

The Influence of Human-Centered Sustainability Practices, Purpose-Driven Job Meaningfulness, and Mental Workload and Cognitive Fatigue on Field Work Engagement: The Mediating Role of Ethical Organizational Commitment in Marketing and Collection Teams at FiF Group, A Member of Astra

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Keywords:	Abstract
human-centered sustainability; work meaning; mental workload; ethical organizational commitment; field work engagement	This research aimed to examine the influence of Human-Centered Sustainability Practices (HCSP), Purpose-Driven Job Meaningfulness (PDJM), and Mental Workload and Cognitive Fatigue (MWCF) on Field Work Engagement (FWE), with Ethical Organizational Commitment (EOC) serving as a mediating variable among marketing and collection employees at FIFGROUP, a member of Astra International. A quantitative approach was employed using a purposive sampling technique involving 130 field employees from the Pringsewu Branch. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.1. The findings revealed that HCSP had a positive and significant effect on both FWE and EOC, indicating that employee-centered sustainability practices strengthened ethical commitment and enhanced work engagement. PDJM significantly influenced EOC but did not directly affect FWE, suggesting that meaningful work contributed to engagement indirectly through ethical commitment. Conversely, MWCF had a negative and significant effect on FWE but did not significantly influence EOC, implying that excessive mental workload directly reduced employee engagement without affecting ethical commitment. Furthermore, EOC had a positive and significant effect on FWE and partially mediated the relationships between HCSP and FWE as well as PDJM and FWE. However, EOC did not mediate the relationship between MWCF and FWE. These findings highlight the importance of fostering employee-centered sustainability practices and strengthening ethical organizational commitment to improve work engagement while emphasizing the need to effectively manage employees' mental workload and cognitive fatigue. This study integrates sustainability, meaningful work, ethical commitment, and psychological workload into a unified framework for understanding field employee engagement in the financial services sector.

INTRODUCTION

The service sector plays a crucial role in supporting the Indonesian economy (Hariyanti, 2019). The strategic importance of this sector is reflected in its significant contribution to national economic growth and development. The expansion of the service sector has

contributed to employment growth, increased consumption, and substantial contributions to a country's Gross Domestic Product (GDP) and Gross National Income (GNI). The service sector contributes approximately 45% of Indonesia's economic value added and absorbs more than 35% of the national workforce. Furthermore, its contribution to poverty reduction in Indonesia is estimated to reach 60–80%, while employment in this sector accounts for approximately 50% of Indonesia's total workforce. The service sector encompasses various activities, including finance, education, healthcare, and tourism (Mamonto, 2024). The significant contribution of the service sector to the national economy cannot be separated from the role of Human Resources (HR), who manage and implement the primary activities within this sector (Haddock-Millar et al., 2016; Obeidat et al., 2020; Ogunyomi & Bruning, 2016; Permana & Setiawan, 2025).

Human resources represent one of the most valuable assets for any organization and must be managed effectively (Siswanto, 2022). HR plays a critical role within organizations because employees are responsible for managing, coordinating, and executing company operations to achieve predetermined goals. Organizational development is strongly influenced by the quality of its human resources; therefore, HR quality serves as a fundamental factor in achieving organizational objectives (Rinaldo, 2022). Effective HR management directly influences employee performance within an organization (Syamsu, 2019). As a key organizational asset, HR performance is determined not only by effective management practices but also by workload levels, which must be maintained to ensure a balance between job demands and individual capabilities.

The development and success of a company are ultimately reflected in employee performance and behavior. One of the challenges frequently encountered by companies is a high turnover rate. Employee turnover, referring to the movement of employees into and out of an organization, represents a manifestation of turnover intention and may become a serious concern, particularly when employees who leave possess valuable skills, expertise, experience, or occupy strategic positions within the company (Esti, 2020).

Sustainability transformation has become a strategic imperative in Indonesia's consumer finance sector, including PT Federal International Finance (FIFGROUP), a subsidiary of Astra International. As a finance company with more than 14,000 employees and 250 branches throughout Indonesia (FIFGROUP Sustainability Report, 2024), FIFGROUP faces the challenge of not only achieving financing targets but also ensuring employee well-being and work engagement among field employees, particularly marketing and collection teams that serve as the frontline in customer relationships.

The results of preliminary observations and pre-study interviews with ten field employees in the Pringsewu region revealed a gap between *das sollen* (ideal expectations) and *das sein* (actual field conditions). Ideally, companies are committed to implementing human-centered sustainability through operational efficiency, employee well-being, and social responsibility. However, the preliminary findings indicated that 57% of employees perceived their mental workload as high, 48% reported decreased meaningfulness in their work, and only 52% reported high levels of work engagement (Albrecht et al., 2021; Bailey et al., 2017; Bakker & Oerlemans, 2016; Hager, 2018; Van Bogaert et al., 2017).

