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RESEARCH ARTICLE

THE SIGNIFICANCE OF JOB INVOLVEMENT, ANDEMPLOYEE ENGAGEMENT IN INCREASING ORGANIZATIONAL EFFECTIVENESS

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Abstract

Employee job involvement is critical in an organization, especially when it comes to increasing organizational effectiveness and improving organizational performance. Similarly, employee engagement involves a sense of emotional involvement from within the employee, which ultimately increases the organization's effectiveness. The objective of the research is to obtain information about the influence of job involvement and employee engagement on organizational effectiveness. In this study, the researcher attempt to study how this job involvement influences organizational effectiveness, how employee engagement influences organizational effectiveness, and how this job Involvement has indirect influence is mediated by employee engagement. The research was conducted on all employees of the Human Resource Development Agency of Indonesia's Tourism Ministry of Indonesia by using a survey method with path analysis applied in testing the hypothesis. The number 86 employees as the sample was selected by using the Slovin formula. From the results structural equation modeling the researcher finds a significant influence of job involvement on organizational effectiveness, and significant influence of employee engagement on organizational effectiveness, and also the indirect influence of job Involvement on organizational effectiveness mediated by employee engagement of the employee of Human Resource Development Agency of Indonesia's Tourism Ministry of Indonesia.

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Introduction:-

Organizational effectiveness is a critical component in achieving the goals or objectives established in each organization, activity, or program (Nasomboon, 2014). It is said to be effective if the aim or target is met as planned. The concept of effectiveness can be used to evaluate an organization's progress. This idea is one of the criteria used to decide whether major changes to the organization's structure and management are necessary (Ansari, 2021). In this example, efficiency refers to the efficient use of available resources, such as inputs, processes, and outputs, to fulfill organizational goals. What is meant by resources in this case? Does it include staff, facilities, and

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infrastructure, as well as the methodologies and models employed? An action is considered to be efficient if it is completed correctly and following procedures, whereas it is said to be effective if it is completed correctly and produces beneficial outcomes (Cameron, 1986; Parida & Kumar, 2009). Organizational effectiveness can be measured from a variety of viewpoints, and how it is assessed and interpreted differs depending on who is doing the assessing and interpreting. When it comes to organizational effectiveness, a production manager understands that effectiveness refers to the quality and quantity of goods and services produced (Dean & Sharfman, 1996; Herman, & Renz, 2008; Kaliannan & Adjovu, 2015; Quinn, & Rohrbaugh, 1981).

The concept of organizational effectiveness is central to the study of organizational structures, procedures, and outputs. Indeed, most research at the organizational level of analysis is, at least indirectly, linked to the concept of effectiveness (Goodman & Pennings, 2018; Pennings, 1975; Scott et al., 2018). Comparing the determined plans with the actual results that have been obtained can also be used to measure the level of effectiveness (Hamilton, & Chervany, 1981). However, it is considered to be ineffective if the effort, outcomes, and activities did are ineffectual, resulting in the goals not being reached or the intended goals not being realized (Albrecht. et al.,2015; Latham, 2020). Concerning the Minister of Tourism's decision to implement the program to increase the capacity of human resources in the tourism sector, as stipulated in the Law of the Republic of Indonesia Number 10 of 2009 concerning tourism, the Resource Development Agency implements the program to increase the capacity of human resources in the tourism sector in the context of implementing deco centration (State Gazette of the Republic of Indonesia of 2009 Number 11, Supplement to the State Institution of the Republic of Indonesia Number 4966) in the context of human resource development programs within the Indonesian Ministry of Tourism (Indonesia, 2011).

