

THE EFFECT OF WORK ENGAGEMENT, AND LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract

This study aims to determine the effect of work engagement and leadership on employee performance through organizational commitment as an intervening variable (study at SAMSAT Office Region I Palu). The type of research is correlational. The research sample was all employees in SAMSAT Office Region I Palu as many as 72 people. This research uses the Structural Equation Modeling (SEM) method, which is operated with SMARTPLS. The results of this study indicate that (1) Work engagement affects employee performance, (2) Leadership affects employee performance, (3) Work engagement affects organizational commitment, (4) Leadership has no effect on organizational commitment, (5) Organizational commitment affects employee performance, (6) Work engagement affects employee performance mediated by organizational commitment, (7) Leadership has no effect on employee performance mediated by organizational commitment at the SAMSAT office in region I Palu.

Keywords: *work engagement, leadership, employee performance, organizational commitment*

INTRODUCTION

The quality of human resources is an important component of any organizational management. One form of the quality of human resources is reflected in the performance of its employees. Therefore, human resources need to be managed properly so that their performance continues to increase so that employees are motivated to develop themselves. Employee performance is a very important thing in an organization's efforts to achieve goals (Rivai, 2011) In a company, performance appraisal is an important process to evaluate and communicate how workers or employees complete their duties.

Many factors affect employee performance, one of which is work engagement. According to (Bakker & Schaufeli, 2006) employees who have higher work engagement, will tend to be more creative, more productive and willing to go the extra mile. Work engagement is one of the important aspects for every employee in completing their work which is believed to be able to improve their performance. (McBain, 2007) revealed that work engagement is influenced by factors such as organizational culture, leadership, and working life. The leadership in question is related to the commitment and consistency that leaders have when monitoring their employees (Madurika et al., 2021) . One of the important problems faced by leaders is how to improve employee performance so that it can support the success of achieving goals (Marpaung et al., 2021). The problem of improving performance is closely related to the problem of how to build commitment so that it can support the achievement of organizational goals.

This study uses organizational commitment as an intervening variable based on research by (Cheche et al., 2017) which implies organizational commitment has a good moderating influence on the relationship between employee engagement and the performance of state companies in Kenya. Thus making organizational commitment an important element in human resource management because it has a significant direct and indirect effect on organizational performance. Organizational commitment can mediate the relationship between work engagement and leadership on employee performance.

According to the author's initial observations, at the Samsat Wilaya 1 Palu Office, employee performance is still not optimal, it can be seen from some delayed work that cannot be completed on time, causing delays in providing work reports to the leadership and services to the community. In addition, some of the employees still always make mistakes in doing their work so that the work must be done repeatedly, this condition also shows the lack of employee motivation at work. The lack of work engagement in employees of the Samsat Wilaya 1 Palu Office can also be seen when providing services to the community, where employees are often late for work and some even go home before the specified time.

The performance of Palu Samsat employees has not yet obtained good results and the targets set have not been achieved. Due to the lack of a sense of responsibility, cooperation, initiative and creativity from employees on the assigned tasks, it is considered to be a factor that affects the number of criticisms from the public on the quality of public service delivery from Samsat Palu, which results in a decrease in the image and various positive aspects of the institution in the eyes of the public. In addition, another factor that can affect the performance of cloud employees is leadership. It can be seen that the Palu Region 1 Samsat Office has a different relationship between the leader and his employees, it looks like the leader is favoritism so that it affects the performance of other employees. Differentiation is felt between employees who are closer to the leader and employees who are not too close to the leader. Where employees who are closer will get more official trips, causing jealousy. In fact, the lack of work engagement in employees of the Samsat Wilaya 1 Palu Office and the behavior of leaders will affect employee performance so that it can be in accordance with organizational commitment, which is in accordance with its mission in carrying out administrative tertiba, carrying out services with rama and sopa, and can be achieved.

Based on the description, the objectives of this research are (1) To determine the effect of work engagement on employee performance. (2) To determine the effect of leadership on employee performance. (3) To determine the effect of work engagement on organizational commitment. (4) To determine the influence of leadership on organizational commitment. (5) To determine the effect of organizational commitment on employee performance. (6) To determine the effect of work engagement on employee performance mediated by organizational commitment. (7) To determine the effect of leadership on employee performance mediated by organizational commitment at the SAMSAT Region 1 Palu office.