An interview with the Area Manager of PT FIFGROUP Pringsewu Branch, Mr. Subur Ritonga, conducted on September 5, 2025, revealed several challenges within the collection

and marketing divisions, including high turnover, declining performance, and reduced employee productivity, as reflected by some employees' inability to achieve predetermined targets. Each month, collection and marketing employees are required to meet established targets to support optimal company performance. However, this target-oriented work approach may contribute to increased turnover risk and potentially affect company profitability. Nationally, HR Division data in 2024 also indicated that the turnover rate among field teams reached 18.7% annually, with the primary contributing factors being target pressure, stress associated with digital reporting requirements, and perceived inequities in incentive systems.

Employee turnover data among marketing and operations employees at the Pringsewu Branch from January to September 2025 also showed a relatively high trend, with fluctuations and increases occurring throughout the period. Of the total 130 employees, consisting of 83 marketing employees and 47 operations employees, resignations occurred almost every month. The resignation percentage consistently exceeded the company's tolerance standard of 5%, except in June, when it reached 3.08%. The highest resignation rate occurred in February, reaching 12.31%. This condition indicates that employee turnover at the Pringsewu Branch remained relatively high and represented an important phenomenon underlying this study.

Follow-up interviews conducted with five employees in the collection division on October 12, 2025, revealed several concerns, including the achievement of targets or Key Performance Indicators (KPIs) that employees perceived as excessively high. These conditions created work pressure and potentially influenced employees' perceptions of their roles in assisting customers while maintaining the company's reputation. The KPI targets for collection employees were categorized into three levels based on consumer payment delays: category C0 for consumers with arrears of 0–30 days, with a target of 9.00%; category C1 for arrears of 31–60 days, with a target of 17.00%; and category C2 for arrears of 61–90 days, with a target of 25%. Performance achievement was considered satisfactory when the realization was below or equal to the predetermined target percentage. In addition to target pressure, field employees also experienced digital administrative demands, such as the use of the Smart Collection application, as well as challenges in preparing visit maps to improve work effectiveness. These conditions increased perceived work intensity and required strong multitasking abilities.

Similar conditions were also identified among marketing employees. Interviews with five marketing employees conducted on September 11, 2025, revealed concerns regarding pressure to achieve the company's monthly sales target of 550 units. However, only March achieved the predetermined target, while performance in other months fluctuated and generally remained below the target. Failure to achieve targets among collection and marketing employees may result in gradual company sanctions, ranging from Warning Letters (SP) to termination of employment. In addition to sales target pressure, marketing employees also faced digital administrative demands through the FM Sales application and stress related to visit prioritization requirements, as each sales employee was required to visit fifteen potential customers per day. Consequently, fieldwork intensity was perceived as increasingly demanding.

To strengthen the understanding of this empirical phenomenon, the researcher conducted an initial quantitative pre-survey involving 20 field employees in the Pringsewu region across five research variables. The pre-survey results showed that 80.70% of respondents perceived that the company had not implemented an efficient and environmentally friendly fieldwork

system, indicating a low perception of Human-Centered Sustainability Practices (HCSP). Furthermore, 86.50% of respondents reported that their work lacked meaningful social objectives, reflecting low Purpose-Driven Job Meaningfulness (PDJM). A total of 75.90% of respondents reported experiencing mental exhaustion due to workload demands and digital systems, indicating high Mental Workload and Cognitive Fatigue (MWCF). Additionally, 85.00% of respondents expressed doubts regarding the company's commitment to fairness and ethical values in its work policies, indicating low Ethical Organizational Commitment (EOC). Finally, 75.90% of respondents reported that they were not fully enthusiastic and dedicated to their fieldwork, indicating low Field Work Engagement (FWE).

The pre-survey results indicated that these five aspects remained important issues requiring attention in the management of FIFGROUP Pringsewu Branch field employees. This condition suggested that field employees' work engagement was not yet optimal, particularly when employees faced target pressure, operational demands, digital system requirements, and intensive customer interactions. Therefore, human-centered sustainability practices, meaningful work, mental workload, and ethical organizational commitment required further investigation to understand the factors influencing field employees' work engagement.

In addition to these empirical findings, this research was based on several identified research gaps. Previous studies on sustainability practices and employee engagement have primarily emphasized sustainability policies at the organizational level, while research examining human-centered sustainability practices within field operational contexts remains limited (Renwick et al., 2016; Broman & Robèrt, 2024). In marketing and collection activities, sustainability practices are not only associated with organizational policies but also involve employee support, operational efficiency, workplace well-being, and fieldwork experiences (Boiral et al., 2019; Martínez-Falcó et al., 2024).

Another research gap relates to Purpose-Driven Job Meaningfulness (PDJM). Previous studies have primarily examined work meaningfulness within professional, academic, or highly autonomous work contexts, while fieldwork environments characterized by high target pressure and social risks have received limited attention (Rosso et al., 2010; Wong, 2023). Therefore, this study sought to examine whether purpose-driven work meaningfulness could enhance the work engagement of field employees, particularly within marketing and collection teams that directly interact with customers and organizational targets.

