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The Effect of Environmental, Social, and Governance (ESG) on Employee Engagement Mediated By Work Commitment (Case Study at Bank Mandiri Kcp Jakarta Kyai Tapa)

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Abstract

This study aims to analyze the influence of Environmental, Social, and Governance (ESG) on Employee Engagement mediated by Work Commitment among Bank Mandiri employees at the Jakarta Kyai Tapa branch. A quantitative approach was used with a census method of 50 respondents and data were collected through a Likert Scale questionnaire. The analysis techniques used include multiple linear regression analysis and mediation tests. The results of the study indicate that ESG has a positive and significant effect on Work Commitment, ESG has a positive and significant effect on Employee Engagement, and Work Commitment has a positive and significant effect on Employee Engagement. However, Work Commitment does not significantly mediate the effect of ESG on Employee Engagement. This means that ESG directly increases Employee Engagement without the need for increased Work Commitment. The results of the research from the Determination Coefficient (R^2) value show a figure > 0.05 in each variable which makes the variable's influence positive and significant. This finding reinforces the importance of implementing ESG principles in organizations to increase employee engagement. The recommendation of this research is that further researchers can expand the research variables by adding other factors such as job satisfaction and further research can be conducted in other divisions and sectors.

INTRODUCTION

The increasingly complex business world has created a need for strategies that are not only financially profitable but also socially responsible and sustainable. The concept of sustainability is a primary concern for every company, both globally and nationally. One framework widely implemented by companies to achieve this is... objective sustainability is *Environmental, Social, and Corporate Social Responsibility* (ESG). According to Fatemi et al. (2020), there is increasing interest in *Corporate Social Responsibility* (CSR) practices and the power of ESG. This type of CSR practice is becoming increasingly important in recognizing the impact of ESG issues on a company's reputation, competitive advantage, and investment decision-making. Baalouch et al. (2019) stated that ESG focuses not only on corporate social responsibility but also on its impact on the organization's internal environment, including employee behavior and motivation. ESG principles not only play a role in reducing risk but also offer the potential for value creation, strengthening reputation, and ensuring long-term business continuity (Tripopsakul & Puriwat, 2022).

ESG aims to evaluate and measure the sustainable performance of a company. company with focus For take into account impact environment and social, as well as quality order manage company. ESG integrate aspects Which important in evaluation performance company, give a more comprehensive picture about how a company operates and its impact on the environment and society. ESG also serves as a framework aimed at promoting sustainability and establishing criteria for evaluating a company's performance over a period. By Because That, ESG become guide Which guide Companies are striving to improve sustainability performance and ensure that operations continue to comply with established regulations. This demonstrates that implementing ESG not only enhances a company's image but also strengthens employee commitment, based on the company's previous sustainability reports. According to Sopiah (2020), employee commitment is the organization's desire to maintain its membership. in organization And willing try hard for achievement of organizational goals.

Work commitment is a crucial aspect of an organization, demonstrating the extent to which employees are committed to the company's goals and values. Furthermore, a strong work commitment is a key factor in building employee *engagement* . *Employee engagement* reflects the enthusiasm, dedication, and energy employees put into carrying out their duties. *Employee engagement* is crucial for a company's productivity and innovation. Which feel that company they care to environment, society, and ethics tend to be more committed and involved in their work. they. Commitment Work Alone functioning as mediator is important in the relationship between ESG and employee engagement. This commitment reflects the extent to which employees feel emotionally connected to the organization.

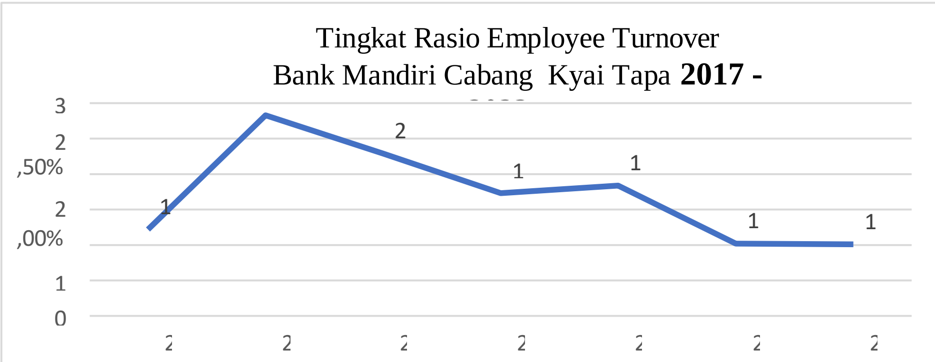
The Bank Mandiri Kyai Tapa branch office performs a banking intermediary function by distributing financing while collecting funds from the public. In financing activities, this branch plays an active role in channeling credit to various customer segments, both individuals and businesses. The financing provided includes consumer loans such as Home Ownership Loans (KPR) and Unsecured Loans (KTA), as well as productive loans such as financing for micro, small, and medium enterprises (MSMEs). The credit distribution process is carried out with prudential banking principles, through stages of feasibility analysis, risk assessment, and post-disbursement monitoring to maintain asset quality and minimize non-performing loans.

On the other hand, in terms of fundraising, the Kyai Tapa branch relies on various savings products offered to the public, including savings, checking accounts, and time deposits. The fundraising strategy is implemented through improving service quality, utilizing digital technology such as mobile banking applications, and a proactive marketing approach to potential customers. Public trust is a key factor in increasing third-party funds (DPK), so the branch continues to maintain its reputation and service quality to maintain customer loyalty. In terms of human resources, the Kyai Tapa branch is supported by a professional and competent workforce in the banking sector. The branch's organizational structure generally consists of a branch manager, operations department, marketing department, credit analysts, customer service, and tellers. Each employee has a clear role and responsibilities according to their respective functions. Furthermore, employee competency development is carried out continuously through training and skills improvement, particularly in addressing the development of digital services and increasingly complex customer needs.

Overall, the synergy between financing activities, community fundraising, and the support of quality human resources enables the Kyai Tapa branch to optimally carry out its role as a financial intermediary institution and contribute to supporting economic growth in its operational areas.

1. Graphics

Level Ratio Employee Turnover Bank Mandiri KCP Jakarta Kyai Tapa



Source : Data Processed Author 2025

In 2023, according to the Employee Turnover Rate data on the BANK MANDIRI *Human Capital Performance website,* the Turnover Rate was 1.01%, lower than the previous rate of 1.02% in 2022. This shows BANK MANDIRI's positive performance in retaining employees compared to similar industries. The *Environmental, Social, Governance* (ESG) concept refers to a framework for evaluating a company's performance in environmental, social and governance. This is in line with BANK MANDIRI's performance in the sustainability concept which shows that in 2023 BANK MANDIRI has achieved positive results and increased its ability to retain its workforce compared to the previous year in maintaining turnover rates and maintaining *Employee Engagement* in its company. Bank Mandiri can maintain safe, comfortable working conditions and a conducive work environment.

