

An Exploration of Meaningful Work: Examining Its Correlational Effect on Affective Commitment Level of Port Service Industry Employee

Eksplorasi Kebermaknaan Kerja: Analisis Korelasi terhadap Tingkat Komitmen Afektif Pegawai Industri Jasa Kepelabuhanan

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ABSTRACT

Meaningful work is a psychological concept that currently become a great concern among industry and organizations. This approach focuses on the search for meaning in work amidst the increasing complexity of work, especially in the port services industry, which is one of the vital sectors in the national economy. Previous studies have proven that meaningful work could strengthen employees' emotional attachment and optimizing job satisfaction. This research aims to explore the meaningfulness of work and its association with affective commitment level in the port service industry employee. It utilizes quantitative methods to quantify 45 employees through self-administered work meaningful scale and affective commitment scale then were analyzed using descriptive statistics. This research findings indicate a significant positive correlation between the meaningfulness of work and affective commitment among employees in the port services industry. Further analysis reports that majority of employees have a high and very high level of work meaningfulness which proved to be comparable to the level of affective commitment. In general, the level of meaningfulness of work for supervisory employees is the highest among other positions.

Keywords: *Affective commitment, employee, meaningful work, port service industry.*

ABSTRAK

Kebermaknaan kerja merupakan sebuah konsep psikologis yang kini menjadi fokus utama di kalangan industri dan organisasi. Konsep ini menekankan pentingnya menemukan makna dalam pekerjaan di tengah meningkatnya kompleksitas pekerjaan, terutama dalam industri jasa kepelabuhanan yang memainkan peran krusial dalam perekonomian nasional. Penelitian terdahulu telah menunjukkan bahwa kebermaknaan dalam pekerjaan dapat meningkatkan kelekatan emosi pegawai dan memaksimalkan kepuasan kerja. Penelitian ini bertujuan untuk mengeksplorasi kebermaknaan kerja dan hubungannya terhadap tingkat komitmen afektif pegawai industri jasa kepelabuhanan. Metode kuantitatif diterapkan dalam penelitian ini dengan mengukur tingkat kebermaknaan kerja dan komitmen afektif dari 45 pegawai, menggunakan skala kebermaknaan kerja dan skala afektif komitmen kemudian dianalisis menggunakan statistik deskriptif. Hasil penelitian menunjukkan terdapat hubungan yang positif signifikan antara kebermaknaan kerja dengan komitmen afektif pada pegawai industri jasa kepelabuhanan. Analisis lebih lanjut mengungkapkan bahwa mayoritas pegawai memiliki tingkat kebermaknaan kerja yang tinggi hingga sangat tinggi yang terbukti sama besarnya dengan tingkat komitmen afektifnya. Secara keseluruhan, tingkat kebermaknaan kerja pada pegawai supervisor paling tinggi diantara posisi lainnya.

Kata kunci: Kebermaknaan kerja, komitmen afektif, industri kepelabuhanan, pegawai.

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INTRODUCTION

Human resources (HR), one of the important components of industrial and organizational managers which contribute to the success of the company's work achievements. This indicates the need to maintain and empower employees so that they are able to adapt to changes, improve performance, and keep up with technological developments and ever-growing market demands (Agustian *et al.*, 2023). Personnel empowerment does not just focus on technical competence, but also on the psychological well-being of employees. The complex demands occur in Indonesia, this is characterized by increasing job competition along with economic growth and wider penetration of information technology. Therefore, maintaining and empowering employees is very important to maintain competitiveness and productivity in the face of ever-changing market dynamics. Some forms of work complexity include an increase in the speed of product innovation, faster adoption of digital technology, demands to produce more efficient and sustainable solutions, and the need for diverse skills such as data analysis abilities, complex problem solving, and the ability to communicate across disciplines. This condition has a significant psychological impact on employees, such as increased stress and anxiety.

Work complexity have a number of significant effects on individuals and organizations. One of the main effects is stress (Bolduan *et al.*, 2022). This is because complex tasks require intensive problem solving, thus potentially affecting employees' mental well-being. To overcome this condition, a psychological approach is needed that can link organizational goals with maintaining employee psychological well-being through the concept of work meaningfulness (Peña *et al.*, 2024). To the letter, meaningfulness of work refers to a person's perception of the importance of the work being done. The more complex and diverse the work tasks, the more valuable the work is, foremostly to motivate and improve employee performance (Grama & Ramona, 2017).