Furthermore, studies on Mental Workload and Cognitive Fatigue (MWCF) have generally focused on administrative burdens, cognitive demands, or general work requirements but have not extensively examined their effects on field employees' work engagement within the financial services sector (Sweller, 2024; Bakker & Demerouti, 2025). In the context of FIFGROUP Pringsewu Branch, mental workload may arise from target achievement pressure, collection activities, digital system utilization, and the need for rapid decision-making in the field. These conditions may contribute to cognitive fatigue and reduce employee work engagement.

Moreover, studies on Ethical Organizational Commitment (EOC) have commonly focused on organizational justice, normative commitment, and ethical behavior but have rarely positioned EOC as a mediating variable between sustainability practices, work meaningfulness, mental workload, and field employee work engagement (Blau, 1964; Colquitt, 2023). In this context, ethical organizational commitment may serve as a psychological mechanism

explaining how employees respond to organizational support, work values, and work pressures in shaping their engagement.

Based on the empirical phenomena and research gaps described above, this study aimed to analyze the influence of Human-Centered Sustainability Practices (HCSP), Purpose-Driven Job Meaningfulness (PDJM), and Mental Workload and Cognitive Fatigue (MWCF) on Field Work Engagement (FWE), with Ethical Organizational Commitment (EOC) as a mediating variable among FIFGROUP marketing and collection employees. This research was motivated by several issues, including high turnover rates, elevated mental workload, low work engagement, challenges in digital technology implementation, suboptimal human resource quality, and the absence of a field workforce management model oriented toward sustainability and ethical practices. Therefore, this study examined the direct and indirect effects of HCSP, PDJM, and MWCF on FWE through the mediating role of EOC. The findings are expected to provide theoretical contributions through the development of the Sustainable-Engagement Framework for Field Operations (SEFFO) model and the strengthening of Ethical Organizational Commitment concepts, as well as practical contributions for formulating human resource management policies oriented toward employee well-being, ethical practices, and improved work engagement in FIFGROUP and similar organizations.

METHODS

Research Design

This research employed a quantitative approach with a causal associative research design. The study examined the effects of Human-Centered Sustainability Practices (HCSP), Purpose-Driven Job Meaningfulness (PDJM), and Mental Workload and Cognitive Fatigue (MWCF) on Field Work Engagement (FWE), with Ethical Organizational Commitment (EOC) as a mediating variable. The research began with the identification of empirical phenomena, including high employee turnover, increased mental workload, and challenges in achieving company targets, supported by literature reviews, company data, pre-survey results, and identified research gaps.

Population and Research Sample

The research population is all FIFGROUP marketing and collection employees of the Pringsewu Branch which totals 130 people. The sampling technique uses purposive sampling, which is to select respondents based on certain criteria, namely field employees who work in the marketing and collection department. All members of the population who met the criteria were used as a sample so that the number of research respondents was 130 people.

Data Collection Methods

This study uses primary data and secondary data. Primary data were obtained through the distribution of questionnaires to respondents to measure the variables HCSP, PDJM, MWCF, EOC, and FWE using a Likert scale of 1–5. Secondary data is obtained from company documents, such as turnover data, employee targets and achievements, FIFGROUP HR reports, as well as various previous literature and research supporting the research.

Data Analysis Methods

Data analysis was carried out using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS 4 software. The analysis stage begins with a descriptive analysis to describe the characteristics of the respondents and the research variables.

Furthermore, an external model evaluation was carried out through convergent validity tests, discriminant validity, and reliability tests using Cronbach's Alpha and Composite Reliability. After the instrument is declared valid and reliable, an internal evaluation of the model is carried out using R-Square, Q-Square, and F-Square values to assess the model's ability to explain the relationship between variables. Hypothesis testing was carried out using the bootstrapping technique by looking at t-statistic, p-value, and path coefficient values at a significance level of 5%. In addition, a mediation effect was tested to determine the role of Ethical Organizational Commitment (EOC) in mediating the relationship between HCSP, PDJM, and MWCF on Field Work Engagement (FWE).

RESULTS AND DISCUSSION

Evaluation of Structural Models (Inner Model)

Structural model evaluation (inner model) was carried out to analyze the relationship between latent variables in the research model. This test aims to determine the strength of the influence between constructs as well as the ability of the model to explain endogenous variables. In this study, the evaluation of the structural model includes testing the values of R-Square (R^2), F-Square (f^2), Q-Square (Q^2), and hypothesis testing through bootstrapping analysis.

1. Nilai R-Square (R^2)

The R-Square value (R^2) is used to measure the extent to which independent variables are able to explain dependent variables in the research model. The R-Square and R-Square Adjusted values in this study are presented in Table 1.

