The impact of e-leadership, e-work environment and e-job satisfaction on employee commitment at the immigration organization

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CHRONICLE	ABSTRACT
	This research aims to analyze the influence of e-leadership behavior on employee commitment at the immigration office, the influence of the e-Work Environment on employee commitment at the immigration office, and the influence of e-Job satisfaction on employee commitment at the immigration office. The research method used in this research is associative research. Associative research is research that aims to determine the relationship between two or more variables. In this way we can build a theory that functions to predict and control a phenomenon. The population in this study were all immigration office employees. In this research, an analysis model is used, namely Structural Equation Modeling (SEM). The respondents for this research were 678 immigration office employees who were determined using a simple random sampling method. Research data was obtained by distributing online questionnaires via social media. The instrument used in this research uses a Likert scale 7 scale. The data analysis stage of this research is testing the outer model and inner model. The outer model test consists of convergent validity, discriminant validity and composite reliability and the inner model test, namely hypothesis testing or significance testing. The results of data analysis show that e-leadership behavior has a positive and significant relationship to employee commitment at the immigration office, the e-Work Environment has a positive and significant relationship to employee commitment, and e-Job satisfaction has a positive and significant relationship to employee commitment at the immigration office.

1. Introduction

In the era of the industrial revolution 4.0, the development of industrial technology is developing rapidly, and advanced technology helps humans complete work on a large scale which results in meeting the increasing demands and needs of customers. Increasingly, rapid changes in technological developments have encouraged digitalization in all aspects of life, including in the world of work. According to Alamanda et al. (2022), the flexibility offered by the presence of technology is proven to provide a lot of convenience to people's work activities, especially for generations millennials are a generation that is more open to using technology in their daily lives. One of the things that was born from this very rapid technological development is Digital Leadership, which is a leadership model that plays a role important in ensuring and driving transformation and driving change in industry 4.0. Digital leadership is a combination of a transformational leadership style and the use of digital technology (Alvi et al., 2014; Purwanto et al., 2023).

Human resource management is very important and must receive more attention from an organization or company. No matter how sophisticated a company's technology is, it will not work well if it is not supported by a reliable workforce (Praditya, 2020). On the other hand, if the organization is supported by a workforce that is skilled in its field, it will easily carry out the

organization's goals. In carrying out this, quality human resources are needed so that they can manage the company effectively and efficiently. According to Fadhli et al. (2022), the e-leadership behavior of the immigration office is not completely good, because there is a lack of supervision and support for subordinates, the e-work environment in the Immigration Office is not completely good because the work facilities need to be updated. E-Job satisfaction at the office of immigration is not yet completely good because some employees still often arrive late and go home on time, and this can reduce employee commitment. As a result, employees' loyal attitudes towards the organization decrease and they are less consistent in their performance work (Pitaloka & Sofia, 2014). The e-work environment has no significant effect towards employee organizational commitment that e-work Environment variables and e-Job satisfaction have a significant effect on employee work commitment. Meanwhile, e-Job satisfaction has a significant effect on employee commitment, and e-Job satisfaction has a positive and significant effect on organizational commitment.