Several previous studies have shown that *Environmental, Social, and Governance* (ESG) has a significant positive influence on work commitment, Shetty and Suraj (2024), but according to Ulfa's research, S. (2024) conclude that *Environmental, Social, and Governance* (ESG) give influence positive Which No significant to Work commitment. Research by Nasution, M. (2024) shows that *Environmental, Social, and Governance (ESG) has an insignificant positive effect on work commitment. Research conducted by Meidytania & Frianto (2024) shows that Environmental, Social, and Governance (ESG*) has an insignificant positive effect on work commitment. (ESG) has a significant positive impact on *Employee Engagement.* This contrasts with the results of Hossari's research. & Elfahli (2022) concluded that it shows that *Environmental, Social, Governance* (ESG) has an insignificant positive effect on *Employee Engagement.* Research by Istiqamah & Putri (2024) shows that Work Commitment has a significant positive effect on *Employee Engagement* , and research by Meliana, W. (2023) also concluded that Work Commitment has a significant positive influence on *Employee Engagement.* However, research by Rahmawati & Palahudin (2024) shows that Work Commitment has an insignificant positive influence on *Employee Engagement.*

Bank Mandiri Head Office, Jakarta Branch Office, Kyai Tapa, is an example of implementation *Environmental, Social, and Governance* (ESG) Which aims to support business sustainability while creating an inclusive and well-oriented work environment for employee well-being. This research was conducted to know as far as where Environmental application *, Social, Governance* (ESG) significantly influences *Employee Engagement* which is then mediated by Work Commitment. This is also the background in conducting research by applying the saturated sampling questionnaire method presented in the research proposal entitled: "The Influence *of Environmental, Social, and Governance* (ESG) on Work Commitment and Its Impact on *Employee Engagement* : A Study at Bank Mandiri KCP Jakarta Kyai Tapa" . The objectives The objectives of this research are: 1). Analyze influence *Environmental, Social, and Governance* (ESG) on *Employee Engagement* , 2). Analyze influence *Environmental, Social, and Governance* (ESG) on Work Commitment, 3). Analyze Influence Commitment Work to *Employee Engagement* , 4). Analyzing whether work commitment mediates the influence of *Environmental, Social, and Governance* (ESG) on *employee engagement*

Benefits & Research Uses

For Author: Understanding practice *Environmental, Social, and Governance* (ESG). Share Society Area : Provides contribution to development practice managerial in other banking companies. For Company: Providing guide to Human Resource Policy Which more effective.

STUDY THEORY

Environmental, Social, and Governance (ESG)

Understanding *Environmental, Social, and Governance (ESG)*

Environmental, Social, and Governance (ESG) is framework Work used to assess a company's performance across three main aspects: environmental, social, and governance. Environmental aspects cover how a company manages its impact on the environment, such as carbon emissions and resource use. Social aspects involve the company's relationships with employees, suppliers, customers, and the community, including issues such as right basic man And condition Work. Aspect order manage related with how The company is managed, including leadership structure, executive remuneration, audits, internal controls, and shareholder rights. This aligns with research by Aditama (2022), which states that *Environmental, Social, and Governance* (ESG) is a corporate standard in investment practices integrated with corporate strategy to add value through identifying, assessing, and managing sustainability risks for all stakeholders and implementing company policies that align with the concepts of *Environmental* , *Social* , and *Governance* .

The Environment, Social, and Governance (ESG) aspect is an aspect that must filled in support performance economy, social And environment for reach objective sustainability business (Shakil, 2021). (*Baier, et al* , 2020) also explain that aspect *Environmental* , *Social* , and *Governance* (ESG) is the foundation for implementing corporate social responsibility and sustainable business. Implementation aspect *Environmental, Social, and Governance* (ESG) is a single activity. *ESG is defined as the activity of fulfilling social* and environmental *responsibilities* and implementing business ethics under effective governance *(* Kim & Li, 2021). Every aspect own component each other related One each other. Component aspect *Environmental, Social, and Governance* (ESG) According to Baier, et al. (2020), the following are:

Environmental

The environment currently has the lowest share of financial reporting. On average, a financial report contains 80 environmental words. Even though an environmental statement is not mandatory, the number of related words is limited. with environment show that environment It is important to conduct a more detailed examination. Therefore, it is impossible to draw further conclusions without reading the context. In line with the current public debate, the most discussed category in the financial report is also “climate change.” This especially covers management emission And strategy climate change. The “ecosystem services” category was the least frequently mentioned.

Social

Social aspects are distributed more evenly. Distribution of "society", "standard employment" And "health public" relatively similar. The largest share of all social terms falls under the category of "diversity," so this aspect accounts for the majority of "employment standards." However, it is not always possible to separate "diversity" and "human rights." Empirical evidence suggests that investors are willing to pay a price for ethical investing, and therefore addressing this topic in reports appears to be beneficial to such investors.

Governance

Governance is a broadly defined term, which relates to corporate leadership issues and takes into account interest And sustainability stakeholders interests. Certain issues are even part of the mandatory headings of the 10-K report, such as: corporate governance, board structure, director independence, control, and executive compensation. Governance aspects are not evenly distributed. These groups focus, among other things, on shareholder interests. Therefore, public companies pay more attention to big to holder its shares compared to group other stakeholders.

Indicator *Environmental, Social, and Governance* (ESG)

Indicator ESG is parameter or size performance Which used to assess how well a company manages environmental, social, and corporate governance aspects *in* its *business* operations . This indicator helps investors, regulators, and other stakeholders assess whether the company is operating responsibly. sustainable, ethical, And responsible answer, besides only see financial performance . *Environmental* (Environment) : 1). Emissions gas House glass (GHG). 2). Consumption energy renewable. 3). Management waste And water. 4). Policy adaptation climate change . *Social* (Social) : 1). Health And safety work, 2). Diversity And inclusion in place work , 3). Responsibility answer social company (CSR) , 4). Protection right basic man in chain supply . Governance : 1). Composition And independence board directors , 2). Policy anti- corruption , 3). Transparency report finance And sustainability , 4). Whistleblower mechanism. The following is Indicator Which owned from *Environmental, Social, and Governance* (ESG) :