Table 1. R-Square Results (R^2)

Variabel	R-square	R-square adjusted
EOC	0.435	0.422
FWE	0.422	0.403

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 1, the value of R-Square (R^2) indicates the ability of independent variables to explain dependent variables in the research model. The Ethical Organizational Commitment (EOC) variable has an R-square value of 0.435, which means that 43.5% of the EOC variation can be explained by the variables Human-Centered Sustainability Practices, Purpose-Driven Job Meaningfulness, and Mental Workload and Cognitive Fatigue. Meanwhile, the R-square adjusted value of 0.422 indicates that after adjusting for the number of variables in the model, the explanatory ability remains at a fairly stable level.

In the Field Work Engagement (FWE) variable, an R-square value of 0.422 was obtained, which indicates that 42.2% of FWE variations can be explained by independent variables in the model, including the mediating role of the EOC. An adjusted R-square value of 0.403 indicates that the model still has a fairly good explanatory ability after considering the complexity of the model. In general, the R-square values of both dependent variables are in the moderate category, which indicates that the model has sufficient ability to explain the relationships between variables, although there are still other factors outside the model that also affect the dependent variables.

2. Nilai Q-Square (Q^2)

The Q-square value is used to assess the model's ability to predict endogenous variables. In this study, the test was carried out using the Q^2 predict value obtained through the blindfolding procedure, as presented in Table 2.

Table 2. Q-Square Results (Q^2)

Variabel	Q^2 predict
EOC	0.397
FEW	0.303

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 2, the Q-square (Q^2) value is used to assess the model's ability to predict endogenous variables. The test results showed that the Ethical Organizational Commitment (EOC) variable had a Q^2 predict value of 0.397, while the Field Work Engagement (FWE) variable had a value of 0.303. These values show that the model has good predictive ability in explaining endogenous variables, as the entire Q-square value is above zero.

A positive Q-square value in both variables indicates that the model has adequate predictive relevance. In addition, the value that is relatively close to the moderate category shows that the model is not only able to explain the relationships between variables structurally, but also has the ability to predict observational data quite well. Thus, this research model can be said to have predictive qualities that are feasible for use in advanced analysis, especially in hypothesis testing.

3. Nilai F-Square (f^2)

The f-square value is used to measure the magnitude of the influence of each independent variable on the dependent variable in a structural model. The value of f-square reflects the contribution of each construct in explaining endogenous variables and the results are presented in Table 3.

Table 3. F-Square Results (f^2)

Variabel	EOC	FWE	HCSP	MWCF	PDJM
EOC		0.130			
FWE					
HCSP	0.356	0.067			
MWCF	0.014	0.118			
PDJM	0.468	0.023			

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 3, the f-square value is used to measure the magnitude of the influence of each independent variable on the dependent variable in the structural model. In the Ethical Organizational Commitment (EOC) variable, the Human-Centered Sustainability Practices (HCSP) variable had an f^2 value of 0.356 and Purpose-Driven Job Meaningfulness (PDJM) of 0.468, which showed an influence in a large category. Meanwhile, Mental Workload and Cognitive Fatigue (MWCF) has an f^2 value of 0.014, which falls into the subcategory. This shows that the contribution of HCSP and PDJM in explaining EOC is more dominant than MWCF.

In the Field Work Engagement (FWE) variable, the f-square value shows that Mental Workload and Cognitive Fatigue (MWCF) has an influence of 0.118 and Ethical Organizational Commitment (EOC) of 0.130, which is in the medium category. Meanwhile, Human-Centered Sustainability Practices (HCSP) has a value of 0.067 and Purpose-Driven Job Meaningfulness (PDJM) of 0.023, which is included in the subcategory. This variation in values shows that not all variables contribute equally to FWE, where the influence is stronger from MWCF and EOC than from other variables.

4. Uji Hypothesis

Hypothesis testing in this study was carried out to assess the significance of the relationship between variables in the structural model. The test uses a bootstrapping procedure on SmartPLS to obtain path coefficients, t-statistic values, and p-values. The results of this test are used to determine whether the relationships between the variables proposed in the research hypothesis are supported by empirical data. The results of the bootstrapping test on the structural model are shown in the following figure.