The function of e-leadership is to inspire trust and loyalty in subordinates, communicate ideas to others by various means of influencing other people, create effective changes in the group's appearance, and move other people so that other people are consciously willing to do what is desired. According to Asbari (2024), several functions of e-leadership, namely the leader as a determinant of the direction will be taken in efforts to achieve goals: a representative and spokesperson for the organization in relations with parties outside the organization, a leader as an effective communicator, a reliable mediator, especially in internal relations, especially handling conflict situations, e-leadership as an effective, rational, objective and neutral integrator. So, e-leadership behavior is the leader's attitude or action in mobilizing or running an organization so that organizational members can work effectively and efficiently to achieve organizational goals. The e-work environment is institutions or outside forces that have the potential to influence organizational performance. E-Job satisfaction is one of the important factors in a company organization because it can affect employee productivity. What is meant by e-Job satisfaction is the employee's emotional state, whether or not there is a meeting point between the value of the employee and company remuneration and the level of remuneration desired by the employee concerned. According to Astuti et al. (2020), E-Job satisfaction refers to an individual's general attitude towards their work, someone who is satisfied with high e-Job satisfaction shows a positive attitude towards work, and people who have low e-Job satisfaction show a negative attitude towards work (Sabir & Khan, 2011). So, e-Job satisfaction is an individual's attitude or reaction to what is given or obtained in an organization. Commitment both to the organization and to the team to which one belongs was positively related to willingness to help' in another study. Similar studies conclude that organizational commitment is related to the ability of employees and organizations to adapt to events that cannot be known in advance. In short, in essence, several definitions of commitment from several experts above have almost the same emphasis, namely the process of individuals (employees) identifying themselves with the values, rules and goals of the organization. Employee work commitment is a situation where an employee supports a particular organization and its goals and intends to maintain its membership in that organization. So, there is an employee's involvement in their work actively, not passively (Siswanto et al., 2023). Based on the expressions of the experts above, it can be concluded that employees who have high work commitment will have concern for the work they are given and will have an inner drive to work better with a high level of e-Job satisfaction and discipline so that employees have more time to complete a job in a short time (Wahyuningrat & Rusmawan, 2022).

The task of the immigration office is to collect, process and present immigration data; maintain and secure immigration technology and information systems; prepare and management of immigration information and public communications; implementation of public relations and cooperation between agencies (Purwanto et al., 2023). Immigration here functions as the gatekeeper of the country because immigration is the first and last institution that screens the arrival and departure of foreigners to and from the territory of the Republic of Indonesia. The implementation of this function is aimed at prevention efforts as part of immigration actions. In today's rapidly developing digital era, employee job satisfaction is a crucial factor for the success of a company. Job satisfaction not only affects individual productivity, but also impacts the quality of long-term relationships with business partners (Prayuda, 2023). Considering the factors that influence employee job satisfaction, especially in a digital context, is an important thing that company management needs to understand. In the digital era full of dynamics and change, the factors that influence employee job satisfaction are also undergoing transformation.

2. Literature review

2.1 e-leadership

E-leadership is the key to enabling leaders to provide adequate preparation for all employees to develop digital managerial networks (Fadhli et al., 2022). In doing so, digital leaders must have the courage to show e-leadership in different ways defining that e-leadership is the use of an organization's digital assets to achieve business goals at both organizational and individual levels (Pawirosumarto, et al., 2017). The meaning of e-leadership is the use of an organization's digital assets to achieve business goals at both the organizational and individual levels, that e-leadership is the effective use and combination of leadership from digital and traditional communication methods. e-leadership is a leader's knowledge so that he can direct the organization or company he leads must be transformed towards digital. e-leadership is key to enabling leaders to provide adequate preparation for all employees to develop digital managerial networks. In doing so, digital leaders must have the courage to show leadership in different ways. Defining that digital leadership is the use of an organization's digital assets to achieve business goals at both the organizational and global levels. The meaning of digital leadership is the use of an organization's digital assets to achieve business goals at both the organizational and individual levels. e-leadership is the effective

e-leadership use and blend of digital and traditional communication methods. Digital leadership is a leader's knowledge to be able to direct the organization or company they lead must transform towards digital (Nanjundeswaraswamy et al.,2023).