The job involvement of employees or human resources in the organization and the attachment of its members, where the actions of members are aimed at achieving organizational goals, and the response of employees' feelings of pleasure or displeasure about everything in the workplace while carrying out their duties and functions, this shows that if the organization's effectiveness is largely determined by the job involvement of employees or human resources in the organization and the attachment of its members, where the actions of members are aimed at achieving organizational goals, and the response of employees' feelings (Osborne & Hammoud, 2017; Sundaray, 2011). Conversely, if the feeling response is negative, it can reduce organizational effectiveness (Joby, J. & Panchanatham, 2014). Individual and group performance have a significant impact on organizational effectiveness (Cameron, 1986; Yukl, 2008). Therefore, Individuals and groups should be concerned about the efficacy of organizations. Low organizational effectiveness can have a negative impact on the overall success of the organization (Hirsch, 1975). To improve the success of the business, individuals and organizations must continue to promote job involvement and employee engagement (Demir, 2020; Gopinath, 2020; Odita&Egbule, 2015).

Increased job involvement can help an organization function more effectively (Lambert et al., 2021). Job involvement has a significant impact on achieving individual and organizational goals. If an employee senses negative reactions from the organization, he or she will be less engaged in their work. It will have an impact on the organization's ability to achieve its mission and vision. As a result, employee job involvement will have a significant impact on the overall effectiveness of the organization (Jose & Panchanatham, 2015). Job involvement is seen to be the driving factor behind a variety of employee and organizational outcomes. Job involvement has a significant impact on critical personal and organizational outcomes. Furthermore, according to Brown, boosting job involvement can improve organizational effectiveness and productivity by including individuals more fully in their work and making work a more meaningful and satisfying experience (Lambert, 2008).

Additionally, employee engagement is one of the most critical factors of organizational effectiveness (African, 2020). Similarly, the current research found a statistically significant strong correlation between employee engagement and organizational effectiveness. which is in line with prior findings (Harter et al., 2002; Markos & Sridevi, 2010). Employee engagement, according to (Sundaray, 2011), is a determinant of organizational effectiveness, productivity, profit, quality, and customer happiness. It implies having a happy, motivated, and dedicated workforce that can fully contribute to the performance.

Several meta-analyses explain that other predictors can affect the increase in organizational effectiveness such as transformational leadership (Dionne et al., 2004), charismatic leadership (Boas Shamir, 2018), knowledge management (Chidambaranathan, & Swarooprani, 2015), organizational culture and, quality of work-life(An et al 2011), employee satisfaction, organizational citizenship behavior, and turnover (Koys, 2011), and leader behavior (Branch, 1990).

The Assistant Deputy for Human Resources Development of the Ministry of Tourism of the Republic of Indonesia (Mujirahayu, 2015), stated that there are still problems within the Indonesian Ministry of Tourism, especially in the human resource development section, these problems include: the lack of individual effectiveness affects the effectiveness of the organization as a whole. overall, the ability of employees who have not been able to answer challenges and work targets, lack of IT expertise in carrying out work by employees of the Ministry of Tourism's human resource development, the knowledge that is still limited, many employees who oppose their superiors, do not want employees to create innovations high workload due to unequal division of labor. Group effectiveness in the organization is still influenced by groups in the organization concerned, namely by the lack of cohesiveness in the group, the ability of superiors to pursue work targets is felt to be lacking, changes in organizational structure every year quickly, honorary employees who are not selected based on competence but based on kinship, superiors on behalf of subordinates when blamed. There is still a lack of organizational effectiveness because it is still determined by the organization in general, including the following: (a) the occurrence of a work environment gap, (b) the organization's unpreparedness in utilizing technology in pursuing the target of foreign tourists visiting, (d) changing and vacant officials. There is no job auction; (e) work implementation that requires speed, (f) ambiguous work culture is not conveyed to employees.

Several researchers in the fields of organization, higher education, and business have investigated the antecedents or predictors that can affect the increase in organizational effectiveness, but it is still uncommon for researchers to discuss the organizational effectiveness of employees in the tourism sector, specifically between the theory of job involvement and employee engagement on the organizational level. As a result, we'll examine how the notion of job participation and employee engagement can be used to investigate the effects on organizational effectiveness. We believe that the ideal outcome of employee engagement in their job is for them to be recognized for their efforts, to actively participate in them, and to regard their accomplishments as critical to their self-esteem. Employees are more driven to finish tasks when they are emotionally, cognitively, and physically involved, which increases organizational effectiveness. As a result, the direct effect of job involvement on organizational effectiveness, the direct effect of employee engagement on organizational effectiveness, and the indirect effect of job involvement on organizational effectiveness mediated by employee engagement are all examined and analyzed in this study, with the research being employees of the Human Resources Development Agency of the Ministry of Tourism of Indonesia.