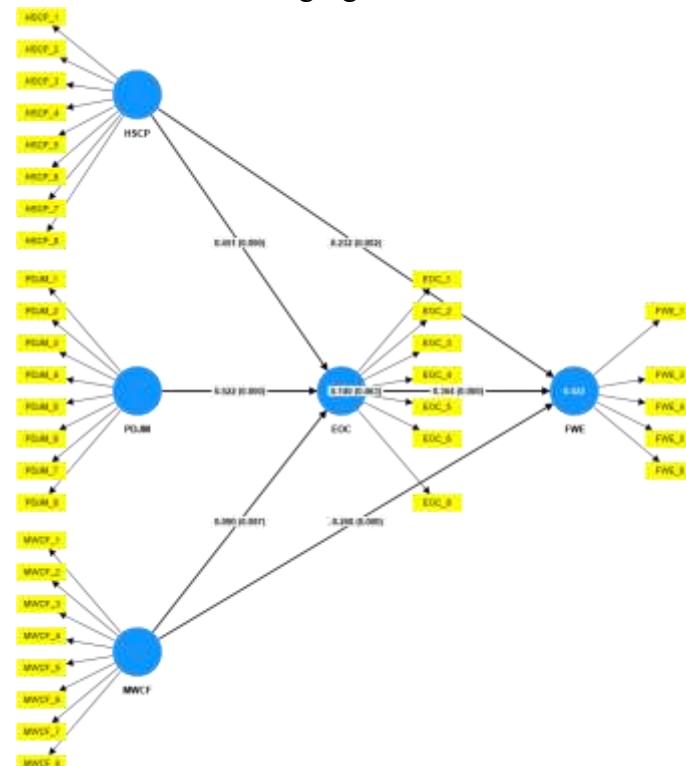


Figure 1. Test Results of Patch Coefficients and P-Values (Boostrapping)

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Table 4. Hypothesis Test (Boostrapping)

	Hypothesis Description	Path Coefficients	T statistics	P values	Ket
H1	HCSP (X1) > FWE (Y)	0.232	2.877	0.002	Accepted
H2	PDJM(X2)>FWE(Y)	0.140	1.532	0.063	Rejected
H3	MWCF (X3) > FWE (Y)	-0.268	3.839	0.000	Accepted
H4	HCSP (X1) > EOC (Z)	0.451	7.492	0.000	Accepted
H5	PDJM (X2) > EOC (Z)	0.522	8.998	0.000	Accepted
H6	MWCF (X3) > EOC (Z)	0.090	1.298	0.097	Rejected

	Hypothesis Description	Path Coefficients	T statistics	P values	Ket
H7	EOC (Z) > FWE (Y)	0.364	3.858	0.000	Accepted
H8	HCSP(X1)>EOC(Z)>FWE(Y)	0.164	3.307	0.000	Accepted
H9	PDJM(X2)>EOC(Z)>FWE(Y)	0.190	3.516	0.000	Accepted
H10	MWCF (X3) > EOC (Z) > FWE (Y)	0.033	1.151	0.125	Rejected

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 4, the results of hypothesis testing using the bootstrapping method show that most of the relationships between variables in the research model have a significant influence. The Human-Centered Sustainability Practices (HCSP) variable had a positive and significant effect on Field Work Engagement (FWE) with a coefficient value of 0.232 and a t-statistic of 2.877 (> 1.96), so that the H1 hypothesis was accepted. In addition, Mental Workload and Cognitive Fatigue (MWCF) showed a negative and significant influence on FWE with a coefficient of -0.268 and a t-statistic of 3.839 (> 1.96) (H3 accepted). In the mediation variables, HCSP and Purpose-Driven Job Meaningfulness (PDJM) also had a positive and significant effect on Ethical Organizational Commitment (EOC) with coefficients of 0.451 and 0.522 respectively (H4 and H5 were accepted). Furthermore, EOC was shown to have a positive and significant effect on FWE with a coefficient of 0.364 (H7 accepted).

On the other hand, there are some hypotheses that are not supported by data. The PDJM variable had no significant effect on FWE (H2 rejected) with a t-statistic of 1.532 (< 1.96), and MWCF had no significant effect on EOC (H6 rejected) with a t-statistic of 1.298 (< 1.96). In mediated effect testing, HCSP and PDJM were shown to have a significant indirect influence on FWE via EOC (H8 and H9 accepted), whereas MWCF showed no significant indirect effect via EOC (H10 was rejected). These findings show that the role of EOC as a mediating variable is stronger in bridging the influence of HCSP and PDJM on FWE compared to MWCF.

5. Mediation Test

The testing of the mediating role of Ethical Organizational Commitment (EOC) in this study is not concluded solely from the calculation of the Variance Accounted For (VAF) ratio, but is based on the significance of the indirect effect obtained through the bootstrapping procedure on SmartPLS, as shown in Table 4.22 (H8, H9, and H10). This approach was chosen because the significance of indirect influence through the t-test (bootstrapping) is the main criterion for determining whether or not there is a mediating effect, while the VAF value is only used as complementary information to see the proportion of indirect influence to total influence.

In the relationship between Human-Centered Sustainability Practices (HCSP) and Field Work Engagement (FWE) through EOC (H8), an indirect influence coefficient of 0.164 with a t-statistic of 3.307 (> 1.96) was obtained, so that the indirect influence was declared significant. Given that HCSP's direct influence on FWE (0.232) is also significant (H1 is accepted), EOC acts as a partial mediator in this relationship, which means that HCSP can increase FWE both directly and through strengthening employees' ethical commitments first.