2.2 e-work environment

E-work environment is an integrated communication environment where electronic, digital, and wireless devices represent the means of communicating and interacting. e-work environment has many benefits such as increasing business competition, increasing insight into media use, and creating responsibility (Mayastinasari et al., 2022). E-work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as an individual and as a group, several indicators of the e-work environment, namely: Lighting, air temperature, air circulation, size work space, Work space layout, Work space privacy Cleanliness, Cleanliness, Noise, use of colour, and work equipment (Megawaty et al., 2022). The indicators in this research related to the phenomena that occur are air circulation, size of the workspace, and work equipment. Suitability of the work environment can improve performance, e-work environment is suitable for the continuity of employee work and improves performance. A good e-work environment can improve employee performance. Al-Sada et al. (2017) The e-work environment dimension consists of the physical work environment and non-physical work e-environment. The physical work environment is all the physical conditions found around the place work that can affect employees either directly or indirectly. Meanwhile, the non-physical e-work environment is the state of an employee's e-work environment in the form of a harmonious work atmosphere where there is a relationship or communication between subordinates and superiors or vertical relationships as well as relationships between fellow employees.

2.3 e-Job satisfaction

e-Job satisfaction is a concept that refers to the level of satisfaction, happiness and personal satisfaction felt by an employee towards his digital work within an organization (Ispas et al., 2012). This includes positive feelings and enjoyment that come from performing digital work tasks, relationships with coworkers, company policies, development opportunities, and the overall work environment (Jabbar et al., 2020). Job satisfaction not only includes internal employee factors such as salary level, but also involves psychological and emotional aspects that influence their perception of the value and meaning of the work they do. e-Job satisfaction is an employee's feeling of being happy or dissatisfied with the work they do by looking at it as a whole or by reviewing aspects of the conditions that exist in their work in the organization where they work (Juwaini et al., 2022).

2.4 Employee commitment

That Employee commitment is identification of a person's relatively strong involvement in the organization and is willing to try hard to achieve organizational goals. Employee commitment as a strong desire to become a member of a particular organization (Ispas et al., 2012). Employee commitment is also a desire for a high level of expertise on behalf of the organization, a certain level of trust, and acceptance of the organization's values and goals. Organizational commitment is an employee's decision to continue their membership in an organization by wholeheartedly accepting the organization's goals and making the best contribution to progress his organization (Khiong, 2023). Organizational commitment is the degree to which an employee identifies with the organization and want to continue by actively taking part in it. Organizational commitment is the degree to which employees believe and are willing to accept the organization's goals and will stay or not leave the organization.

2.5 The relationship between e-leadership and employee commitment

The dynamic relationships and processes between the involvement of many employees in the performance process in the digital era have made digital leadership attract the attention of researchers for exploration, especially now that research on digital leadership in garment companies is rare. Several studies on digital leadership have been conducted (Khoso et al., 2021). shows how important this leadership model is in today's digital era. One component of the formation of Digital Leadership is organizational commitment which is part of a tool in human resource management (Khoso et al., 2021). The results obtained by the company in realizing its goals are determined by the commitment possessed by an employee shows an attitude of being willing to work hard and wants to remain in the company (Kurniawan et al., 2022). Organizational commitment will show an employee's efforts in carrying out their work, being loyal to their agency, exerting extra effort to achieve goals and identifying employees in fulfilling organizational goals.

Hypothesis 1: *e-leadership has a positive and significant relationship with employee commitment.*

2.6 The relationship of e-work environment to organizational commitment

The e-work environment has an impact not only on Information Technology (IT), but also on people or employees within the company. e-work environment refers to the cultural influence of new media environments as well as digitalization processes, where according to some approaches, e-work environment has emerged with new media phenomena (Lindawati et al., 2021). This e-work environment is the development of an organizational culture that facilitates adaptation to changing market conditions, changes in government policy, new technology, and other factors. Digitalization certainly cannot be avoided in the industrial world. Current technological developments are very important, the use of digital culture in a company can be

monitored (Khiong ,2023). When talking about culture, it means talking about how employees work, whether together or as individuals. When a company has a strong digital culture, the impact on key performance indicators will be substantial (Lindawati et al., 2021). Talking about e-work environment means about how employees work, which means it is easier to see it from employee performance, namely how employee performance is influenced by the existence of digital culture today.