The Ministry of Transportation of the Republic of Indonesia (2020) asserted that the port industry is one of the industrial sectors with a crucial role in national economic growth. Consequently, it is undeniable that the complexity of work is escalating, particularly in international trade logistics activities, making the retention of employees as key industry players a critical aspect to consider. Not many employees can fully understand the concept of meaningful work, and many of them are not even able to implement. This is evidenced by the scarcity of studies investigating the meaningfulness of work among port service industry employees, highlighting the urgency of this research.

Performing work meaningfulness can help employees to better manage work demands through integrating tasks and responsibilities into a broader context. Therefore, it is important for organizations to pay attention to meaningfulness in designing work structures, providing appropriate training, and promoting a culture that supports the development of meaning in work. Accordingly, employees will be able to overcome the complexity of work more effectively and productively. As found by Hackett (2017), the implementation of positive psychology approaches can enhance organizational success through creating a healthy and enjoyable work climate. Therefore, organizations should pay attention to employees' psychological needs to strengthen their emotional attachment. Individuals with emotional attachment can feel moral support, thus being motivated to consistently contribute to achieving work targets (Rhoades & Eisenberger, 2002). The stronger the emotional connection individuals have with their organization, the more loyal employees are in dedicating themselves (Wang & Omar, 2023).

Mercurio (2015) in his research stated that emotional attachment can serve as the foundation for employees to maintain their positions within an organization or company. This attachment is not situational, thus it persists even in less than ideal conditions. The perfect emotional bond between employees and the organization can strengthen individuals' sense of belonging as part of the organization, so employees feel involved and valued (Baliartati *et al.*, 2021). According to Bakker and Demerouti (2007), productivity and work quality will be achieved optimally when employees' psychological needs are fulfilled. These needs include feeling safe and comfortable in the workplace (Mercurio, 2015), feeling valued and contributing (Mahmod & Rosari, 2020), and feeling happy because of support received (Hadi & Handoyo, 2021). The highest level achieved through meeting these needs is job satisfaction (Nasution, 2019).

Employees with high job satisfaction psychologically have a positive orientation towards their organization, so when faced with individual problems, they will strive to resolve them as effectively as possible for the organization's benefit (Aziez, 2022). The focus of employees is no longer solely on something quantifiable but on how much they can contribute to the organization. Employee willingness based on positive feelings towards the company is termed affective commitment. This underpins Mercurio's (2015) finding that affective commitment is a core component of employee commitment. In general, it is evident that affective commitment is a crucial issue to research in order to understand employees' loyalty, enthusiasm, and dedication to their organization.

Literature Review

In terms of terminology, work meaningfulness is a continuous transformation from meaninglessness to meaningfulness. Similarly, the definition of work meaningfulness is closely tied to an individual's positive perception of their work (Rosso *et al.*, 2010). Normatively, work meaningfulness pertains to the purpose and significance (eudaimonic) derived from work, as well as the relational connections within the work environment that contribute to personal identity formation (Steger & Dik, 2012). In the German context, work meaningfulness is viewed as a personal perspective on the purpose of work or existence, based significantly on subjective experiences, whether related to the work itself or one's life principles (Wiersma, 2012). Upon reviewing past research, additional insights regarding work meaningfulness by Schnell (2016) suggest that it is not merely an individual's constructive interpretation of their tasks. It extends to the concept of time, where the meaning of work evolves with continuous effort to make it meaningful, even over the span of years. This term refers to an individual's capacity to perceive the intrinsic value of their work, fostering a sense of sincerity during the work process (Schnell & Hoffmann, 2020).

According to Lysova *et al.* (2019), work meaningfulness is an individual's constructive evaluation of their work as a whole, determining whether it is worth pursuing, continuing, and its impact on life. Further research by Kim and Park (2019) indicated that work meaningfulness is a psychological component that positively influences work commitment among female employees in Korea. Hasan and Djudiyah (2023) described work meaningfulness as the psychological state in which individuals consciously recognize the importance of their work and its positive contributions to their lives. From the above explanations, it can be concluded that work meaningfulness is a state where an individual consciously interprets their work, recognizing themselves as part of the organization, finding alignment with their field of work, having a clear direction in achieving goals, and obtaining personal benefits.