In the relationship between Purpose-Driven Job Meaningfulness (PDJM) and FWE through EOC (H9), an indirect influence coefficient of 0.190 with a t-statistic of 3.516 (> 1.96) was obtained, so that the indirect influence was significant. Because the direct influence of

PDJM on FWE is insignificant (H2 is rejected), while the indirect influence is significant, EOC plays the role of full mediator in this relationship. In other words, the meaning of work felt by field employees only has an impact on work attachment if it is first internalized into an ethical commitment to the organization.

In the relationship between Mental Workload and Cognitive Fatigue (MWCF) and FWE via EOC (H10), the indirect influence coefficient was 0.033 with a t-statistic of only 1.151 (< 1.96), so this indirect influence was declared insignificant and H10 was rejected. Thus the EOC does not play a mediator role in MWCF's relationship with FWE. This condition is consistent with the findings in H6 which also shows that MWCF does not have a significant effect on EOC, so the indirect pathway MWCF-EOC-FWE is not theoretically or statistically formed. The influence of MWCF on FWE is more accurately described as a direct influence (H3 accepted, coefficient -0.268), without the involvement of EOC as an intermediary.

Overall, the results of the mediation test showed that Ethical Organizational Commitment (EOC) acted as a mediating variable that bridged the influence of Human-Centered Sustainability Practices (HCSP) and Purpose-Driven Job Meaningfulness (PDJM) on Field Work Engagement (FWE), respectively in the form of partial mediation and full mediation. In contrast, EOC has not been proven to mediate the effect of Mental Workload and Cognitive Fatigue (MWCF) on FWE, because mental workload pressure has a direct impact on work attachment without changing employees' ethical commitments first. These findings confirm that strengthening an organization's ethical commitment is a key strategic path to optimize the impact of sustainability practices and work meaning on the work engagement of field employees, while mental workload management needs to be addressed directly and separately.

The Effect of HCSP on Field Work Engagement (FWE)

The first hypothesis states that Human-Centered Sustainability Practices have a positive effect on Field Work Engagement. The results of the study showed that HCSP had a positive and significant effect on FWE. This can occur because human-centered sustainability practices are able to create a more supportive work environment, especially for field employees who face target pressures and high workloads. In the context of FIFGROUP, the implementation of operational efficiency, work system support, and attention to employee welfare help increase work attachment. Theoretically, this is in line with Social Exchange Theory, where employees who feel the support of the organization will reciprocate with increased engagement.

These results are in line with research by Broman & Robèrt (2024) and Kennedy (2024) which shows that sustainability practices that directly involve employees are able to improve work engagement. In addition, Cooke's research (2025) also states that the integration of employee welfare in sustainability practices can increase motivation and work commitment.

However, this result is different from some previous studies such as Renwick et al. (2016) which stated that sustainability practices do not always have a direct impact on engagement, especially if the implementation is still policy and has not yet touched the operational level. This difference is likely due to the context in which this study focuses on field employees, where the impact of these practices is felt directly in daily work activities.

The Influence of PDJM on Field Work Engagement

The second hypothesis states that Purpose-Driven Job Meaningfulness has a positive effect on Field Work Engagement. However, the results of the study showed that PDJM did not have a significant effect on FWE. This indicates that even if employees understand the

meaning of their work, it is not strong enough to increase work attachment directly. In the context of FIFGROUP's field work full of target pressures and operational demands, the meaning of work is often lost by high work pressure. Theoretically, this shows that meaningfulness needs to be supported by adequate working conditions in order to have an impact on engagement.

This result is in line with the research of Cnossen & Nikolova (2025) which states that meaningful work does not always have a direct effect on work attachment if it is not supported by an adequate organizational system. In addition, research by Batuchina et al. (2025) also shows that the meaning of work is often not strong enough if it is not balanced with structural support.

However, these results are different from the research of Rosso et al. (2010) and Wong (2023) which found that meaningfulness has a significant influence on engagement. This difference is likely due to differences in the context of work, where previous research was more conducted on professional workers, while this study focused on high-pressure fieldwork.

The Influence of MWCF on Field Work Engagement

The third hypothesis states that Mental Workload and Cognitive Fatigue have a negative effect on Field Work Engagement. The results of the study showed that MWCF had a negative and significant effect on FWE. This shows that the higher the mental workload and cognitive fatigue experienced by employees, the lower their work engagement rates. In the context of FIFGROUP, target pressure, multitasking demands, and the use of digital systems in fieldwork are the main factors that trigger cognitive fatigue and decrease engagement.

The results of this study are in line with the research of Bakker and Demerouti which states that high job demands can reduce work engagement. In addition, research by Mahdavi et al. (2024) also shows that mental workload has a negative influence on employee work engagement.

However, research that specifically examines the effect of cognitive fatigue on engagement in the context of fieldwork is still relatively limited. This shows that the findings in this study contribute to broadening the understanding of the impact of cognitive fatigue on work attachment, especially in jobs with high operational stress.