Hypothesis 2: *e-work environment has a positive and significant relationship with organizational commitment.*

2.7 The relationship between e-job satisfaction and organizational commitment

E-job satisfaction has a positive and significant relationship to organizational commitment. e-job satisfaction has a positive and significant relationship to organizational commitment (Arokiasamy et al., 2019). Kamaruddin et al. (2024) investigated the influence of digitalization of company systems and reported a positive and significant influence on e-job satisfaction. The process of digitizing company systems has a positive impact on work and job satisfaction. Employees who receive job satisfaction will increase their commitment to the tasks that must be completed. Digitization is a work method created to achieve work effectiveness and efficiency (Juwaini et al., 2022). The right technology will really help maintain the level of job satisfaction. High job satisfaction will be in line with high performance too. In this way, digitalization of the system becomes a tool to help employees achieve their job satisfaction (Lok et al.,1999). e-job satisfaction has a positive and significant relationship with organizational commitment. Based on the explanation above, the hypothesis that can be made is as follows:

Hypothesis 3: *e-job satisfaction has a positive and significant effect on organizational commitment.*

3. Method

The research method used in this research is associative research. Associative research is research that aims to determine the relationship between two or more variables. In this way we can build a theory that functions to predict and control a phenomenon. The population in this study were all immigration office employees. In this research, an analysis model is used, namely Structural Equation Modeling (SEM). The respondents for this research were 678 immigration office employees who were determined using a simple random sampling method. Research data was obtained by distributing online questionnaires via social media. The instrument used in this research uses a Likert scale 7 scale. The data analysis stage of this research is testing the outer model and inner model. The outer model test consists of convergent validity, discriminant validity and composite reliability and the inner model test, namely hypothesis testing or significance testing.
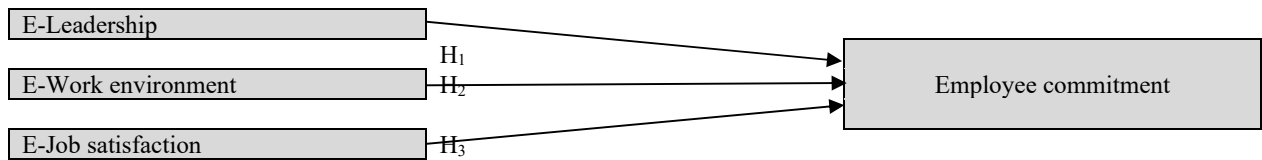

Fig. 1. Research Model

4. Result and Discussion

4.1 Outer Model Analysis

Outer model analysis is an evaluation of the relationship between variables and their indicators. The following is a display of the SmartPLS output results below:

Table 1
Validity and reliability testing

Variable	Item	Loading	CR	AVE	Cronbach's alpha
E-leadership behavior (LB)	LB1	0.808	0.813	0.717	0.732
	LB 2	0.834			
	LB 3	0.801			
E-Work Environment(WE)	WE1	0.824	0.819	0.708	0.712
	WE2	0.817			
	WE3	0.835			
Employee commitment (EC)	EC1	0.810	0.809	0.754	0.713
	EC2	0.806			
	EC3	0.805			
E-Job satisfaction (JS)	JS1	0.817	0.883	0.776	0.733
	JS2	0.808			
	JS3	0.834			

4.2 Convergent Validity

To test convergent validity, the outer loading value is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7, but an outer loading value between 0.5-0.6 is considered sufficient. The outer loading value of each indicator in the research variable appears in Table 1.

4.3 Discriminant Validity

Discriminant Validity is looking at and comparing discriminant validity and the square root of the average extracted (AVE). If the AVE square root value for each construct is greater than the correlation value between the construct and other variables in the model, then it is said to have good discriminant validity values and the expected AVE value is > 0.5. The AVE value for each variable is presented in Table 1. Based on the data presented in Table 1 above, it is known that the AVE value for all variables is > 0.5. Thus, it can be stated that each variable has good discriminant validity.