METHODS

Framework of thinking

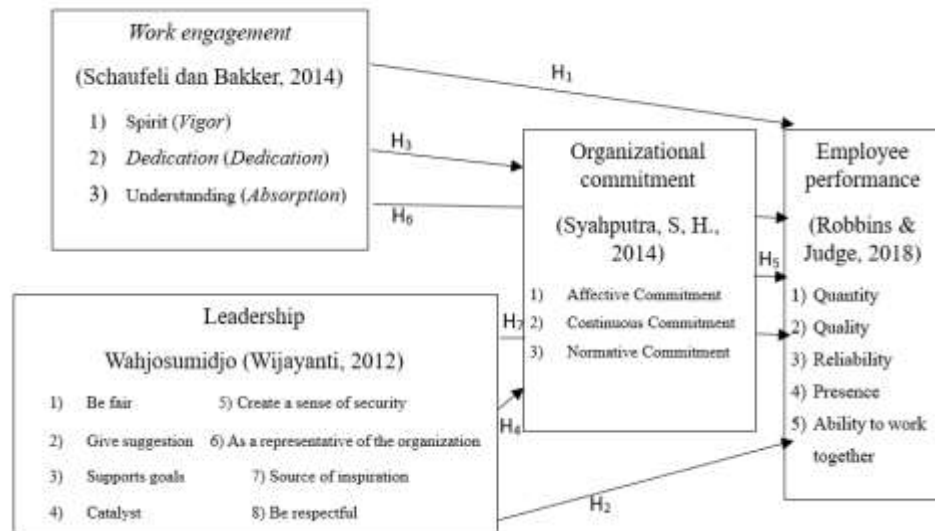


Figure 1. Research

Based on the description above, the hypotheses of this research are:

1. Work engagement affects employee performance in the study of SAMSAT region I Palu office.
2. Leadership affects employee performance study at SAMSAT office region I Palu.
3. Work engagement affects organizational commitment study at SAMSAT office region I Palu.
4. Leadership affects organizational commitment study at SAMSAT office region I Palu.
5. Organizational commitment affects employee performance study at SAMSAT office region I Palu.
6. Work engagement affects employee performance mediated by organizational commitment, a study at the SAMSAT office in region I Palu.
7. Leadership affects employee performance mediated by organizational commitment, a study at the SAMSAT office in region I Palu.

The research used in this study is quantitative research. This study uses a type of correlational research that aims to determine whether there is a relationship between variables and how far the correlation is between these variables.

This research was conducted at the Palu Region 1 Samsat office. Respondents in this study were employees (PNS and PHL) who worked at the Palu Region 1 Samsat office. The research time was conducted from February to March 2024 with a total of 72 (Seventy Two) employees. The sampling technique in this research is a nonprobability sampling technique using total sampling or all samples. The data collection technique used is a questionnaire with a Likert scale. The data analysis technique used is using Partial Least Squares (PLS) analysis as statistical analysis with SmartPLS 3.0 software. The analysis techniques carried out are as follows: 1. Outer Model Analysis, 2. Inner Model Analysis, and Hypothesis Testing.

The variables in this research are 4 variables consisting of: 2 independent variables, 1 dependent variable, and 1 intervening variable.

1. Free Variables (*independent*)

a. *Work engagement*

According to (Mujiasih. E & Ratnaningsih, 2012), work engagement is a combination of satisfaction and commitment, and satisfaction refers more to emotional or attitudinal elements, while commitment involves more motivational and physical elements. Meanwhile, according to (Bakker & Schaufeli, 2006) argue that, "In essence, Work engagement captures how workers experience their work: as stimulating and energetic and something to which they really want to devote time and effort (the vigor component); as a significant and meaningful pursuit (dedication); and as engrossing and something on which they are fully concentrated (absorption)". The definition explains that work engagement is about how employees go about their work by wanting to really devote their time and effort as a form of dedication.

b. Leadership

According to (Badeni, 2013) leadership can be defined as a person's ability to influence a group towards achieving goals. Meanwhile, according to Hasibuan (2011: 170) leadership is a way for a leader to influence the behavior of subordinates so that they want to cooperate and work productively to achieve organizational goals. Leadership is the process of influencing and supporting others to work enthusiastically towards achieving goals (Newstrom, 2011: 171).