Table 1. Indicators Points Evaluation ESG Disclosure

Environment (E)	Social (S)	Tata Manage (G)
E1. Emission Gas Greenhouse	S.1 Ratio Wages CEO	G.1 Board Diversity
E2. Superiority Emission	S.2 Ratio Wages Gender	G.2 Board Independence
E.3 Use Energy	S.3 Substitution Employee	G.3 Incentive Salary
E.4 Intensity Energy	S.4 Gender Diversity	G.4 Collectiv e Bargaining
E.5 Energy Mix	S.5 Ratio Temporary Workers	G.5 Code Supplier Ethics
E.6 Use Water	S.6 Non-Discrimination	G.6 Ethics And Anti- Corporation
E.7 Operation Environment	S.7 Level Injury	G.7 Privacy Data
E.8 Monitoring/Clima te Board	S.8 Health & Safety Global	G.8 Reporting ESG
E.9 Climate Monitoring/Management	S.9 Child & Work Force	G.9 Disclosu re Practices
E.10 Mitigation Climate Risk	S.10 Right Basic Man	G.10 Exter nal uarantee

Source : NASDAQ ESG Reporting Guide 2.0 Year 2019

Factors *Environmental, Social, and Governance* (ESG)

Previous research has examined several factors that influence Environmental, Social, and Governance disclosures. **(** ESG). In recent years, research on corporate governance, particularly board characteristics and ESG disclosure, has grown rapidly (Lagasio & Cucari, 2019; Liao et al., 2015). Diversity gender is one of characteristics board board of directors which influence disclosure ESG. Furthermore, there are also company attributes that influence ESG disclosure, such as company size, state ownership, and the presence of a CSR committee within a company.

Environmental, Social, and Governance (ESG) factors that have been tested: 1). Gender Diversity Factor on the Board of Directors which has been tested with results that have a significant influence on ESG disclosure. 2). Company Size *that* has been tested with results that have a significant impact on ESG disclosure. 3). *Corporate State-Ownership* (Ownership Country) Which has tested with results that have a significant impact on ESG disclosure. 4). Committee *Corporate Social Responsibility* (CSR) Which has tested with the results having no significant effect on ESG disclosure. (Djajanti, et. al., 2024)

Commitment Work

Understanding Work Commitment

Commitment comes from Latin (*Commmttere, to connect, believe - the state of being obligated or emotionally impelled*) which is a belief that binds (agrees) so firmly that it then moves behavior in a certain direction that is believed in. (I'tikad) (Tasmara, 2002: 85). Commitment in Dictionary Big Language Indonesia is agreement (attachment), For do something, and a contract (KBBI, 2006: 78). Work Commitment is an employee's psychological bond in the form of a very strong desire to remain an employee of the company, characterized by a willingness to direct all energy and efforts for the benefit of the company. Commitment is also a behavioral dimension that can be used to assess employee tendencies.

According to Gujarati (2020), work commitment is a high position to the point where an employee can trust and be accepted by the company. the. From a number of theory Which There is can concluded that Work Commitment is a feeling of psychological and physical connection or attachment of employees to their work so that employees who have high commitment will work better than those who have low commitment.

Indicator Commitment Work

Work commitment indicators according to (Sopiah, 2020) state that to measure employee commitment to the organization, which is a description of the commitment aspects, namely: 1). Acceptance to objective organization, 2). Desire For Work hard, 3). Desire For survive to be part from organization . According to Hunt and Morgan, there are various indicators to estimate the level of employee work commitment. Employees have a high work commitment when: 1). They have desire Keep going try reach objective company, 2). Have self-confidence and be responsible for all company goals and values. 3). Have motivation Which strong For maintain self as employees in the company.

Continuance commitment is an employee's attachment to an organization based on the costs or losses they would incur if they left. They stay because they perceive a significant loss if they leave. Based on the opinions of several experts described above, as well as statements made in the field, it can be concluded that commitment Work employee Which said tall have indicators of employee work engagement, loyalty and pride in the company.

Factors Which influence Commitment Work

According to Mar'at (2021), there are various factors that influence employee work commitment, for example compensation, training, encouragement or motivation, utility leadership, Spirit Work, climate cooperation And Conflicts within the company. Factors influencing employee commitment . Employee commitment to an organization is also determined by a number of factors: 1). Personal characteristics, performance, including tenure in the organization and the varying needs and desires of each employee. 2). Job characteristics, such as task identity and opportunities to interact with coworkers. 3). Experience Work. Like reliability something organization in the future Then and how other workers prioritize and discuss their feelings about the organization. There are 7 factors that can influence employee work commitment, namely: 1). Job Related Factors , 2). Employee Opportunities , 3). Characteristics Individual 4). Environment work 5). Relationship Positive, 6). Organizational Structure , 7). Style Management.

Employee Engagement

Understanding Employee Engagement

According to Robbins (2020) Employee Engagement is the involvement of individuals with satisfaction And enthusiasm work Which He do. According to Macey and Schneider (2021), Employee Engagement is defined as a condition Which expected own objective organization, commitment, enthusiastic, and focused on the business. Employee Engagement is an emotional and intellectual Which tall Where somebody employee own organization , job, manager, or coworkers that influence him to continue to put effort into his work.

Employee engagement is about the actions or behaviors of individual employees who feel proud and deeply loyal to their work and their organization. Employee engagement also provides employees with a strong emotional and mental involvement in their work, which makes they Work more full Spirit, dedicated, And Contribute maximally to organizational goals. Another practical definition defines employee engagement as the extent to which a person enjoys, believes in, and feels valued for their contributions .

Indicator *Employee Engagement*

According to Siswono, (2020), the *Employee Engagement Indicators* are as follows: 1). Vigor , 2). Dedication *, 3).* Absorption *.* Meanwhile, according to Gallup, (2021), there are 3 types of workers in *Employee Engagement* , namely: 1). *Engaged* (bound) , 2). *Not engaged* (No bound) 3). *Actively Disengaged* (No bound actively)

Factors Which influence *Employee Engagement*

Smith & Marwick (2020) stated that *employee engagement* is influenced by organizational culture and leadership, the management style applied, the quality of communication within the organization, the level of trust and respect in the work environment, and also the reputation of the organization itself. Federman (2020) stated that *employee engagement* in an organization is influenced by several elements as follows: 1). Culture, 2). Achievement, 3). Progress (*Development, 4). Capacity* Building , 5). Encouragement And Affirmation

Study Previously

Table 2. Research Previously

No	Researcher/ Journal	Variables		Conclusion
		Independent	Dependent	
1.	Hartomo, H. & Adiwibowo, A. (2023) (*Diponegoro Journal of Accounting*) Vol. 12, No. 4.	*Environmental Social, and Governance* (ESG)	Commitment Work	Show that ESG give influence positive which is significant to commitment Work.