The Influence of Human-Centered Sustainability Practices (HCSP) on Ethical Organizational Commitment (EOC)

The fourth hypothesis states that Human-Centered Sustainability Practices have a positive effect on Ethical Organizational Commitment. The results of the study show that HCSP has a positive and significant effect on EOC. This indicates that human-centered sustainability practices are able to strengthen employees' ethical commitment to the organization. In the context of FIFGROUP, the implementation of a fairer work system, support for the operational activities of field employees, and attention to employee welfare create the perception that the organization upholds the values of integrity and responsibility. This condition encourages employees to show a higher commitment to the ethical values of the organization as a form of response to the positive treatment they receive in the work environment.

The results of this study are in line with Colquitt's (2023) research which states that the perception of organizational fairness has a significant influence on employee commitment. In addition, research by Eisenberger et al. (2025) also shows that organizational support felt by

employees is able to increase emotional attachment and commitment to the organization. These findings reinforce that human-oriented practices not only impact employee well-being, but are also able to form stronger ethical commitments within organizations.

However, research that directly examines the relationship between Human-Centered Sustainability Practices and Ethical Organizational Commitment is still relatively limited, especially in the context of fieldwork. Most previous research has focused more on the relationship between sustainability practices and performance or work attachment, so its effect on ethical commitments has not been explored in specifics. This condition shows that the findings in this study contribute to expanding understanding of the role of human-based sustainability practices in shaping employee ethical commitment.

The Influence of Purpose-Driven Job Meaningfulness (PDJM) on Ethical Organizational Commitment (EOC)

The fifth hypothesis states that Purpose-Driven Job Meaningfulness has a positive effect on Ethical Organizational Commitment. The results of the study show that PDJM has a positive and significant effect on EOC. This shows that when employees feel meaningful in their work, there will be a moral attachment that encourages commitment to the values of the organization. In the context of FIFGROUP, the meaning of work related to contribution to society is able to increase the sense of ethical responsibility of employees.

The results of this study are in line with the research of Martela and Steger (2016) which states that meaningful work has an influence on organizational commitment. In addition, research by Cnossen and Nikolova (2025) also shows that jobs that have clear goals can increase employee commitment to the organization.

However, research that directly examines the relationship between meaningful work and ethical commitment is still relatively limited. Most of the previous research focused more on commitment in general, so the findings in this study contribute to expanding the study on the aspect of ethical commitment.

The Influence of Mental Workload and Cognitive Fatigue (MWCF) on Ethical Organizational Commitment (EOC)

The sixth hypothesis states that Mental Workload and Cognitive Fatigue affect Ethical Organizational Commitment. However, the results of the study showed that MWCF did not have a significant effect on EOC. This suggests that the level of mental workload does not directly affect the employee's ethical commitment to the organization. In the context of FIFGROUP, even though employees experience work pressure, it does not necessarily change their perception of the organization's ethical values.

The results of this study are in line with Colquitt's (2023) research which states that organizational commitment is more influenced by perceptions of fairness and organizational value than by situational factors such as work pressure. This shows that ethical commitments have a more stable character.

However, these results are not in line with the research of Mahdavi et al. (2024) which states that mental fatigue can decrease employee commitment. This difference shows that in this study, organizational values and culture factors have a more dominant role than work pressure.

The Influence of Ethical Organizational Commitment (EOC) on Field Work Engagement (FWE)

The seventh hypothesis states that Ethical Organizational Commitment has a positive effect on Field Work Engagement. The results of the study showed that EOC had a positive and significant effect on FWE. This shows that the higher the ethical commitment of employees, the higher the work attachment shown. In the context of FIFGROUP, employees who have confidence in the ethical values of the organization will be more motivated to be actively involved in work.

The results of this study are in line with the research of Blau (1964) who stated that organizational commitment affects work attachment. In addition, Colquitt's research (2023) also shows that organizational fairness contributes to increased engagement.

However, research that specifically examines the role of ethical commitment in engagement is still relatively limited. This suggests that the findings of this study contribute to expanding the understanding of the relationship between ethical commitment and work attachment.

EOC mediates the influence of HCSP on Field Work Engagement

The eighth hypothesis states that Ethical Organizational Commitment mediates the influence of Human-Centered Sustainability Practices on Field Work Engagement. The results of the study show that there is a significant indirect influence, so that EOC plays a role as a mediation variable in the category of partial mediation. This indicates that human-centered sustainability practices not only have a direct impact on work engagement, but also through increased employee ethical commitment to the organization. In the context of FIFGROUP, when the company implements fair work practices, supports employee welfare, and provides convenience in fieldwork operations, employees will feel the attention and support of the organization, which then encourages the formation of ethical commitments and has an impact on increasing work attachment.

Theoretically, this condition is in line with Social Exchange Theory which explains that the reciprocal relationship between the organization and employees will result in positive attitudes and behaviors. When employees experience human-oriented organizational practices, they will reciprocate by increasing commitment to the organization's values, which is further reflected in work engagement. Thus, Ethical Organizational Commitment acts as a psychological mechanism that bridges the influence of Human-Centered Sustainability Practices on Field Work Engagement.