2. Dependent variable

According to (Rivai, 2020) performance is the result of work that can be achieved by employees in a certain period, and compared with the targets assigned. Meanwhile, according to Farisi, S., et al (2020: 18) employee performance is the result of work that employees see the contribution that has been made, in the form of work that has been completed.

3. Intervening variable

According to (Arifin & Rohman, 2012) organizational commitment is an encouragement from within individuals to do something in order to support the success of the organization in accordance with its goals and prioritize the interests of the organization compared to their own interests.

RESULTS AND DISCUSSION

1. Results

Hypothesis testing is done to prove the validity of the research conjecture or hypothesis. The results of the data analysis carried out in this study can be used to answer the hypotheses in this study. The hypothesis test in this research is carried out to see the T-statistic and P-values. The research hypothesis can be declared accepted if the P-values 0.05 the hypothesis is rejected. A hypothesis is accepted if the T-statistic value > 1.96 , in the same way, a hypothesis is rejected if the T-statistic value < 1.96 .

In the SmartPLS program, the results of the direct effect hypothesis test can be seen through bootstrap resampling. The test results for direct and indirect effects are as follows in Table 1:

Table 1. Results of Direct and Indirect Influence

Relationship between constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Engagement -> Employee Performance	0.285	0.282	0.068	4.180	0.000
Leadership -> Employee Performance	0.284	0.298	0.091	3.134	0.002
Work Engagement -> Organizational Commitment	0.399	0.406	0.112	3.553	0.000
Leadership -> Organizational Commitment	0.123	0.138	0.119	1.029	0.304
Organizational Commitment -> Employee Performance	0.314	0.319	0.103	3.053	0.002
Work Engagement -> Organizational Commitment -> Employee Performance	0.125	0.129	0.056	2.236	0.025
Leadership -> Organizational Commitment -> Employee Performance	0.039	0.044	0.042	0.912	0.362

Source: Data, processed (2024)

2. Discussion

1. Work Engagement -> Employee Performance (Hypothesis 1)

For the *work engagement* variable on employee performance, the calculation results show that the *p-values* are $0.000 < 0.05$ with a large influence of 0.285 or 28.5%, which means that *work engagement* has a positive and significant effect on employee performance. Based on the test results, it can be concluded that hypothesis 1 is accepted.

This research shows that at the Region I Palu Samsat Office the feeling of enthusiasm that employees have in carrying out their work reflects the performance of individual employees. The enthusiasm of employees in providing services is also a reflection of high commitment to the organization. So that it creates a sense of pride in his work. The work enthusiasm of employees at the Regional Samsat Office I Palut is not only seen from what it looks like to provide services to the community, but how employees continue to try to work even though they face obstacles and with great enthusiasm they continue to do work beyond working hours so as to produce good quality and quantity.

2. Leadership -> Employee Performance (Hypothesis 2)

For the leadership variable on employee performance, the calculation results show that the *p-values* are $0.002 < 0.05$ with a large influence of 0.284 or 28.4%, which means that leadership has a positive and significant effect on employee performance. Based on the test results, it can be concluded that hypothesis 2 is accepted.

This study shows that the head of the Region I Samsat Office always supervises the work of his employees and determines to participate in setting a good example so that his employees do not procrastinate and can complete all their work on time. Leaders are also a source of inspiration for their employees and are kind to their employees, making employees of the Region I Samsat Office continue to prioritize cooperation at work so that targets are met. Leaders who do not discriminate against their employees and

approach their employees well make employees of the Region I Samsat Office more motivated to work well.

3. Work Engagement -> Organizational Commitment (Hypothesis 3)

For the work engagement variable on organizational commitment, the calculation results show that the p-values are $0.000 < 0.05$ with a large influence of 0.399 or 39.9%, which means that work engagement has a positive and significant effect on organizational commitment. Based on the test results, it can be concluded that hypothesis 3 is accepted.