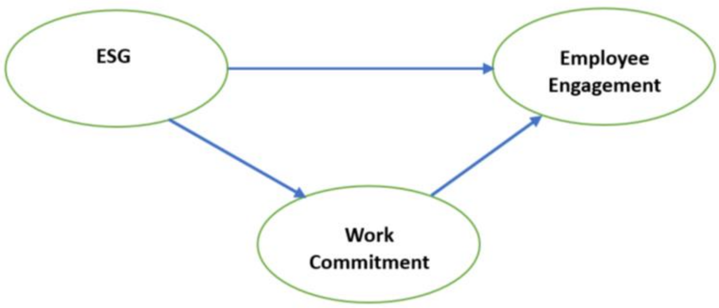
2.	Ulfa, S. & Rahman, A. (2024) (*Journal of Economics and Management*) Vol. 6 No. 3.	*Environmental, Social, and Governance* (ESG)	Work Commitment	Show that ESG has a positive impact No significant towards work commitment.
3.	Subagio, S. (2024) (Tambora Journal) Vol. 6 No. 1.	*Environmental, Social, and Governance* (ESG)	Work Commitment	Show that ESG is not give influence significant positive effect on work commitment.
4.	Nasution, & Fitrianti, D. (2024) (Journal (OUR EMT) Vol. 8 No. 4.	*Environmental, Social, and Governance* (ESG)	Work Commitment	Show that ESG has a positive impact No significant towards work commitment.
5.	Meidytania & Frianto, A. (2024) (Journal of Science Management) Vol. 12 No. 1	*Environmental, Social, and Governance* (ESG)	*Employee Engagement*	Show that ESG has a significant positive impact on *Employee Engagement.*
6.	Salma, A. & Ramli, A (2022) (Nusantara Community Service Journal) Vol. 4 No. 3.	*Environmental, Social, and Governance* (ESG)	*Employee Engagement*	Show that ESG has a significant positive impact on *Employee Engagement.*
7.	Hossari, H. & Elfahli, K. (2022) (*Review Management Culture*) Vol. 1 No. 7.	*Environmental, Social, and Governance* (ESG)	*Employee Engagement*	Show that ESG has a positive impact No significant towards *Employee Engagement.*
8.	Idrus, S. (2024) (*Ekombis Review*: Scientific Journal of Economics and Business) Vol. 12 No. 3.	*Environmental, Social, and Governance* (ESG)	*Employee Engagement*	Show that ESG does not have a significant positive impact on *Employee Engagement.*
9.	Nuraliza, A. & Hermiati, N. (2023) (Journal of Economics, Management, And Accounting) Vol. 9, No. 3.	Work Commitm ent	*Employee Engagement*	Demonstrates that Commitment Work provide a significant positive impact to *Employee Engagement.*

10.	Meliana, W. (2024) (Journal of Management Science Research) and Entrepreneurship) Vol. 2 No. 5.	Work Commitm ent	*Employee Engagement*	Show that Work Commitment has a significant positive influence on *Employee Engagement.*
11.	Rahmawati, et al (2024) Scientific Journal *Global Education*) Vol. 5, No. 2.	Work Commitm ent	*Employee Engagement*	Demonstrates that Commitment Work provide an insignificant positive influence to *Employee Engagement.*
12.	Mustakim, M. & Journalist, Y. (2022)(Scientific Journal of Economics Students Managemen) Vol. 7 No. 3.	Work Commitm ent	*Employee Engagement*	Shows that Work Commitment does not have a significant positive influence on *Employee Engagement.*

Source : Data Processed by the Author 2025

Framework Thinking

Figure 2. Framework Thinking



Source : Data Processed Writer 2025

HYPOTHESES DEVELOPMENT

In previous research, the hypothesis in this research is as follows:

Influence *Environmental, Social, and Governance* (ESG) to Work Commitment

Based on research conducted by Aishwarya and Neethu (2024), the results showed that *Environmental, Social, and Governance* (ESG) had a significant positive influence on work commitment. According to research conducted by Nasution et al. (2024), the results study show that *Environmental, Social, and Governance* (ESG) has a significant positive influence on work commitment.

H1 : *Environmental, Social, and Governance* (ESG) influential positive and significant impact on Work Commitment.

Influence Environmental, Social, and Governance (ESG) towards Employees Engagement

Based on study Which done by Meidytania, & Frianto, (2024), research results show that *Environmental, Social, and Governance* (ESG) has a significant positive influence on *Employee Engagement.* According to study Idrus, (2024) research results show that *Environmental, Social, and Governance* (ESG) give influence positive Which significant towards *Employee Engagement* .

H2 : *Environmental, Social, and Governance* (ESG) influential positive and significant to *Employee Engagement* .

Influence Commitment Work to Employee Engagement

Based on research conducted by Rahmawati, et al. (2024), the research results show that Work Commitment have an impact positive Which significant towards Employees Engagement. According to research conducted by Meliana, (2023), the research results show that Work Commitment provides a significant positive influence on Employee Engagement.

H3 : Commitment Work influential positive And significant towards Employees Engagement..

Role Commitment Work in mediate Influence Environmental, Social, and Governance (ESG) on Employee Engagement

Based on research conducted by Nguyen et al., (2022), the research results show that Work Commitment can mediate in a way No direct on influence Environmental, Social, and Governance (ESG) on Employee Engagement. According to research conducted by Rahmawati, I. (2023), the research results also show that Environmental, Social, and Governance (ESG) positively increases Employee Engagement through Work Commitment.

H4: Work Commitment has a positive and significant influence in mediating the influence of Environmental, Social, and Governance (ESG) on Employee Engagement.

METHODS

Design Study

A research requires planning to be a good research. In quantitative research, most are conducted using statistical methods that will be used to collect quantitative data from research studies. Quantitative methods are needed by using mathematical frameworks and theories related to the quantity in question Dawaty, (2020). In this study, the researcher attempted to find the influence of *Environmental, Social, and Governance* (ESG) on *Employee Engagement* mediated by Work Commitment (Case Study at Bank Mandiri KCP Jakarta Kyai Tapa) to answer the problem formulation in this study.

Unit Analysis

According to (Sugiyono, 2020), in a unit of analysis The unit to be studied can be an individual, a group, an object, or an existing social event. The unit of analysis is a permanent employee working at the company. The individual was chosen as the unit of analysis because each respondent, namely an employee of the Service & Contact Center Division of Bank Mandiri, Jakarta Branch Office, Kyai Tapa, has different perceptions, experiences, and assessments of the variables. Which researched, like satisfaction Work, motivation, And productivity Work.