4.4 Composite Reliability

Composite Reliability is an index that shows the extent to which a measuring instrument can be trusted to be relied upon. Data that has composite reliability > 0.7 has high reliability. The composite reliability value of each variable is shown in the following table. Based on the data presented in Table 1 above, it can be seen that the composite reliability value for all variables is > 0.7. These results indicate that each variable has met composite reliability so it can be concluded that all variables have a high level of reliability.

4.5 Cronbach's Alpha

The reliability test with composite reliability above can be strengthened by using Cronbach's alpha value. A variable can be declared reliable or meets Cronbach's alpha if it has a Cronbach's alpha value > 0.7. The Cronbach's alpha value of each variable appears in Table 1. Based on the data presented above in Table 1, it can be seen that Cronbach's alpha value of each variable is> 0.7. Thus, these results can indicate that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

4.6 Hypothesis testing

Based on the analysis of the data that has been processed, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the t-statistic values and probability values. The research hypothesis can be declared accepted if the t statistic is > 1.96 and the probability value is < 0.05. The following are the output results from SmartPLS shown in Table 2 and Fig 2.
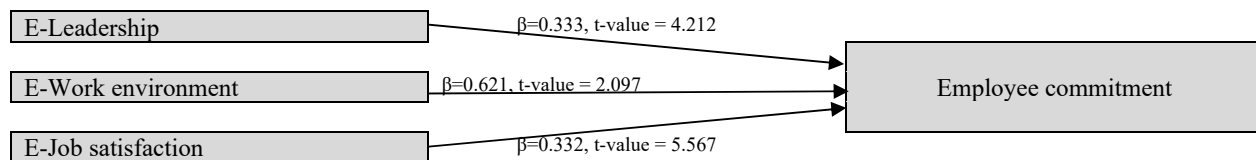

Fig. 2. Hypothesis Testing

The results of hypothesis testing on the influence of each independent variable on the dependent variable can be described as follows.

Table 2
Direct Effect Analysis

Hs	Path	β	p-value	t-value	supported
H_1	LB→EC	0.333	0.000	6.212	Yes
H_2	WE→EC	0.621	0.000	2.097	Yes
H_3	CS→EC	0.332	0.000	5567	Yes

The Influence of E-leadership Behavior on Employee Commitment at the Immigration Office

Based on the research results, e-leadership behavior has a significant positive effect on employee commitment. This means that the better the e-leadership behavior given to employees, the better the employee's commitment is perceived on instructive, consultative, participative and delegative indicators (Wahyuningrat & Rusmawan, 2022). This can increase employee

commitment which is implemented in affective commitment, sustainable commitment and normative commitment and the result is in line with Siswanto et al. (2023). E-leadership behavior has a direct effect on employee organizational commitment, namely the e-leadership function inspires trust and loyalty in subordinates, communicates ideas to others by various means of influencing others to create effective changes in appearance groups, and mobilizes other people, so that other people consciously want to do what they want desired. This means that e-leadership behavior can result in trust and loyalty to employees or in this case the relationship with employee commitment in the organization (Sabir & Khan, 2011). Some previous studies on digital leadership include, that the use of digital really helps smooth the process. One leadership style or model that is able to overcome the rapid changes caused by technology is the digital leadership model. Organizations need contemporary leadership roles, who can adapt to current conditions, such as any role digital leadership, digital work environment, and other aspects of leadership transformation (Asbari, 2024). The need for digital leadership is very important for the continuity of higher quality and faster performance processes. Therefore, leaders must think about how the organization they manage can compete competitively with other organization. Digital leadership is a leadership model that can generate innovation to create progress for the organization. Digital leadership has an influence on improving organizational performance.