This research shows that the enthusiasm of employees' pride in working will make the Region I Samsat Office more motivated to pay attention to its employees. Not only giving awards to their employees but also providing better facilities. The organization will also feel responsible for its employees, facilitating its employees in career development. Supporting the work atmosphere and paying attention to the work comfort of its employees is an organizational commitment in an effort to build and maintain human resources in the Palu Region I Samsat Office. The organization is also ready to accept criticism and suggestions from its employees as a form of organizational commitment.

4. Leadership -> Organizational Commitment (Hypothesis 4)

For the leadership variable on organizational commitment, the calculation results show that the p-values are $0.304 > 0.05$ with a large influence of 0.123 or 12.3%, which means that leadership has no effect on organizational commitment. Based on the test results, it can be concluded that hypothesis 4 is rejected.

This study shows that leaders at the Palu Region I Samsat Office who always provide good examples and encourage work enthusiasm to their employees, but all of that has no effect on organizational commitment, which from the beginning has given attention and freedom to employees in providing criticism. Organizational commitment is intended for the convenience of employees to remain loyal to the organization. Personal interests of leaders are often not in line with organizational commitment. There is still a lack of involving the opinions of employees in taking risks so that it affects the team orientation in working together so that the team is uncomfortable in the team.

5. Organizational Commitment -> Employee Performance (Hypothesis 5)

For the organizational commitment variable on employee performance, the calculation results show that the p-values are $0.002 < 0.05$ with an influence of 0.314 or 31.4%, which means that organizational commitment has a positive and significant effect on employee performance. Based on the test results, it can be concluded that hypothesis 5 is accepted.

This research shows that work rules implemented in organizational commitment on an ongoing basis, employees feel happy and will be loyal to the Palu Region I Samsat Office because of the attention given to employees and the organization's orientation towards its employees. Employees who work at the Palu Regional I Samsat Office are given comfort and facilitate their employees so that the work discipline carried out by employees affects organizational commitment. The existence of awards for work achievements made by employees makes employees persist in doing all their work so that they find it difficult to break away from the existing work.

6. Work Engagement -> Organizational Commitment -> Employee Performance (Hypothesis 6)

The test is conducted to see whether through organizational commitment work engagement affects employee performance. The test results can be seen from the t-statistics value of 2.236 and p-values $0.025 < 0.05$ with a large influence of 0.125 or 12.5%, which means that through organizational commitment the relationship between work engagement affects employee performance. Based on the test results, it can be concluded that hypothesis 6 is accepted.

This research shows that the enthusiasm of employees of the Palu Region I Samsat Office in working is a reflection of high commitment to the organization. So that it creates a sense of pride in his work. The reliability of employees in completing their work can be seen from the ability to do work in accordance with the SOP and the ability to cooperate well between employees. By supporting the work atmosphere and paying attention to the work comfort of its employees, making employees loyal and continuing to improve performance at work. These good employee habits make them committed to the organization. Employees feel that the rules, norms and culture in this organization suit them so they are committed to continuing to improve their performance in doing their work.

7. Leadership -> Organizational Commitment -> Employee Performance (Hypothesis 7)

The test results can be seen from the t-statistics value of 0.912 and p-values of 0.362 > 0.05 with a large influence of 0.039 or 0.39%, which means that through organizational commitment the relationship between leadership has no effect on employee performance. Based on the test results, it can be concluded that hypothesis 7 is rejected.

This study shows that although the leadership at the Palu Region I Samsat Office always provides a good example and encourages work enthusiasm to its employees, all of this has no effect on organizational commitment which from the beginning has given attention and freedom to its employees in providing criticism. However, the leader as a representative of the organization can influence the performance of his employees at work, where each employee can coordinate and do work carefully in accordance with organizational targets. Organizational commitment cannot mediate the relationship between leadership and employee performance at the Palu Region I Samsat Office. This means that leadership is more effective in directly affecting employee performance without going through organizational commitment as a mediating or *intervening* variable.

CONCLUSIONS

Based on the results of the research, data analysis and discussion that have been described, the conclusions in this research can be drawn, namely as follows: *Work engagement* affects employee performance. Leadership affects employee performance. *Work engagement* affects organizational commitment. Leadership has no effect on organizational commitment, Organizational commitment affects employee performance. *Work engagement* affects employee performance mediated by organizational commitment. Leadership has no effect on employee performance mediated by organizational commitment at the SAMSAT region I Palu office.

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