Operational Variables

Objective from operational variables is For give limitation and explanations in order to limit further analysis to avoid deviations or misunderstandings during data collection (Huda, 2020). Variables which is determined must be defined in a way appropriate, this definition is based on variables that have been described in the theoretical study. In this research This involving three variables Which consists of from One variables free, One mediating variable and one dependent variable, namely Environmental, Social, Governance (ESG) (X), Work Commitment (Z), and Employee Engagement (Y).

Following explanation about operation research variables :

Table 3. Operational Variables

Variables	Definition Operational	Indicator	Scale
Environmental, Social, and Governance (ESG) (X)	*Environmental, Social, Governance (* ESG) defined as a sustainable strategic approach to increase employee performance and company reputation through social responsibility and governance manage Which good. (Ulfa & Rahman, 2024)	Environment Social Tata Manage	Scale Likert
Commitment (Z)	Work commitment is a state within an individual that drives the desire to do certain activities for achieve goals. (Ferdiansah, 2020)	Affective Commitment Ongoing Commitment Normative Commitment	Scale Likert
Employee Engagement (Y)	*Employee Engagement* arises due to talent management practices and organizational commitment, Novitasari & Asbari (2020)	Spirit Dedication Absorption	Scale Likert

Source : Data Processed by the Author 2025

Population And Technique Sample

Population

Population is the whole, generalization, totality of individuals, objects or subjects and units that have characteristics and quantities. certain Which will investigated in the form of person, institutions, incident, objects and other things that can be obtained and can provide research information from which conclusions can then be drawn (Riadi, 2020). In this study, the population was all permanent employees working at Bank Mandiri KCP Jakarta Kyai Tapa, SCC *Service & Contact Center Division* , with an employee population of 50 people.

Sample

A sample is a portion of a population that is obtained. A sample is a small portion of the population that is taken according to a procedure that can represent the population. A sample is used if the population to be used is large and the researcher cannot learn overall population Riadi, (2020). According to Sugiyono, (2020) the appropriate sample size for research is 30 to 500.

In study In this study, the sampling technique used was non-probability sampling with the technique used being saturated sampling (census). According to Sugiyono, (2020) the sampling technique sampling fed up is technique determination sample when all population members used as sample. So from That, writer choose The sample used a saturated sampling technique due to the relatively small population size. Therefore, the sample used in this study totaled 50.

Types and Source Data

Data collection techniques are one of the methods or strategies that researchers will use to conduct research by collecting the data needed for this study. In this study, two types of data sources are used: primary data and secondary data. primary is data that Not yet Once collected previously, and collected solely for research purposes. Primary data refers to data that comes from the researcher for the first time. Primary data obtained with involving participation active from Researchers. Typically, primary data is collected through surveys, observations, experiments, questionnaires, personal interviews, and other media used to obtain field data (Dawaty, 2020) .

Method Collection Data

The method used to collect data for this research is a questionnaire. The questionnaire method is efficient if the researcher knows exactly which variables to measure and what to expect from the respondents. This will given direct to employee Division *Service &* Contact Center Bank Mandiri KCP Jakarta Kyai Tapa in where respondents Respondents answered their own awareness of the questionnaire questions, namely regarding the influence of Environmental, Social, Governance (ESG) on Employee Engagement mediated by Work Commitment *.* The measuring instrument used in this study was the *Likert scale* . The *Likert scale* is a scale that will be used to measure the perception of opinions and attitudes of an individual or group. about A incident or phenomenon social based on operational definition that has been determined by researchers (Choizes, 2018).

Table 4. Scale Measurement Questionnaire

Statement	Score
Strongly agree	5
Agree	4
Neutral	3
No Agree	2
Very No Agree	1

Source : Sugiyono 2016

RESULT AND DISCUSSION

Description Research Object

Profile of PT Bank Mandiri (Persero) Tbk and its Relationship to ESG

PT Bank Mandiri (Persero) Tbk is one of the largest banks in Indonesia, founded in 1998 as part of the banking restructuring following the 1997–1998 Asian Financial Crisis . As a state-owned bank, Bank Mandiri plays a strategic role in collecting public funds and redistributing them in the form of financing to support national economic growth, including the MSME and corporate sectors.

As it develops, Bank Mandiri also integrates ESG (Environmental, Social, and Governance) principles into its operations. From an environmental perspective, the bank promotes sustainable and environmentally friendly financing. (Markonah, et. al., 2024). From a social perspective, Bank Mandiri plays a role in increasing financial inclusion and empowering MSMEs. Meanwhile, from a governance perspective , the company applies the principles of transparency, accountability, and sound risk management to maintain stakeholder trust. Thus, Bank Mandiri focuses not only on financial performance but also on sustainability and social responsibility through the application of ESG principles in its business activities.

Data analysis

Characteristics Respondents

In this study, researchers surveyed 50 employees of the Bank Mandiri Service & Contact Center at the Kyai Tapa Branch in Jakarta. The characteristics used in this study were based on age and education. The following is a grouping of respondents based on the distributed questionnaires:

Table 5. Characteristics Respondents Based on Type Sex

No.	Type Sex	N	%
1.	Man - Man	22	44%
2.	Woman	28	56%
	Total	50	100%

Source : Data Processed Writer 2025

From table 5, the characteristics of the respondents from 50 respondents are based on type. sex part big with type sex Woman as many as 28 respondents (56.0%) And type sex man as much as 22 respondents (44.0%). This means that most of the employees in the Service & Contact Center Division are female.

Table 6. Characteristics Respondents Based on Age

No.	Age	N	%
1.	20 – 25 years	38	76%
2.	26 – 31 years old	10	20%
3.	32 – 36 years old	1	0.2%
4.	37 – 42 years old	1	0.2%
	Total	50	100%

Source : Data Processed Writer 2025

Table 6 shows that out of 100 respondents , Wardah users aged 20-25 years numbered 38 people with a value of presentation (76%), aged between 26 – 31 year amount to 10 people with a percentage (20%), and those aged 32 – 36 years old totaled 1 person with presentation (0.2%). Matter This shows that the respondents based on age 37 – 42 years were the most numerous, namely 1 person (0.2%).

Table 7 Characteristics Respondents Based on Education

No.	Education	N	%
1.	Diploma (D3/D4)	10	20%
2.	Bachelor (S1/S2/S3)	40	80%
	Total	50	100%

Source : Data Processed Writer 2025

Based on education, most have Diploma education (D3/D4) own amount 10 employee with percentage (20%) And For level education bachelor (S1/S2/S3) as many as 40 respondents (80.%).