Meaningful work encompasses four key aspects: a sense of belonging, which involves a positive feeling of consciously recognizing oneself as part of a formal organization; continuous coherence, which refers to the alignment of competencies, values, and principles between the individual and the organization, as well as their work; significance, which means making a meaningful contribution to the organization and work relationships within it; and a clear purpose, which denotes having a defined direction to achieve work goals for both personal and organizational interests (Schnell & Hoffmann, 2020). Employees who find meaning in their work will fulfill their duties with dedication. This implies that if an individual consistently focuses on positive achievements in their work, it can motivate them to become resilient and persistent, viewing obstacles not as failures but as challenges to be overcome. Recognizing the importance of individuals finding purpose in their work can foster the development of emotional commitment, leading them to perceive their work as valuable and fulfilling.

According to Bruhn (2022) there are three factors that influence the meaningfulness of work, namely: Significance of the task, which emphasizes clarity regarding the description of tasks assigned to employees; Individual suitability to the work environment, which means that the individual's ability to adapt and be flexible to work situations; Work culture, encompassing norms, values and principles used by the Company and implemented by all elements within. However, recent findings exhibit a factor that can reinforce the significance of work, that is affective commitment (Nikolova & Cnossen, 2020).

According to Yuniawan and Udin (2020), affective commitment can function optimally when linked to the meaningfulness of work, as it motivates employees to align with organizational values in pursuit of self-actualization (Rosso *et al.*, 2010). Robust affective commitment motivates individuals to seek deeper significance and purpose, driven by a true understanding of the importance and value of their work (Nikolova & Cnossen, 2020). Schnell (2009), in his theory "The source of meaning and meaning in life," explains that the meaningfulness of work involves individuals attributing significance to their work through social morality, which is perceived not only individually but also through reciprocal relationships. Employees who find meaning in their work exhibit traits such as enjoying their tasks, taking responsibility, enhancing performance, and demonstrating commitment to completing assignments (Schnell & Hoffmann, 2020).

Meyer and Allen (1991) define affective commitment as the emotional bond employees form with their work and organization, stemming from their subjective evaluation involving positive sentiments. Despite varying levels of affection individuals may hold, employees with strong affective commitment are aligned with their organization's values and objectives, imbuing their work with personal meaning and purpose (Majid & Madani, 2019). They also express high enthusiasm in their tasks (Nasution, 2019), driven by their emotional attachment, which mitigates negative effects like employee boredom and demotivation (Akhtar & Malik, 2016). Affective commitment comprises three facets: organizational identity, where individuals consciously acknowledge and take pride in being part of an organization; organizational involvement, involving active contributions to the organization's interests; and emotional attachment, which encompasses the psychological bond and feelings employees have towards the company (Meyer *et al.*, 2002).

This study specifically targets employees in the port industry of X Company, which operates as a logistics operator for container and bulk terminals in Manyar, Gresik

Regency. Based on field research among several structural employees of X Company, several phenomena related to affective commitment were found, where employees demonstrate willingness to work beyond the designated operational hours (long shifts) set by the company. This was confirmed by operational supervisors who stated that employees always ensure their tasks are completed before the next shift begins due to real-time ship logistics data mapping, which complicates the process if there are changes in personnel mid-shift. As a result, employees who are supposed to work for 8 effective hours end up working 12-14 hours. The human resources staff also added that during these long shifts, the company only quantifies three hours as the maximum overtime pay duration, a rule clearly stipulated in the company regulations. Despite the excess hours not being paid, to date, no employee has ever raised concerns regarding overtime pay calculations exceeding the maximum operational hours. Some employees are even willing to work double shifts when necessary, as recorded in the employee attendance records per January 2024.

Furthermore, employees are willing to be involved in various work activities even outside their regular working hours. This aligns with the statement from the Legal Supervisor at X Company that often employees are required by directors, managers, or other structural positions to be present suddenly, necessitating their immediate presence at the office, even during their leave. This statement is supported by interviews with the IT staff, who explained their readiness to be on standby at any time to ensure the security of devices and networks, a task regularly performed even on national holidays. The willingness of employees to remain engaged extends beyond their job scope; on several occasions, the company organizes ceremonial activities where employees are needed as organizing committee members. For instance, the Finance Staff is willing to serve as the chairman of the company mosque's ta'mir committee, and the General Staff is willing to take on the role of chairman in organizing the company's Independence Day activities, in addition to their formal roles.