Literature Review:-

Organizational Effectiveness:-

The organization is a set of goals, processes, behaviors, culture, structure, and elements that are directly related to and can obstruct it, all of which can improve individual performance and raise organizational performance (Wheeler, 2003). Bernard (2014) also defines effectiveness as the attainment of well-defined cooperative effort objectives, emphasizing that the degree of success is the degree of effectiveness. These objectives, on the other hand, can be difficult to define and assess, inconsistent, seen differently by different organizational members, or even utilized as a cover for the secret agenda of powerful forces within the organization.

Organizational effectiveness is a measure of how appropriate organizational goals are and how well those goals are met (Robbins & Coulter, 2014). Organizational effectiveness is an all-encompassing concept that described the level of proactiveness and ability to achieve the goal of an organization. The managerial responsibility is to maintain an optimal balance among these components. Effectiveness generally refers to the extent to which an organization can achieve its goals. George and Jones (2012) define organizational effectiveness as the level of organizational success to achieve goals or objectives. In line with the above definition, Hollenbeck and Wagner (2010) explain, organizational effectiveness describes the level of success of an organization in achieving its goals and objectives, goals and objectives related to profit, growth, needs, product quality, efficiency, stability, or in the form of results.

As a result, the concept of effectiveness as defined in the numerous definitions above indicates the qualifiers to how far a predefined aim can be achieved. Effectiveness is a notion that describes a company's ability to achieve its goals. The effectiveness of an organization is measured by how well it meets its objectives. While effectiveness refers to an organization's capacity to deliver results that are in line with its set goals or objectives (Nienaber & Martins, 2020).

In the theory of effectiveness, achieving goals that follow what has been agreed to the greatest extent possible is an important component. The aim is simply an aspirational hope or a specified condition that must be achieved through

a sequence of steps. As a result, goal setting and goal achievement require several factors, including employees, facilities, and infrastructure, as well as time. If a company adopts the following strategies, it is said to be effective: The external resource method, which comprises retaining and recognizing the talents of external resources. The internal systems method, which entails aligning resources with employees' creative abilities to develop new goods and respond to changing client demands. The technical approach is to translate talents and resources into final goods and services as efficiently as possible (Jones, & Jones, 2013).

According to Jones, and Jones (2013), organizational objectives and operational goals are the two types of goals used to assess organizational achievement. Organizational objectives are guiding principles that are explicitly stated in yearly reports or other public documents. Operational goals are more detailed long- and short-term goals that direct management and staff in their work.

Job Involvement:-

Job involvement, according to Rogelberg (2007), is the degree to which a person psychologically identifies with his or her job, or the importance of work in one's self-image. In other words, if the work is relevant and valuable to the employee both monetarily and psychologically, the employee will enjoy it and will do his or her best to ensure that work involvement is reached, and the employee believes that their work is vital for their self-esteem. Similarly, Robbins and Judge (2015) define job involvement as the degree to which people are acknowledged for their work, actively participate in it, and regard their accomplishments as significant for their self-esteem. Job participation, according to Schermerhorn et al. (2010), is the degree to which a person devotes himself to a job that serves as an identity and is vital for his self-esteem.

Job Involvement is considered as the extent to which the job can satisfy an employee's immediate needs (Kanungo, 1982). It is strongly influenced by the perception about the job. Individuals may become involved in their jobs because of some of the specific aspects of their work (Joby & Panchanatham, 2014). Job involvement, according to Joiner and Bakalis (2006), is the process by which employees are drawn to, involved in, and occupied with an organization's goals. Individuals who are actively involved in their employment are less likely to leave, and they play a key role in guaranteeing the organization's long-term viability (Brown, 1996; Nadu, 2020). This is important in establishing one's level of pleasure and loyalty to the organization (Brown, 1996; Gopinath, 2020).