Results Analysis Descriptive

Analysis of the description of respondents' answers regarding each variable of the 50 existing respondents, shows that the related descriptive statistics are as follows: *Environmental variables, Social, And Governance* (ESG) each indicator own score 4 as mode or answer Which most Lots appear. It means, Respondents agreed that Bank Mandiri has implemented ESG principles effectively. The average score for this variable was 4.07. The Work Commitment variable for each indicator had a score of 4 as the mode, or the most frequently occurring answer. This indicates that respondents have a high level of Work

Commitment. The average score for this variable was .4.00. The *Employee Engagement* variable for each indicator had a score of 4 as the mode, or the most frequently occurring answer. Which most Lots appear. It means, respondents have a high level *of Employee Engagement .* And the average value of this variable is .4.05

Test Assumptions Classic

Normality Test

The normality test aims to test whether the independent and dependent variables or both have a normal distribution in the regression model. The statistical test that can be used to test the normality of residuals is the non-parametric *Kolmogorov-Smirnov statistical test* .

Table 8. Results Test Normality *Kolmogorov- Smirnov*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters [a,b]	Mean	.0000000
	Standard Deviation	1.38673856
Most Extreme Differences	Absolute	.109
	Positive	.109
	Negative	- .079
Test Statistics		.109
Asymp. Sig. (2- tailed)		.187 [c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source : Data Processed Writer 2025

Based on the results shown in table 4.7 above, it shows that mark test significance > 0.05. Matter This is indicated by *Asiymp. Sig (2-tailed)* or residual significance of 0.187 > 0.05, so it can be concluded that the data normality assumption can be met. Therefore, the regression test requirements can be continued.

Multicollinearity Test

The multicollinearity test aims to determine whether the regression model shows a correlation between the independent variables. The results of the analysis can be seen in Table 9.

Table 9. Multicollinearity Test Results

Coefficients [a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	ESG	.346	2,892
	Work Commitment	.346	2,892

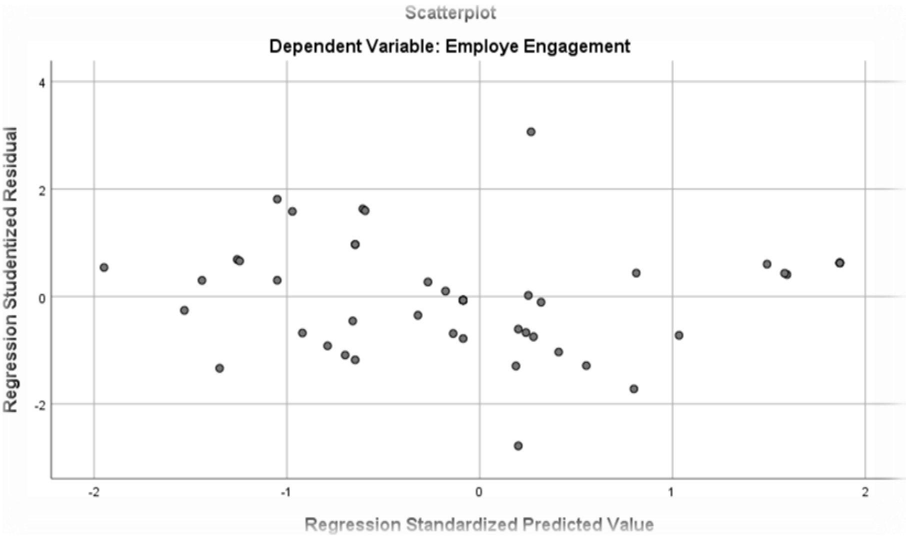
a. Dependent Variable: Employee Engagement

Source : Data Processed Writer 2025

Based on results Which shown on table 9 *tolerance value* in *Collinearity Statistics* Which produced by each variable free 0.346 > 0.10. Mark Variance Inflation Factor (VIF) resulting from by each variables free 2,892 < 10. Matter This shows that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

Figure 3 Test Results Heteroscedasticity



Source : Data Processed Writer 2025

The results of the test shown in Figure 4.1 explain that the scatterplot display does not show a clear pattern (random), and is spread above and below the number 0 on the Y axis. This can be interpreted as meaning that there is no heteroscedasticity or homoscedasticity in this regression model test.

Analysis Regression Linear Multiple

The influence of ESG (X) on Employee Engagement (Y) mediated by Work Commitment (Z)

The quantitative analysis of the first model aims to determine the influence of the independent variable ESG and the mediating variable work commitment on the dependent variable *Employee Engagement* . The results of the quantitative analysis of the first model can be seen in the following table:

Table 10.
Influence ESG to *Employee Engagement* Which mediated by Work Commitment

Coefficients [a]						
Model		Unstandardized Coefficients		Standardizec Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,856	1,615		2,388	.021
	ESG	.236	.055	.508	4,335	.000

Work Commitment	.371	.104	.419	3,577	.001
a. Dependent Variable: Employee Engagement					

Source : Data Processed Writer 2025

Based on the data presented in table 10, the multiple linear regression model equation is obtained as follows:

$$\mathbf{Y = 3.856 + 0.236X + 0.371Z + e}$$

Based on the results of the regression equation, the coefficient value for variable X is 0.236. This value indicates that ESG has a positive or unidirectional influence on *Employee Engagement* . This value also indicates that if ESG increases by 1% assuming other independent variables remain constant, then *Employee Engagement* will experience an increase of 0.236 points. This is comparable if the value of variable X decreases by 1% assuming other independent variables remain constant, then variable Y will also experience a decrease of 0.236 points.

Meanwhile, the coefficient value for variable Z is 0.371. This value is show that Commitment Work have influence positive or one way to *Employee Engagement* . Mark the Also shows that if Work Commitment increases by 1%, assuming other independent variables remain constant, then *Employee Engagement* will experience an increase of 0.371 points. This is comparable if the value of variable Z decreases by 1%, assuming other independent variables remain constant, then variable Y will also experience a decrease of 0.371 points.

