main things in every business, especially in the field of e-commerce.

This research is limited to analyzing employee satisfaction in e-commerce companies. The results of the implications of the direct and indirect effects show that technological advancement has no effect on employee satisfaction, mediated by employee engagement. This shows that every e-commerce company has prepared its technology to carry out its business processes in a professional and high-performance manner. The role of employees is not to improve the technology significantly. This implication does not increase employee satisfaction for those employees who have ideas about the business's innovation. Spiritual leadership and organizational commitment play an important role in employee satisfaction; both the direct and indirect effects are mediated by employee engagement.

#### **4. Business Implication**

The research model explains that organizational commitment and spiritual leadership have direct and indirect effects on employee satisfaction. Employee engagement has a mediating role in the research model. These two variables, both organizational commitment and spiritual leadership, have positive direct and indirect effects on employee satisfaction. Employee engagement has a significant role in employee satisfaction for those who work in e-commerce (Usman et al., 2021). Organizational commitment has a significant impact in the form of the support that must be given to employees (Chinomona et al., 2017; Valeau & Paillé, 2019). Employee satisfaction contributes greatly to the quality of a company's business. E-commerce not only generates sales, but allows requests for services and customer complaints to be handled and responded to quickly. Employees, as the

front line in business processes, must be given full support and freedom to carry out their work.

Spiritual leadership has positive implications for employee satisfaction (Pio & Lengkong, 2020). The relationship between these two variables greatly determines the quality of a business, by presenting a spiritual aspect in the work processes. The leader's capacity to inspire and motivate employees is a source of satisfaction and helps to achieve the organization's business expectations. Leaders must set an example by having a positive attitude, personality, and providing direction for the personal stimulation of the employees. Spiritual leadership can be one of the keys to success for achieving maximum business performance (Pruzan et al., 2017; Yalokwu, 2008). The direct and indirect effects can be presented by spiritual leadership on employee satisfaction, which is mediated by employee engagement. Spiritual leadership figures are needed by employees to create work flexibility (Yang et al., 2021). Work processes that can then be done with positive energy and conducive internalization. Spiritual leadership can be used as a role model by all employees. The fulfillment of religious values in the work processes is the main thing in every business activity. The indirect effect of spiritual leadership is to increase the employees' work engagement. Employee engagement, as a mediating variable, has a vital role in employee satisfaction. This positive implication shows that spiritual leadership must be present to fulfill the various aspects of employee satisfaction. The relationship between these two variables is very positive, according to the results of this study. Spiritual leadership shows a great urgency to achieve employee satisfaction. Therefore, spiritual leadership has a significant impact on employee satisfaction.

Organizational commitment and spiritual leadership have a significant impact on

employee engagement. These two variables show that commitment and leadership can have a positive effect on a business's quality. Employee engagement, as a mediating variable for employee satisfaction, is able to show a significant indirect effect. Organization and leadership are important variables in fulfilling employee satisfaction. A company, as a business entity, has an obligation to provide financial and moral support to all its employees. Spiritual leadership factors are important, so that employees feel safe and comfortable when working. Employee satisfaction can be met with organizational commitment and spiritual leadership.

The role of technology is very vital for the operations of e-commerce companies. This research's results show different implications between technological advancement and employee satisfaction, both directly and indirectly. The results of this study indicate that companies must be responsive to their employees' technological capabilities. Technological advancement must be a top priority to ensure business processes can run optimally. Technological advancement does not have an indirect effect on employee satisfaction, which is mediated by employee engagement. Facts and realities obtained from the research results show that companies only want to accept employees with competencies related to the operation of the companies' technology. The existing infrastructure and systems must be operated by employees with certain skills. In this process, employees only get socialization and an introduction. Employees are required to independently operate the technology provided by the company. The direct effect of technological advancement has little implication on employee engagement. This proves that the process of job attachment to employees requires technology for exploration and innovation, according to the company's business needs.

## CONCLUSION AND SUGGESTION

The study concludes that the indirect effect on employee satisfaction can be seen from organizational commitment and spiritual leadership, which is mediated by employee engagement. Technological advancement has a negligible effect on employee engagement and employee satisfaction. The effect is very small, either directly or indirectly, so that this variable does not have positive implications for the achievements of e-commerce businesses. The variables that give dominance are organizational commitment, spiritual leadership, and employee engagement on employee satisfaction. The direct and indirect effects have positive implications for the achievement of the work targets set for the employees. This research model can be adopted by various other business sectors, such as tourism, health, education, and the government.

The recommendation given through the research results is that organizations must pay attention to technological advancements, according to their business needs. Further research can be directed at companies providing technology consulting services or IT infrastructure. This type of company is suitable for applying this research model. Technology's infrastructure and operations do not only use employees who are ready to use them, according to their level of competence. However, organizations must pay attention to the freedom of employees in finding ways to implement and operate the technology. Technology's development must adopt not only the business's needs, but human resources' preparation. Variables that can be added to the model are organizational agility, workforce agility, and workplace spirituality. Mediation variables that can be used for developing the model include innovative work behavior, green behavior, or job embeddedness. All the mediating variables can be applied according to the research's needs that

focus on employee satisfaction and green human behavior. Research methods can be used as needed, such as a logistic regression, panel data, or multinomial. All can be used according to the problems and cases analyzed in the research's context.

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