Job involvement will be formed as a result of the worker's desire for certain needs, values, or characteristics obtained from his work, which will cause the worker to become more involved, or even not involved, in his work. The second is that work involvement develops as a result of a specific job or situation in the workplace. In other words, the situation at work will influence whether a person is more or less involved in his work. Employees with high engagement strongly prefer and genuinely care about the type of work being done (Demir, 2020). Employees with high job involvement devote the majority of their attention to their work, becoming completely immersed and enjoying it. This is a person's faith in his or her work, and it is proportional to how much the job can satisfy one's desires (Brooke et al., 1988). It is a state of being committed to helping the organization achieve its goals, and it includes employees' levels of identification, involvement, and loyalty to the organization (Caught & Shadur, 2000; and Mowday et al., 1979).

Employee Engagement:-

Employee engagement is defined as an employee's emotional, cognitive, and physical involvement in the organization, which motivates them to complete tasks, their ability to complete work, their perception of the organization's vision, and the tasks that must be completed to achieve organizational goals, and their confidence in their ability to carry out their duties (Men et al., 2020). Employee engagement is a term that refers to an individual's level of involvement and pleasure as well as their excitement for their work (Tensay & Singh, 2020). Employee engagement is defined as an employee's willingness and ability to contribute to the organization's success continuously (Sridevi, 2010). Various aspects, such as emotional and cognitive factors related to work and overall work experience, as well as engagement and passion to work with a positive emotional attachment and employee dedication, substantially influence this sense of attachment to the organization (Sundaray, 2011).

Employee engagement is a multidimensional concept that entails workers' emotional, cognitive, and physical involvement to encourage them to complete tasks with satisfaction and passion. It is an illusory force that drives workers to higher levels of performance (Tensay & Singh, 2020). An individual is said to be engaged when they are consciously alert and/or emotionally connected to another person. Attention (one's cognitive availability to think

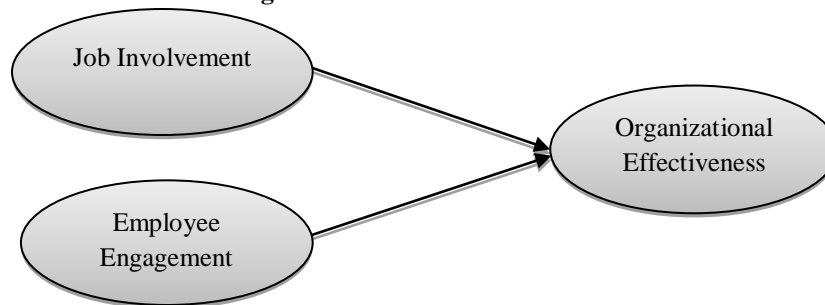
about one's job function for an extended period) and appreciation (one's intensity in focusing on one's work role) are two characteristics of engagement as a motivational construct (Nienaber & Martins, 2020). Another popular definition of engagement is “a pleasant, rewarding, work-related state of mind characterized by vitality, devotion, and absorption,” as proposed by Schaufeli et al. (2002).

Employee engagement has gained popularity in part due to preliminary evidence that it promotes organizational effectiveness (African, 2020; and Nienaber & Martins, 2020). In terms of greater production, profits, quality, customer happiness, staff retention, and increased adaptability, proper attention to engagement techniques will increase organizational effectiveness (Mehta & Mehta., 2013).

High levels of employee engagement will have a favorable impact on organizational effectiveness. And a low level of employee involvement will lead to a low degree of organization (Cameron, 1986; Men et al., 2020). Employee engagement may be assessed by how happy or satisfied a person is at work, and this will have a beneficial impact on organizational performance and effectiveness (Briones et al., 2021; Schaufeli et al., 2002). Employee engagement is defined as an employee's sense of self and dedication to his or her work and organization, as well as a willingness to assist colleagues in carrying out their responsibilities to achieve organizational goals and having the ability and resources to do so. According to several meta-analyses, improving employee engagement will improve organizational effectiveness and reduce the number of people who resign. (Tensay & Singh, 2020).

Framework

Figure 1:- Research Framework.



Hypothesis:

H1: Job involvement influences organizational effectiveness.