Results Coefficient Determination

The results of the coefficient of determination for the influence of ESG variables and Work Commitment on *Employee Engagement* are presented in the following table:

Table 11. Coefficients Determination

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.882 [a]	.777	.768	1,416
a. Predictors: (Constant), Commitment Work, ESG				

Source: Data Processed Author 2025

Based on results coefficient determination Which shown on Table 11 shows an *R Square result* of 0.777. This indicates that 77.7% of *the Employee Engagement variable* influenced by ESG (X) and Work Commitment (Z). The remaining 22.3% is the *Employee Engagement variable.* (Y) influenced by variables other Which No discussed in this study

Results Test Eligibility Model

Test Eligibility Model This aim For know whether the independent variables as a whole have a real significance on the dependent variable bound in a way simultaneous. Results test Eligibility Model shown in the following table:

Table 12. Results Test Eligibility Model

ANOVA [a]						
Model		**Sum of Square**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	328,651	2	164,325	81,963	.000 [b]

Residual	94,229	47	2,005	
Total	422,880	49		
a. Dependent Variable: Employee Engagement				
b. Predictors: (Constant), Commitment Work, ESG				

Source: Data Processed Writer 2025

Based on the results shown in table 4.11, the significance level is 0.000 < 0.05, so H0 is rejected and H1 is accepted. This means there is influence in a way simultaneous Which significant between ESG And Work Commitment to Employee Engagement.

t-Test Results (Partial)

The hypothesis test in this study uses the t-test, which is presented in table 13 as follows:

Table 13 Results Test t

Coefficients a						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	**(Constant)**	3.85 6	1,615		2,388	0.021
	ESG	0.236	0.055	0.508	4,335	0.000
	Work Commitment	0.371	0.104	0.419	3,577	0.001
a. Dependent Variable: Employee Engagement						

Source: Data Processed Writer 2025

From table 13, the partial test results show that H0 is rejected and H1 is accepted, which means that there is a partial influence between ESG (X) and *Employee Engagement.* (Y). This occurs because the results of the t-test show that the significance value of X is 0.000 < 0.05 and the calculated t-value > t-table value is obtained as 4.335 > 2.008. Meanwhile, the subsequent partial test H0 is rejected and H3 is accepted, which means in a way partial there is influence between Commitment Work (Z) on *Employee Engagement* (Y). This occurs because the t-test results show that the significance value of X is 0.001 < 0.05 and the calculated t-value > t-table value obtained is 3.577 > 2.008

Influence ESG (X) to Commitment Work (Z)

The quantitative analysis of the second model serves to determine the influence of variables independent ESG to Commitment Work. Results analysis The first quantitative model can be seen in the following table:

Table 14. Influence ESG to Commitment Work

Coefficients a						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	3.24 2	2,200		1.47 4	0.147
	ESG	0.425	0.045	0.809	9.53 1	0,000
a. Dependent Variable: Commitment Work						

Source: Data Processed Writer 2025

Based on data Which served on table 14 obtained The multiple linear regression model equation is as follows: **Z = 3.242 + 0.425X1 + e** . Based on the results of the regression equation, the coefficient value obtained is For variables X as big as 0.425. Mark the show This indicates that ESG has a positive or unidirectional influence on Work Commitment. This value also indicates that if ESG increases by 1%, assuming other independent variables remain constant, Work Commitment will increase by 0.425 points. This is comparable to a decrease in the value of variable X. as big as 1% with assumptions variables independent other still, then the Z variable will also experience a decrease of 0.425 points.

Results Coefficient Determination

Results coefficient determination For influence ESG variables regarding Work Commitment is presented in the following table:

Table 15. Coefficients Determination Variables ESG to Commitment Work

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.809 [a]	.654	.647	1,972
a. Predictors: (Constant), ESG				

Source: Data Processed Writer 2025

Based on results coefficient determination Which shown on Table 15 yields *an R-square* of 0.654. This indicates that 65.4% of the Work Commitment (Z) variable is influenced by ESG (X). The remaining 34.6% of the Work Commitment (Z) variable is influenced by other variables not discussed in this study.

Results Test Eligibility Model

Table 16. Results Test Eligibility Model ESG to Commitment Work

ANOVA [a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	353,255	1	353,255	90,837	.000 [b]
	Residual	186,665	48	3,889		
	Total	539,920	49			
a. Dependent Variable: Commitment Work						
b. Predictors: (Constant), ESG						

Source: Data Processed Writer 2025

Based on the results shown in Table 16, the significance level is 0.000 < 0.05, so H0 is rejected and H1 is accepted. This means that there is a significant simultaneous influence between ESG and Work Commitment.

t-Test Results (Partial)

Test hypothesis in study This use test t. The results of the t-test are as follows:

Table 17. Results Test t Variables ESG to Commitment Work

Coefficients [a]				
Model	**Unstandardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**

		B	Std. Error	Beta		
1	(Constant)	3,242	2,200		1,474	0.147
	ESG	.425	0.045	0.809	9,531	.000
a. Dependent Variable: Commitment Work						

Source: Data Processed Writer 2025

From table 17 shows the partial test results that H0 is rejected and H2 accepted Which It means in a way partial there is influence between ESG (X) against Commitment Work (Z). Matter the happen Because results test t shows that mark significance X as big as 0,000 < 0.05 And mark t count > t table, the value obtained is 9.531 > 2.008.

Path Analysis

Path analysis is useful for determining the influence of ESG variables on *employee engagement* through the Work Commitment variable. In path analysis, the first step is to construct a model of the relationship between variables using a path diagram. Table 10 shows the regression results of the ESG variable (X) on *Employee Engagement* (Y) at 0.236, and the regression results of the Work Commitment variable (Y) at 0.236. Work (Z) to *Employee Engagement* (Y) as big as 0.371. Table 14 shows the regression results of the ESG variable (X) on Work Commitment (Z) of 0.425. Based on the summary above, the magnitude of the direct and indirect effects is as follows:

Influence Direct (Direct Effect = DE) Influence variables ESG (X) towards *Employees Engagement* (Y) X -> Y = 0.236 . Influence Variables Commitment Work (Z) towards *Employee Engagement* (Y) Z -> Y = 0.371 . Influence Variables ESG (X) to Commitment Work (Z) X -> Z = 0.425 Influence No Direct (Indirect Effect = IE) . Influence variables ESG to *Employee Engagement* through Work Commitment X -> Y -> Z = (0.425 x 0.371) = 0.157 . Influence Total ESG variables on *Employee Engagement* through Work Commitment X -> Z -> Y = (0.236 + 0.157) = 0.393, Result calculation influence direct And No direct served in the following table:

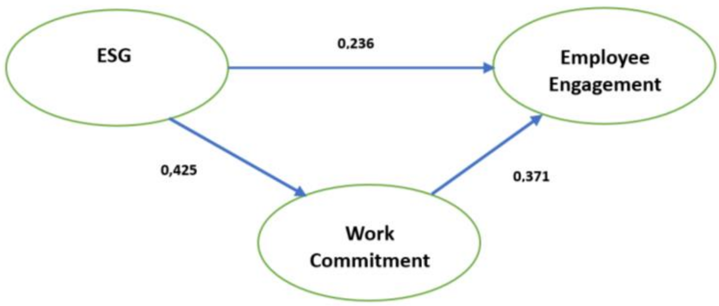
Table 18 Summary of Results Analysis Regression

Variables	Direct Influence	Influence No Direct	Influence Total
X -> Y	0.236	-	-
Z -> Y	0.371	-	-
X -> Z	0.425	-	-
X -> Z -> Y	0.236	0.157	0.393

Source: Data Processed Writer 2025

Based on table recapitulation results analysis regression the so path analysis of each variable can be described as follows:

Figure 4 Analysis Results Track



Source: Data Processed Writer 2025

Discussion Study

The Influence of *Environmental, Social, and Governance* (ESG) on Work Commitment

Regression results show that the ESG regression coefficient on work commitment is 0.425. A significance value of 0.000 (<0.05) indicates that influence This positive And significant. Coefficient Determination (R^2): 0.654, meaning ESG explains 65.4% of the variability in work commitment. This means that the better the implementation of *Environmental, Social, and Governance (* ESG) in Mandiri Bank , the more tall And has a significant influence on employee work commitment.