The next field study indicates employees' acknowledgment and pride in being part of the company. This is reflected in interviews with the Commercial Staff of X Company, who expressed that the company's good reputation is their primary consideration when accepting job offers. They are increasingly pleased as the company's popularity has grown following collaborations with leading mining companies in Indonesia. Further data was gathered through brief interviews with Operational Staff, who mentioned that since working at the company, they have been able to learn many things, not limited to one operational area but across various fields such as foreman, checker, and weighing team alternately. This facilitates employees to explore multiple roles simultaneously, enriching their knowledge and experience. From the above description, it is evident that all observed phenomena align with the aspects of affective commitment as proposed by Meyer & Allen (1991) emotional attachment, organizational involvement, and organizational identification.

Additional phenomena were also gathered from brief interviews with former employees of X Company, who served as ship crane operators, confirming that the company's healthy work culture during working hours, supported by supportive colleagues, encourages employees to optimize their contributions to the company. Employees facing difficulties do not hesitate to seek help from others, thus creating a warm work environment, and healthy competition provides its own positive value for its employees. Several phenomena at X Company indicate the meaningfulness of work, where individuals feel safe and supported while being part of the organization. This aligns

with the experience of the Health, Safety, and Environment (HSE) Staff, who as a new organic employee, were given the opportunity to present their ideas during division meetings, creating a positive impression that their opinions are heard and considered in decision-making.

Moreover, through observations over two weeks at X Company, it was noted that employees' enthusiasm for work is relatively high, as seen in their proactive actions when discussing various projects immediately after receiving information. This can be understood because employees are in positions that match to their skills, as revealed in interviews with the Infrastructure Planning Staff, who stated that they enjoy every detail of the given work, from project design, adjustment of project plans, to project realization in the field within their mastered field. Furthermore, the Procurement Staff added that the company facilitates every employee's need, including when tasks are reassigned; initially working as an accountant, they were then reassigned as Procurement with participation in various periodic training sessions.

In addition, employees can achieve both personal and organizational goals while working in the company. Based on data obtained from brief interviews with the Finance and Accounting Manager, it is known that since joining the company, they have been interested in mastering the mechanisms of digital financial management and auditing in the port services industry, a new field that has been operational for the past 3 years, and now these mechanisms have been integrated holistically through a centralized database. With this digitization, the entire financial management process can run effectively and efficiently. Employees can also maximize their sense of meaning through active contributions to the company, both in terms of ideas and relationships. This can be seen when the company holds innovation forums that provide opportunities for all employees to present their ideas and concepts to be implemented as updates in the company. For example, employees in the Planning and Equipment Engineering Department collaborated with the IT Department to propose the idea of an Unmanned Port System (UPS), a data management system for port operations that no longer requires human involvement to realize Industry 4.0. This system design will be implemented in ship operations, including gate systems, weighing, tallying, and vessel checking, allowing human resources to be redirected as system controllers. These descriptions encompass every aspect of work meaning as proposed by Schnell and Hoffmann (2020): belonging, coherence, purpose, and significance.

It can be inferred that all the aforementioned occurrences stem from a favorable corporate work environment fostering a conducive workplace, a supportive organization responsive to employee needs, and collaborative working relationships that foster solutions and open communication, promoting a cohesive organizational atmosphere. This elucidation demonstrates that employees' positive emotional connection, referred to as affective commitment, is the primary factor in their retention within the company.

Based on prior empirical research by Faisaluddin *et al.* (2024), Yuniawan and Udin (2020), Majid and Madani (2019), and Jiang and Johnson (2018), it is evident that there exists a positive correlation between work meaningfulness and affective commitment. Given this evidence, it can be concluded that the significance of this research lies in several aspects. First, affective commitment denotes an individual's subjective inclination towards a positive relationship with the company, fostering employees' emotional bonds with their work. Strengthening affective commitment may motivate individuals to contribute more to their organization under various circumstances, thereby necessitating

further study despite its positive connotation, as it can significantly influence employees' perceptions of their roles.