H2: Employee engagement influences organizational effectiveness.

H3: Employee engagement mediates the influence of job involvement on organizational effectiveness.

Methods:-

A quantitative methodology was used to carry out this analysis. A survey was used to collect data. According to Kerlinger et al (2000), the survey approach is used to determine relative events, distributions, and correlations between variables in both large and small populations, but the data evaluated is data from surveys taken from that population. As a result, the findings of the survey might be utilized to explain the situation. As a result, the survey can be utilized to both explain and determine the link or effect between the research variables. To test the data used in this study, validity, reliability, and classic assumption tests (normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t-test to test and prove the research hypothesis, simultaneous, and coefficient of determination) have already been used.

The participants in this study were 86 employees of the Human Resource Development Agency of Indonesia's Tourism Ministry. While the entire population was used as a sample, keep in mind that the population is not large enough to warrant using the entire sample. Under these conditions, saturated samples obtained through census techniques are used in this study.

Results:-**Validity Test:-**

Is there a problem with the ability to measure instruments to measure what should be measured? (Soewadji, 2012) defines formalized the validity test is also used to determine the accuracy of a questionnaire (Ghozali, 2016). A significant relationship between the items and the item value score indicates that the items are correct. A significant relationship between the items and the item value score indicates that the items are correct. The correlation coefficient's significance is tested at the 0.05 significance level to determine whether or not an item is practical to use, which means that an item is legitimate if it has a positive correlation to the total item score Ghozali (2016).

Here are the findings of the validity test in this study based on the data processing results.

Table 1:- Validity Test.

Variables	Item	Validity
Organizational Effectiveness	31	Valid
Job Involvement	32	Valid
Employee Engagement	32	Valid

The organizational effectiveness variable has 31 statements, Job Involvement has 32 statements, and employee engagement has 32 statements, according to the test results in table 1. All three variables are declared valid because their measured r-numbers are greater than the r-table number of 0.361, which implies that they are valid.

Reliability Test:-

The reliability test is used to determine whether measuring instruments are accurate and stable when repeated measurements are taken. Cronbach's Alpha is a popular tool for testing reliability. A variable is said to be consistent if it has a limit of 0.6.

Table 2:- Reliability Test

Variables	Alpha Cronbach	Validity
Organizational Effectiveness	0,995	Reliable
Job Involvement	0.942	Reliable
Employee Engagement	0.933	Reliable

Table 2 shows that the Cronbach Alpha is greater than 0.6. This demonstrates that all of the claims in this study are credible or have a high degree of reliability, allowing them to be used in future research studies.

Testing Data Analysis Requirements:-

In this study, inferential statistics were used for hypothesis testing. One application of inferential statistics necessitates that the estimated error be normal. The Lilliefors statistic was used to perform the normality test for estimated errors.

If H_0 is accepted, the estimation error is normally distributed; if H_1 is accepted, the estimation error is not normally distributed. Statistically, the test criteria are H_0 is accepted if $L_{count} < L_{table}$ and H_0 is rejected if $L_{count} > L_{table}$. Based on the results of calculations using the Lilliefors formula, the results are as shown in the following table:

Table 3:- Summary of Normality Test Results.

Regression Estimated Error	n	L_{count}	$L_{table} (\alpha, 0.05)$	Evidence
Y on X_1	86	0,0725	0,096	Normal
Y on X_2	86	0,0651	0,096	Normal
X_2 on X_1	86	0,0549	0,096	Normal

Based on the values of L_{count} and L_{table} , it is possible to conclude that all data pairs, both organizational effectiveness on job involvement, organizational effectiveness on employee engagement, and employee engagement on work involvement, come from normally distributed samples.

Hypothesis Test:-

The result of statistical calculations used to test the research hypothesis are described below:

Hypothesis Testing 1

Path analysis calculations show that the direct influence of job involvement on organizational effectiveness has a path coefficient value of 0.346 and a t_{count} value of 3.64. 2.64 is the t_{table} value for $\alpha = 0.01$. Because t_{count} is greater than t_{table} , H_0 is rejected and H_1 is accepted, implying that job involvement has a direct positive effect on organizational effectiveness and can be accepted.