The next thing found in this study is that e-leadership has a positive influence on organizational commitment. These results are in line with research Anwar et al. (2015) that digital leadership has a very significant influence on organizational commitment. Then other research also showed the same thing, namely that digital leadership has a significant effect on organizational commitment. This shows that leadership can increase organizational commitment. To optimize employee performance in a company, e-leadership and organizational commitment will be interconnected. Apart from e-leadership, employee empowerment has also been proven to have a positive influence on organizational commitment. This is in accordance with Fadhli et al. (2022), which states that employee empowerment has a significant effect on organizational commitment. Work empowerment will increase an employee's willingness to develop. This is demonstrated by empowering employees from a company which can increase organizational commitment. Employee empowerment plays an important role as a driver in facilitating organizational commitment.

The Influence of the E-Work Environment on Employee Commitment at the Immigration Office

Based on the research results, the e-Work Environment has a significant positive effect on employee commitment. This means that the better the working environment provided to employees, the better employee commitment is perceived in indicators of work atmosphere, relationships with co-workers, and the availability of work facilities, it can increase employee commitment which is implemented in affective commitment, sustainable commitment and normative commitment (Purwanto et al., 2023). E-Job satisfaction has a positive and significant effect on employee organizational commitment, one of the things that influences employee work commitment is e-Job satisfaction, which states that organizational commitment reflects the level to which an individual and the organization are committed to its goals (Prayuda, 2023). There is a strong significant relationship because increasing e-Job satisfaction will lead to a higher level of commitment.

The e-work environment can be one of the determining factors for increasing and decreasing employee performance. It can be seen from the questionnaire distributed by researchers that the average human resource development indicator answered agree or was in the good category, in other words, most customers agreed with the statement submitted. This means that employees continue to innovate related to their work so that employees can take risks and explore new ideas. This has an impact on employee adaptation in the future. Furthermore, when making decisions, employees use data as a basis before determining what they will do. An organization uses data and analysis to make more accurate decisions. It can also be known that employees are able to quickly and dynamically make decisions, as well as the organization's ability to adapt to changing technological demands and an open organization with externals will make it easier for companies to collaborate with various digital literacy-based fields (Eliyana et al., 2019; Fadhli et al., 2022). Employees often provide suggestions and directions based on digital mindsets and solutions. Immigration organizations use a mindset where digital solutions are a method for solving problems and improving organizational performance in the future. The Immigration Organization, in encouraging service performance, continues to improve the development of an adaptive organizational culture as a step to adapt to developments in digital services. Digital transformation is an important change process which involves all divisions in the organization to help the organization's efficiency and effectiveness achieve its goals. This research proves that adaptive organizational culture, knowledge transfer and work pattern management strategies play a role for the success of any organization. It is important to strengthen the transformation process, especially for Immigration Organizations to achieve performance targets. Digital culture is the underlying, deeply rooted basic assumptions, values, beliefs, and norms that characterize how an organization encourages and supports the use of technology to get work done in the most effective way. The results of this research are in line with other research which found that there is a positive and significant influence between the e-work environment on work commitment.

The Influence of E-Job satisfaction on Employee Commitment at the Immigration Office

Based on the research results, e-Job satisfaction has a significant positive effect on employee commitment. This means that the better the e-Job satisfaction given to employees, the better employee commitment is perceived on the indicators of loyalty, absenteeism, conflict and transfer. It can increase employee commitment which is implemented in affective commitment, sustainable commitment and normative commitment (Nanjundeswaraswamy et al., 2023). E-Job satisfaction has a positive

and significant effect on the organizational commitment of employees, one of the things that influences employee work commitment is e-Job satisfaction which states that organizational commitment reflects the degree to which the individual edits and the organization is committed to its goals. There is a strong significant relationship because increasing e-Job satisfaction will lead to higher levels of commitment.