Additionally, previous studies predominantly involved participants from diverse sectors. Nonetheless, there is a lack of literature focusing on employees within the port industry, thus restricting insights into the concepts of meaningful work and affective commitment specifically among port service personnel. These gaps underscore the rationale for conducting this study, which seeks to explore the connection between work meaningfulness and affective commitment among employees in the port industry. This research targets all staff members at X company to address this gap comprehensively. Furthermore, this study aims to raise awareness about mental health at X company, enhancing the investigation to deepen understanding and awareness of employees' psychological well-being. This is particularly pertinent for companies facing understaffing challenges, where the workload surpasses the available workforce. Implementing the concept of meaningful work effectively can optimize personnel management within such companies.

RESEARCH METHOD

Research Design

The methodology employed in this study is correlational quantitative research. According to Creswell (2018), a quantitative research involves examining the relations of the population on one or more variables by analyzing numerical data, which is then described descriptively to paint an informative picture of the meaningful work and affective commitment for port industry employees. The following chart presents a conceptual framework that connects Work Meaningfulness (X) and Affective Commitment (Y).

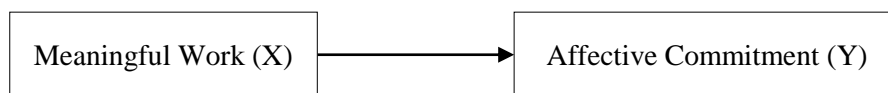


Figure 1. Conceptual Framework

Participants

The population refers to a collective of individuals who meet the research criteria and can serve as subjects for the study. This research using total sampling technique which encompassed 45 (fourty five) permanent employees of X Company in Gresik Regency with two years minimum work experiences.

Instrument

The tool utilized in this study is a psychological scale, i.e meaningful work scale (Table 1) and affective commitment scale (Table 2). As per Azwar (2019), a psychological scale comprises a series of statements or questions designed to assess an attribute of the research subject. The scale model employed is Likert, offering five response options: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD). The selection of response options is based on Azwar's (2019) assertion that offering a range of options from one to five facilitates respondents in aligning their responses with their circumstances, with the inclusion of neutral choices to accommodate respondents' uncertainties and minimize the potential for deception.

The statements are categorized into two types: Favorable (F) and Unfavorable (UF). Favorable Statements (F) consist of statements that positively support the measured variable, while Unfavorable Statements (UF) do not support the variable, resulting in

predominantly negative statements. The data gathering process was conducted using a structured questionnaire. According to Sugiyono (2013), a questionnaire is a method of gathering data through a series of questions with predefined answer options directed at research participants. This study utilizes a psychological scale in the form of a physical, printed questionnaire to ensure precise data collection and facilitate respondents in answering the statements.

Before being considered appropriate for use, each scale will undergo validity testing via the item discrimination test. Items deemed appropriate are validated and deemed suitable for use. In this study, the validity test employed is the item differentiation test, determined by the total item correlation coefficient. An item is considered valid if its discrimination coefficient is $> 0,30$; otherwise, it is deemed invalid if the discrimination coefficient is $< 0,30$.

Table 1. Meaningful work scale

Schnell & Hoffman (2020)	Behavioral Indicators	Item number
<i>Belonging</i>	Feel proud to be part of the organization	1, 2, 5, 7
	Feel accepted as part of the organization	3, 4, 6, 8
<i>Coherence</i>	Have comprehensive knowledge of their job	10, 12, 13
	Possess relevant competencies for the job	14, 15, 18
<i>Purpose</i>	Demonstrate dedication in achieving organizational goals	25, 30
	Have a desire to develop personal potential	16, 19, 26, 28
<i>Significance</i>	Provide benefits to personal life	23, 24, 27
	Contribute to the progress of the organization	9, 22, 31

Table 2. Affective commitment scale

Meyer & Allen (1991)	Behavioral Indicators	Item number
Emotional attachment to the organization	Demonstrating deep organizational significance	1, 5, 12, 14
	Demonstrating commitment to organizational progress	2, 6, 13, 15
Organizational identification	Having shared personal values with the organization	3, 4
	Desiring to maintain one's position within the organization	10, 17, 18, 24
Organizational involvement	Demonstrating a proactive attitude toward the organization	21, 22
	Have a desire to develop personal potential	16, 20, 23

Data Analysis Technique

The gathered data was subsequently subjected to statistical analysis, involving reliability, normality, linearity, and correlation tests on all research data collected. The findings were then described and analyzed to assess the significance of work meaningfulness levels among employees in the port industry. The statistical tests were likewise conducted using Pearson product-moment correlation which aims to gauge how robust is the correlation between work meaningfulness and employee affective commitment.