According to the findings of the first hypothesis analysis, job involvement has a direct positive effect on organizational effectiveness. As a result, job involvement has a direct positive influence on organizational effectiveness. Increased job involvement resulted in increased organizational effectiveness.

Table 4:- Path Coefficient of Effect of X_1 on X_3 .

Direct Effect	Path Coefficient	t_{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X_1 on X_3	0,346	3,64 **	1,99	2,64

** Path coefficient is very significant ($3,64 > 2,64$ of $\alpha = 0,01$)

Hypothesis Testing 2

From the results of path analysis calculations, the direct influence of employee engagement on organizational effectiveness, the path coefficient value is 0.357 and the t_{count} value is 3.75. The t_{table} value for $\alpha = 0.01$ is 2.64. Because the value of t_{count} is greater than the value of t_{table} , then H_0 is rejected and H_1 is accepted, thus employee engagement has a direct positive effect on organizational effectiveness and can be accepted.

The results of the second hypothesis analysis resulted in the finding that employee engagement has a direct positive effect on organizational effectiveness. Based on these findings, it can be concluded that organizational effectiveness is directly influenced positively by employee engagement. Increased employee engagement resulted in increased organizational effectiveness.

Table 5:- Path Coefficient of Effect of X_2 on X_3 .

Direct Effect	Path Coefficient	t_{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X_2 on X_3	0,357	3,75 **	1,99	2,64

**Path coefficient is very significant ($3,75 > 2,64$ of $\alpha = 0,01$)

Hypothesis Testing 3

Path analysis calculations show that the direct influence of job involvement on employee engagement has a path coefficient value of 0.327 and a t_{count} value of 3.17. 2.64 is the t_{table} value for $\alpha = 0.01$. Because t_{count} is greater than t_{table} , H_0 is rejected and H_1 is accepted, implying that job involvement has a direct positive effect on employee engagement and can be accepted.

According to the findings of the third hypothesis analysis, job involvement has a direct positive effect on employee engagement. As a result, job involvement has a direct positive influence on employee engagement. Increased job involvement leads to higher levels of employee engagement.

Table 6:- Path Coefficient of Effect of X_1 on X_2

Direct Effect	Path Coefficient	t_{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X_1 on X_2	0,327	3,17 **	1,99	2,64

**Path coefficient is very significant ($3,17 > 2,64$ of $\alpha = 0,01$)

Discussion:-

Employee job involvement and employee engagement have a favorable and significant influence on the organizational performance of employees of the Indonesian Ministry of Tourism's human resource

development, both partially and concurrently, according to the findings of this study. With a correlation coefficient of 0.463 and a path coefficient of 0.346, this study discovered that job involvement had a direct beneficial effect on organizational effectiveness. This means that job involvement has a direct impact on the effectiveness of the organization. This is consistent with the conclusions of the investigation of Cameron (1986); Gopinath (2020), which found that job involvement has an influence on organizational effectiveness, productivity, and morale by immersing employees in their work and making it a meaningful and fulfilling experience. The high job involvement of employees of the Ministry of Tourism's human resource development of Indonesia has a very large influence on the organizational effectiveness of the Tourism's human resource development of Indonesia. Because employees are fully involved with their work so they employees can create good performance and will actively participate in completing the work or task.

Employee engagement also has a very important role in increasing organizational effectiveness (Sundaray, 2011), with a correlation coefficient value of 0.470 and a path coefficient value of 0.357. This means that employee engagement has a direct positive effect on organizational effectiveness. The results of this study are in line with the opinion of Men et al. (2020); and Wheeler (2003), As a result, the growing popularity of employee engagement is due in part to preliminary evidence that it improves organizational effectiveness. From the explanation above, it can be explained that the high level of employee engagement of the employees of the Ministry of the Tourism's human resource development of Indonesia has a positive influence on the high level of organizational effectiveness of the employees of the Ministry of the Tourism's human resource development of Indonesia. Employee engagement is an employee's identity and commitment to their work and organization to remain in the organization and even emotionally there is a willingness to help colleagues in carrying out their duties to achieve organizational goals at the employees of the Ministry of the Tourism's human resource development of Indonesia.