This positive influence shows that the better the e-leadership carried out, the higher the commitment to the organization. This is demonstrated by always aiding employees who have worked hard, being satisfied with the salary/wages given, respecting employees who have worked hard, and always demanding that employees prioritize carrying out their duties over other matters. E-leadership style is an important factor that influences work behavior. like satisfaction. E-Job satisfaction influences organizational commitment. If employees are satisfied, they will tend to be more loyal to the organization. E-leadership influences organizational commitment. When the e-leadership style can create a good and effective atmosphere, employees will feel satisfied in their work, which will have an impact on employees becoming loyal to their work and not wanting to move from their jobs (Megawaty et al., 2022). Leaders are those who always make efforts and help their subordinates to achieve their goals and do not accept bad excuses from subordinates who repeatedly fail to carry out their duties. In the business world, e-leadership style will have a strong influence on the running of the organization and the survival of the organization. Stronger e-leadership role is strategic and important in an organization as one of the determinants of success in achieving the organization's vision, mission and goals (Pawirosumarto, et al., 2017). A good leader is a leader who can maintain a high level of balance in assessing correctly the abilities of his subordinates in carrying out activities and tasks assigned to him. The success of an organization is supported by an effective e-leadership style, where with his e-leadership he can influence his subordinates to generate motivation for the work of subordinates to participate in achieving common goals (Megawaty et al., 2022). Understanding and comprehending things that can generate motivation in subordinates is the key to managing other people. In this case, the leader's task is to identify and motivate well, which will ultimately affect the performance of subordinates. Another factor that also determines employee performance is the employee's commitment to the organization. Organizational commitment shows an employee's loyalty to the organization and the desire of the employee to achieve organizational goals optimally (Lok et al.,1999). Employees who have organizational commitment will continue to survive and be involved in efforts to fight for the vision, mission and goals of their organization so that Every organization can hope to achieve a competitive advantage through supporting employee commitment to the organization. Every employee who Committing to the organization will try his best to carry out every task assigned to him so that he can help realize the organization's goals. To work together and perform well, an employee must have a high commitment to the organization. Organizational commitment can grow when work expectations can be fulfilled by the organization well. Furthermore, fulfilling these work expectations will lead to e-Job satisfaction. High organizational commitment can mean that employee maintenance (loyalty) to the organization that employs them is high. Employees who have a high commitment to an organization will be more motivated to work and create e-Job satisfaction in themselves (Kurniawan et al. ,2022). To work together and perform well, an employee must have a high commitment to the organization. Organizational commitment can grow when work expectations can be fulfilled by the organization well. Furthermore, fulfilling these work expectations will lead to e-Job satisfaction

5. Research limitations

In this research, the contribution of e-leadership behavior variables, e-work Environment and employee e-Job satisfaction to the commitment has been examined in Immigration Office employees in Indonesia. It is recommended that future researchers include variables such as motivation, organizational culture, etc. E-work Environment variables have a significant effect on employee work commitment. This is supported by the e-Work Environment which is related to employee work commitment. The e-work Environment is everything that is around the worker and that can influence the worker in carrying out the assigned tasks, if carrying out their duties in an organizational environment is good, then employees will always be committed to good work

6. Conclusion

Based on the results of the analysis, we can conclude that e-leadership behavior, e-Work Environment, and e-Job satisfaction, simultaneously influence employee commitment. Better e-leadership behavior, e-work Environment and e-Job satisfaction employee commitment will result higher performance, in other words, changes that occur in e-leadership behavior, e-Work Environment and e-Job satisfaction have significant implications for employee commitment. E-leadership behavior has a positive and significant effect on employee commitment. The higher the e-leadership behavior, the higher the employee commitment, in other words, changes that occur in e-leadership behavior have significant implications for employee commitment. The e-work Environment has a positive and significant effect on employee commitment. The higher the e-Work Environment, the higher employee commitment will be, in other words, changes that occur in the e-Work Environment have significant implications for employee commitment. E-Job satisfaction has a positive and significant effect on employee commitment. The higher e-Job satisfaction, the higher employee commitment will be, in other words, changes that occur in e-Job satisfaction have significant implications for employee commitment.

8

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