RESULT AND DISCUSSION

Participant Profile

The subjects of this study are all permanent employees from different divisions (operational, technical, commercial, human resources and general, finance and accounting, HSSE (Health, Safety, Security, Environment), legal, technology and information, and public relations) of Port Industry X company, comprising a total of 45 employees with a minimum work period of two years. The data was subsequently analyzed using descriptive statistical tests to determine the demographic characteristics of the subjects, which included 42 male employees (93.33 percent) and three female employees (6.67 percent). In terms of job positions, the study involved 37 staff employees (82.22 percent), seven supervisors (15.56 percent), and 1 assistant manager (2.22 percent).

Description of Research Data

The aim of this research is to examine the relationship between work meaningfulness and affective commitment among employees in the port industry, comprising 45 organic employees of X company located in Manyar, Gresik Regency. Following the validation of items, the initial step involved evaluating their consistency through reliability testing. As per Azwar (2019), reliability testing gauges how reliably an item measures when repeatedly administered to the same subject.

Table 3. Reliability test result

Result	Number of items	Alpha cronbach score	Category
Meaningful work	26	0.868	Very reliable
Affective commitment	19	0.902	Very reliable

According to this Table 3, The reliability coefficient on the work meaningfulness scale is 0.868, indicating a high level of reliability. This implies that the scale can consistently gauge the levels of affective commitment and meaningfulness of employee work. Furthermore, the normality test is crucial for assessing the distribution of the collected data, determining its normality. According to Sugiyono (2013), for studies with fewer than 50 subjects, the normality test uses Shapiro-Wilk, where a significance value (p) > 0.05 indicates a normal distribution. The outcomes of the Shapiro-Wilk normality test are presented in the Table 4 below:

Table 4. Normality Test Result

Variables	Sig.	Category
Meaningful Work	.560	Normally distributed
Affective Commitment	.550	Normally distributed

The numerical research data is then described to explain the minimum value, maximum value, average value (mean), and standard deviation obtained earlier. This data set was processed using SPSS version 26.0 for Windows software, with the detailed results as follows Table 5:

Table 5. Description of statistical data

Variable	N	Min	Max	Mean	Std Deviation
Meaningful Work	45	81	124	105.71	10.33
Affective commitment	45	54	91	74.62	8.56

In this Table 5, it is observed that the study involved 45 employees. The work meaningfulness variable ranges from a minimum of 81 to a maximum of 124, with an average of 105.71. Meanwhile, the affective commitment variable ranges from a minimum of 54 to a maximum of 89, averaging 74.52. The standard deviation for work meaningfulness is 10.33, and for affective commitment, it is 8.56, indicating variations in data distribution influenced by demographic factors such as employee age, education, length of service, and position. These variables are subsequently classified according to the fundamental categories proposed by Azwar (2019) as follows (Table 6):

Table 6. Data categorization

Interval	Category
$X > \text{Mean} + 1.5 \text{ SD}$	Very high
$\text{Mean} + 0.5 \text{ SD} < X \leq \text{Mean} + 1.5 \text{ SD}$	High
$\text{Mean} - 0.5 \text{ SD} < X \leq \text{Mean} + 0.5 \text{ SD}$	Medium
$\text{Mean} - 1.5 \text{ SD} < X \leq \text{Mean} - 0.5 \text{ SD}$	Low
$X \leq \text{Mean} - 1.5 \text{ SD}$	Very low

Stratification of work meaningfulness scale data depicted in the following Table 7:

Table 7. Result categorization

Interval	Category	Frequency	Percentage
$X > 121$	Very high	3	6.67%
$110 < X \leq 121$	High	13	28.89%
$100 < X \leq 110$	Medium	15	33.33%
$90 < X \leq 100$	Low	11	24.44%
$X \leq 90$	Very low	3	6.67%
Total		45	100%

The outcome of the data classification indicates that three employees (6.67 percent) exhibit a very high level of work meaningfulness, 13 employees (28.89 percent) fall into the high category, 15 employees (33.33 percent) are categorized as medium, 11 employees (24.44 percent) are in the low category, and 3 employees (6.67 percent) are in the very low category. In summary, out of 45 employees, the largest group of 15 is in the medium category.