However, the partial nature of mediation suggests that the influence of Human-Centered Sustainability Practices on Field Work Engagement does not depend entirely on Ethical Organizational Commitment. This means that these sustainability practices can also be directly felt by employees in their daily work activities without having to go through an overall ethical commitment. This condition indicates that HCSP has a dual role, namely as a direct factor that increases engagement and as an indirect factor through increasing employee ethical commitment.

EOC mediates the influence of PDJM on Field Work Engagement

The ninth hypothesis states that Ethical Organizational Commitment mediates the influence of Purpose-Driven Job Meaningfulness on Field Work Engagement. The results of the study show that there is a significant indirect influence, so that EOC plays a role as a

mediation variable in the category of partial mediation. This indicates that the meaning of work felt by employees not only has a direct impact on work attachment, but also through increased ethical commitment to the organization. In the context of FIFGROUP, when employees perceive their work as having a meaningful purpose, it encourages a sense of moral responsibility and attachment to the values of the organization, which ultimately increases their engagement in the work.

Theoretically, this condition is in line with Self-Determination Theory which explains that individuals who find meaning in their work will experience a process of internalizing values, thus encouraging the formation of a stronger commitment to the organization. This commitment then acts as a psychological mechanism that connects the meaning of work with work attachment. Thus, EOC not only functions as an intermediate variable, but also as a reinforcement of the relationship between PDJM and FWE in the context of the work behavior of field employees.

However, the partial nature of mediation suggests that the influence of Purpose-Driven Job Meaningfulness on Field Work Engagement is not entirely dependent on Ethical Organizational Commitment. This means that the meaning of work can still directly increase work attachment without having to go through an overall ethical commitment. This condition suggests that in some situations, the perception of work meaning is strong enough to encourage direct engagement, while in others, the role of ethical commitment is an additional factor that strengthens the relationship.

EOC mediates MWCF's influence on Field Work Engagement

The ninth hypothesis states that Ethical Organizational Commitment mediates the influence of Purpose-Driven Job Meaningfulness on Field Work Engagement. The results of the study show that there is a significant indirect influence, so that EOC plays a role as a mediation variable in the category of partial mediation. This indicates that the meaning of work felt by employees not only has a direct impact on work attachment, but also through increased ethical commitment to the organization. In the context of FIFGROUP, when employees perceive their work as having a meaningful purpose, it encourages a sense of moral responsibility and attachment to the values of the organization, which ultimately increases their engagement in the work.

Theoretically, this condition is in line with Self-Determination Theory which explains that individuals who find meaning in their work will experience a process of internalizing values, thus encouraging the formation of a stronger commitment to the organization. This commitment then acts as a psychological mechanism that connects the meaning of work with work attachment. Thus, EOC not only functions as an intermediate variable, but also as a reinforcement of the relationship between PDJM and FWE in the context of the work behavior of field employees.

However, the partial nature of mediation suggests that the influence of Purpose-Driven Job Meaningfulness on Field Work Engagement is not entirely dependent on Ethical Organizational Commitment. This means that the meaning of work can still directly increase work attachment without having to go through an overall ethical commitment. This condition suggests that in some situations, the perception of work meaning is strong enough to encourage direct engagement, while in others, the role of ethical commitment is an additional factor that strengthens the relationship.

CONCLUSION

Based on the results of this study, it can be concluded that Human-Centered Sustainability Practices (HCSP) had a positive and significant effect on Field Work Engagement (FWE) and Ethical Organizational Commitment (EOC). Purpose-Driven Job Meaningfulness (PDJM) did not have a direct effect on FWE but had a positive effect on EOC. In contrast, Mental Workload and Cognitive Fatigue (MWCF) had a negative and significant effect on FWE but did not have a significant effect on EOC. This study also found that EOC had a positive effect on FWE and partially mediated the relationships between HCSP and FWE as well as PDJM and FWE but did not mediate the relationship between MWCF and FWE. These findings indicate that employee well-being-oriented practices and ethical organizational commitment play important roles in enhancing work engagement, while excessive mental workload may reduce field employee engagement.

Based on these findings, companies are recommended to strengthen HCSP implementation by improving operational support, service transparency, and employee well-being; managing mental workload through appropriate target adjustments and simplified work systems; and enhancing work meaningfulness through the internalization of organizational values and reinforcement of the social contribution of employees' work. In addition, companies should strengthen ethical organizational commitment by fostering a fair, transparent, and integrity-based work culture. From an academic perspective, future research is recommended to develop broader models by incorporating additional variables, such as leadership, organizational culture, or organizational support, and by applying longitudinal or mixed-methods approaches to obtain a more comprehensive understanding. This study has limitations because it was conducted only among 130 marketing and collection employees at PT FIFGROUP Pringsewu Branch, using a cross-sectional design and self-reported questionnaires. Therefore, the findings have limited generalizability and cannot fully explain causal relationships in depth.

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