The job involvement of the employees of the Ministry of Tourism's human resource development of Indonesia has a positive impact on the engagement of employees of the Ministry of the Tourism's human resource development of Indonesia, because with high job involvement of the employees have cohesiveness, and emotional involvement in groups and employees. Motivate each other and help each other in doing their work to increase the engagement of employees of the Ministry of Tourism's human resource development of Indonesia. It can be concluded that there is a direct positive effect of job involvement on employee engagement with a correlation coefficient value of 0.327 and a path coefficient value of 0.327. This means that job involvement has a direct positive effect on employee engagement. This is in line with the findings research of Joby and Panchanatham (2014), that employees who are highly involved in their jobs strongly identify with and care about the type of work they do. Their positive attitude motivates them to make a positive contribution to their work. High levels of job involvement have been linked to fewer absences, lower rates of resignation, and higher levels of employee engagement with their work.

Conclusion:-

It can be concluded that job involvement has a direct positive effect on organizational effectiveness. That is, increasing organizational effectiveness can be done by increasing job involvement in this case employees. This effort can be done through the active participation of employees in their work to facilitate the achievement of requirements such as prestige, self-autonomy, and self-esteem, assuming that achievement is important for employee self-esteem, self-identification in their work, increasing cooperation between employees to make work programs following organizational goals and needs, providing mutual motivation to feel the results of their work are beneficial to the organization of the Ministry of the Tourism's human resource development of Indonesia.

Employee engagement has a direct positive effect on organizational effectiveness. That is an increase in employee engagement results in an increase in the organizational effectiveness of the Ministry of Tourism's human resource development of Indonesia. This means that organizational effectiveness can be increased by increasing employee engagement. Employee engagement is a proactive behavior in taking initiatives and looking for opportunities to give their best contribution to the organization and the high enthusiasm of an employee towards his work duties so that he sincerely tries to make more sacrifices for the success of the task for the betterment of the organization. When an employee feels high attention from the leadership, of course, he will try as much as possible with all his abilities to complete his work assignments. Thus the effectiveness of the organization and the work of employees will increase optimally. Other efforts to increase the effectiveness of the organization are through improving the way of working designed to ensure that employees are committed to the goals and values of the organization, rewarding the work of employees, providing increased competence of employees. Job involvement has a direct positive effect on employee

engagement. This means that the increase in job involvement increases employee engagement of the Ministry of Tourism's human resource development of Indonesia.

Limitation:-

This research was conducted as scientific work in the best possible manner, adhering to scientific research procedures. However, it is acknowledged that the obtained results have flaws or shortcomings as a result of current constraints. Data collection instruments are one example of a flaw that can be identified and addressed during the study. Even if they have been validated and checked, they cannot reveal everything they have learned. Furthermore, the researcher's weakness is in assembling the test from the instrument's statement, so statements and measurements are always used, but metrics and testing variables are less revealed.

Suggestions:-

In light of the foregoing conclusions, it is suggested that the organizational effectiveness of the employees of the Ministry of Tourism's human resource development in Indonesia be improved. Among other things, efforts to improve can be made by providing; The leaders must be able to guide, direct, and increase responsibility, as well as have a strong attachment to and ownership of the organization and a caring attitude toward their employees. They must also be able to increase the effectiveness of their leadership, increase employee motivation and commitment, and provide comfort to subordinates. And employees must have a high work commitment to the organization and members of its workgroup. To increase employee engagement, among others, are improving working conditions (mainly from the employee's perspective) and greater organizational effectiveness. If employees are very satisfied with their jobs and experience positive feelings while working, they can do their jobs better and choose to stay with the organization for a longer period, and will emotionally continue to strive to improve the progress of the organization. If an employee gets satisfaction in doing his job, he will survive to work longer at his place of work and will affect increasing the effectiveness of his work organization. Because the scope of this research is limited to work involvement and employee engagement, it can be used as a reference for future research on organizational effectiveness by other researchers.

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