Table 8. Belonging result comparison according to position level

Aspect	Position level	Average score	Frequency	Percentage
Belonging	Manager Assistant	4.25	1	2.2%
	Supervisor	4.51	7	15.6%
	Staf	4.06	37	82.2%

The initial dimension, belonging, pertains to the favorable sentiments of employees, representing acceptance within the workplace milieu. This state is delineated by ease during work, a feeling of assurance, and contentment, enabling individuals to derive fulfillment from their tasks. The study (Table 8) findings revealed that 37 staff members exhibited an average sense of belonging of 4.06, trailed by 7 supervisory employees with an average score of 4.51, and lastly, the assistant manager with an average score of 4.25. Staff roles demonstrated the least degree of work meaningfulness compared to other positions. Subsequently, elucidating the coherence aspect using the statistical data presented in the following Table 9:

Table 9. Coherence result comparison according to position level

Aspect	Position Level	Average Score	Frequency	Percentage
Coherence	Manager Assistant	3.66	1	2.2%
	Supervisor	4.19	7	15.6%
	Position Level	Average Score	Frequency	Percentage
	Staf	4.04	37	82.2%

The subsequent dimension, coherence, concerns the synchronization between work domains and employees' competencies, denoting individuals who possess adept skills and comprehensive knowledge regarding job intricacies. In practical terms, the degree of alignment among staff members registers an average score of 4.04, while supervisors attain a score of 4.19, and assistant managers record a score of 3.66. Consequently, it can be inferred that individuals in assistant manager roles exhibit the lowest level of coherence. Afterwards, expounding upon the objective facet by leveraging the statistical data depicted in the ensuing Table 10:

Table 10. Purpose result comparison according to position level

Aspect	Position level	Average score	Frequency	Percentage
Purpose	Manager Assistant	4	1	2.2%
	Supervisor	4.4	7	15.6%
	Staf	3.99	37	82.2%

The third facet, purpose, revolves around the lucidity of direction and objectives to be attained within the work domain. Within this dimension, individuals exhibit a concentrated and sanguine stance towards their tasks, thereby comprehending the requisite actions to accomplish their objectives. As per the data, staff members demonstrate an average rating of 3.99. Similarly, employees in assistant manager roles exhibit an average rating of 4, while those in supervisor positions attain a score of 4.4. On the whole, it's apparent that staff employees exhibit the lowest level of goal attainment among all job positions.

Table 11. Significance result comparison according to position level

Aspect	Position level	Average score	Frequency	Percentage
Significance	Manager Assistant	4.16	1	2.2%
	Supervisor	4.38	7	15.6%
	Staff	3.9	37	82.2%

The concluding dimension, significance, concerns the effect perceived by individuals while engaging in their work, encompassing both personal and organizational aspects. In actual circumstances, employees concede that while on the job, they acquire novel insights and competencies, fostering their inclination to remain abreast of technological and informational advancements. Moreover from Table 11, the mean value of the significance dimension for each job role commences with staff employees at 3.9, succeeded by supervisors at 4.38, and ultimately assistant managers at 4.16. Across these metrics, it is apparent that staff employees exhibit the lowest average significance value. Upon closer examination, it becomes evident that among the four facets of work meaningfulness, the significance dimension portrays the lowest value. After delving into the statistical dynamics of work meaningfulness, it becomes evident that the results align

with prior research indicating that work meaningfulness enhances employee affective commitment (Faisaluddin *et al.*, 2024).