This happens because the implementation of ESG at Bank Mandiri makes employees feel that the company pays attention to environmental, social, and sustainability. And order manage Which Good. Feeling valued And pride over work in company Which responsible answer increase emotional (affective) bonds and sense of moral (normative) obligation of employees, which Then strengthen commitment Work them. Results analysis This is in line with research by Hartomo, H. & Adiwibowo, A. (2023) in the journal (*Diponegoro Journal of Accounting*) Vol. 12, No. 4.) that ESG has a positive impact significant to work commitment.

Influence Environmental, Social, and Governance (ESG) towards Employees Engagement

Regression results show that the regression coefficient of ESG on *Employee Engagement* is 0.236. A significance value of 0.000 (<0.05) indicates a positive and significant effect. In this case, *Environmental, Social, and Governance (* ESG) has a significant direct effect on *Employee Engagement.* This means that employees feel more engaged in their work when they see... that company they have commitment towards ESG principles. ESG practices increase the sense of meaning in work (*meaningfulness*), making employees feel that their work contributes on something Which more big than just business profits, thereby increasing their enthusiasm, focus, and dedication to work. The results of this analysis are in line with previous research by Salma, A. & Ramli, A (2022) in the journal (Community Service) Archipelago), Vol. 4 No. 3. the show that ESG provides a significant positive influence on *Employee Engagement.*

Influence Commitment Work towards *Employees Engagement*

Regression Results: The regression coefficient is 0.371. A significance value of 0.001 (<0.05) indicates that the effect is also positive and significant. Work commitment also has a positive and significant effect on *employee engagement* . It means, the more tall commitment The more employees work, the greater their involvement in their work. This proves that Work Commitment has a significant effect on *Employee Engagement* . Employees who have a high work commitment, whether due to emotional attachment (affective), moral obligation (normative), and consideration rational (continuation), tend more loyal and enthusiastic in contributing to the organization's success. Commitment makes employees more motivated to achieve company goals, increases active participation, and strengthens their attachment to their work. The results of this analysis align with previous research by Meliana, W. (2024) in the journal (Management Science and Entrepreneurship Research) Vol. 2 No. 5, which shows that Work Commitment provides a significant positive influence on *Employee Engagement.*

The Role of Work Commitment in Mediating the Influence of *Environmental, Social, and Governance* (ESG) on *Employee Engagement*

Influence ESG variables (X) to variables *Employee Engagement* (Y) in a way direct more big compared to with influence indirect effect of ESG variables (X) on *Employee Engagement* (Y) through Commitment Work (Z) And proven with mark 0.236 > 0.157. Therefore, Work Commitment does not significantly mediate the relationship between ESG and *Employee Engagement* . This could be because influence ESG to *Employee Engagement* Already Enough directly without the need for increased work commitment. Employees directly feel more *engaged* when the company implements principle ESG, without must pass process change level of commitment first. Analysis This signify that perception positive to practice ESG is sufficient to drive employee engagement. This aligns with the findings of previous research analysis by Minsuck & Boyoung. in the journal (Journal of Risk and Financial Management) Vol 15, No. 7. Which states that *Environmental, Social, and Governance* (ESG) has a positive and significant effect on *Employee Engagement* which is mediated by change support behavior and innovative organizational culture, not from Work Commitment.

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

Conclusion

Study This aim For know influence *Environmental, Social, and Governance* (ESG) on *Employee Engagement* mediated by Work Commitment (Case Study at Bank Mandiri KCP Jakarta Kyai Tapa). Based on the results of data analysis and testing. that has been carried out, the following conclusions can be drawn:

1). Environmental, Social, and Governance (ESG) has a positive and significant effect on Work Commitment. This can indicate that *Environmental , Social, and Governance (ESG) has a positive and significant effect on Work Commitment. Social, and Governance* (ESG) can influence level of Work Commitment in employees. 2). Environmental, Social, and Governance (ESG) has a positive and significant effect on Employee Engagement. This can indicate that Environmental, Social, and Governance (ESG) can influence the level of Employee Engagement. 3). Work Commitment has a positive and significant effect on *Employee Engagement.* This can indicate that Work Commitment can influence the level of Employee Engagement. 4). Work Commitment does not mediate the Influence of Environmental, Social, and Governance (ESG) on Employee Engagement. This can be concluded that Environmental, Social, and Governance (ESG) very influential positive And significant to *Employee Engagement* without the need for mediation by Work Commitment

Limitations Study

1). This research was conducted in only one division (*Service & Contact Center*) at Bank Mandiri KCP Jakarta Kyai Tapa. 2). The use of *cross-sectional data* (a single point in time) means this research only looks at conditions within a single time period, thus failing to capture dynamic changes over time.

Recommendation

Based on results analysis And conclusion in on, so There is a number of suggestions as follows: For Company : 1). Company recommended For Keep going socialize as well as Strengthening the comprehensive implementation of ESG principles for all employees. Although the majority of employees agree that ESG has been implemented effectively, some still do not feel this. Therefore, management needs to emphasize and communicate this. values ESG so that can more accepted And trusted by all over employee. 2), Companies need to create a work environment that supports employee enthusiasm, dedication, and engagement, because good ESG implementation has been proven to directly increase Employee Engagement. 3) It is recommended to improve internal programs that strengthen employees' emotional ties to the company, the goal is to increase their sense of belonging and loyalty. 4) It is recommended to maximize ESG practices directly because they have been proven to have a positive impact on employee engagement.

Recommendation For Further Research : 1). Expand the research variables by adding factor other like satisfaction Work, culture organization, or leadership style to see its influence on Employee Engagement . 2). Research Can done on division besides from Division Service & Contact Center. Researcher Can done in the sector other industries or branch Other Mandiri Banks for greater results

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