The correlation between work meaningfulness and affective commitment

The subsequent stage involves testing the research hypothesis to ascertain the association between the independent and dependent variables using the SPSS 26.0 for Windows software. The research hypothesis posits that 'Work meaningfulness is positively correlated with affective commitment among X Company port industry employees in Manyar, Gresik Regency.' This study employs the Pearson product-moment correlation test. According to Sugiyono (2013), if the correlation coefficient value is > 0.05 , then the data reveals a significant relationship. After testing the Pearson product-moment hypothesis, the resulting data is presented in the following table:

Table 8. Correlation test result

Research variables		Meaningful work	Affective commitment
Meaningful Work	Pearson correlation	1	.611**
	Sig. (2-tailed)		.000
	N	45	45
Affective Commitment	Pearson correlation	.611**	1
	Sig. (2-tailed)	.000	
	N	45	45

**Correlation is significant at the 0.01 level (2-tailed).

Based on the table of hypothesis test results, it is evident that the relationship between work meaningfulness and affective commitment is statistically significant, with a sig value (2-tailed) of $0.00 < 0.05$. This confirms the acceptance of Hypotheses in this study. Furthermore, the correlation coefficient of 0.611 ($r = 0.611$) indicates a strong relationship between work meaningfulness and affective commitment. The direction of the relationship between work meaningfulness and affective commitment is positive, meaning that higher levels of work meaningfulness among employees correspond to higher levels of affective commitment in the port industry. Conversely, lower levels of work meaningfulness are associated with lower levels of affective commitment among port industry employees.

CONCLUSION

The objective of this study is to explore the correlation between work meaningfulness and affective commitment among 45 employees of X Company in the port industry, situated in Manyar, Gresik Regency. This research includes a hypotheses, which positing a positive relationship between work meaningfulness and affective commitment among port industry employees. This research demonstrates significant findings between the work meaningfulness variable and the affective commitment variable, with a significance value of 0.000 ($p < 0.05$). This indicates that the research hypothesis, which asserts a relationship between work meaningfulness and affective commitment among port industry employees, is supported.

Drawing from the aforementioned research findings, it is evident that the average score for work meaningfulness falls within the high category. This indicates that employees have discovered significance in their work and exhibit strong motivation to

continually enhance themselves, aiming for success in their careers. It is anticipated that this research will serve as a valuable source of information, references, and recommendations for organizations aiming to enhance work meaningfulness and affective commitment in the port industry. The research outcomes demonstrate that affective commitment can be augmented when employees perceive meaning in their work. Researchers recommend organizational management to offer regular expressions of appreciation or recognition to employees, fostering a sense of meaningfulness and acknowledgment of employee contributions toward organizational success. Elevating the meaningfulness of work is poised to positively influence the enhancement of affective commitment among port industry employees. It is envisioned that this research will serve as a point of reference for future researchers, prompting them to explore additional factors that could impact affective commitment. Such factors may encompass personality traits, job satisfaction levels, motivational factors, perceptions of organizational support, and organizational culture. Furthermore, this study acknowledges limitations in terms of participant numbers, thus suggesting that future research endeavors could benefit from larger sample sizes with varied characteristics.

Consequently, individuals must prioritize enhancing this particular aspect. Efforts to enhance the significance aspect for employees can be pursued through various strategies. Firstly, cultivate a mindset oriented towards positivity. Employees adept at managing their emotions tend to discern and acknowledge every emotion they encounter. This ability can profoundly influence their perception of the work process. The more positively employees perceive their work, the easier it becomes for them to find meaning in their tasks. Secondly, acknowledge accomplishments. Employees should be cognizant of their personal and professional progress, fostering a sense of appreciation for their hard work. Thirdly, offer regular affirmations. Employees feel valued when their efforts are met with positive recognition. Thus, through simple acts of acknowledgment, it is hoped that their work ethic will be bolstered, fostering a supportive work environment. By undertaking these steps, employees' sense of significance within the organization can be heightened.

The research recommendations are bolstered by several prior scholarly investigations that have explored similar variables. Muchtadin's (2023) study titled "The Influence of Job Satisfaction and Meaning of Work on Affective Commitment Moderated by Resilience in Millennial Workers" highlights that there remains a segment of employees who have not attained a sense of meaningfulness in their work, consequently affecting their affective attachment and leading to suboptimal work performance. This research underscores the significance of self-awareness as a means to enhance work meaningfulness, thereby fortifying motivation to persevere. Related to this study, Usman *et al.* (2021) proposed that a sense of meaningful work regarding oneself, tasks, and the work environment, along with a comprehensive grasp of one's duties, can facilitate the formation of meaningful work. This perspective motivates employees to foster autonomy in their work by establishing frameworks to achieve organizational objectives.

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