

# The Influence of Employee Engagement on Employee Performance is Mediated by Organizational Commitment

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## ABSTRACT

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**Introduction:** Human resources are one of the important factors in an organization or company, besides other factors such as assets and capital. Every organization and company will always try to improve its employee performance to achieve company goals. Performance is often a problem that arises among employees.

**Objectives:** The purpose of this study is to show the effect of Employee Engagement and employee organizational commitment on Employee Performance.

**Methods:** The design used in this study is the cross-sectional method. This type of research uses a quantitative method with an explanatory survey. The sampling technique used is the probability sampling technique using a sampling of 100 respondents through the distribution of questionnaires. The data analysis technique used is Partial Least Squares (PLS) with the help of the smartPLS version 4.0 computer software program.

**Results:** Based on the results of the study, it can be seen that there is an influence of Employee Engagement and employee organizational commitment on Employee Performance. Organizational Commitment is able to mediate the influence of employee organizational commitment on employee performance.

**Conclusions:** Based on the results of the research that has been conducted using verification analysis, it can be concluded that the influence of Employee Engagement on Employee Performance is mediated by Organizational Commitment. This shows that the higher the Employee Engagement, the higher the Employee Performance mediated by Organizational Commitment. The existence of this research is expected to help subsequent researchers in conducting research on job involvement and Organizational Commitment using different indicators from more diverse theoretical sources, and on different objects, because there are still many limitations in this research, especially those related to research methods and data collection techniques.

**Keywords:** job satisfaction, job performance, organizational commitment, employee engagement.

## INTRODUCTION

Human resources are one of the important factors in an organization or company, besides other factors such as assets and capital (Anwar et al., 2024). Human resources must be managed well to increase the effectiveness and efficiency of the organization, as one of the functions in the company known as human resource management. Therefore, employees are the key to determining the success of the company (Van Vaerenbergh & Haze, 2024). Every organization and company will always try to improve the performance of its employees to achieve company goals (Permana et al., 2024). Performance is often a problem that arises among employees. To get high Employee Performance for an organization is not easy because it requires many factors that must be contributed by the employee to the organization (Juliana et al., 2024). Every employee, in addition to being required to have knowledge, skills, and abilities, must also have experience, motivation, discipline, and high work enthusiasm (Juliana et al., 2023b). So if the company's Employee Performance is good, the company's Performance will also increase which leads to the achievement of company goals (Varshney & Varshney, 2024).

In the context of the Sustainable Development Goals (SDGs), employee performance is a strategic factor to support the achievement of several global goals, such as decent work, equality and economic growth. Employee performance

is an important element in ensuring organizational success and the sustainability of company operations. SDG 8, for example, focuses on promoting decent work and inclusive economic growth. Employee performance has a significant role in increasing company productivity, which has a direct impact on company growth and its contribution to the economy. By maximizing employee performance through motivation, involvement and organizational commitment, companies can create a productive, innovative and sustainable work environment. This supports economic growth and job stability for employees (Nazir & Islam, 2017).

The success of a company is influenced by Employee Performance (Juliana et al., 2023a). The performance of an employee in an organization has an important role in carrying out company activities so that they can develop and maintain the survival of the company (Arifin, 2010). Performance is the result of work that has a strong relationship with the strategic goals of the organization (Armstrong, 2010). Organizational goals will not be achieved when employees do not do their jobs optimally, which will cause problems with Employee Performance. Employee Performance will have an impact on organizational performance which can ultimately hinder the realization of organizational goals (Pham et al., 2024). Good performance in employees is very much needed in efforts to realize organizational goals optimally (Wibowo, 2016).

The problem of achieving suboptimal performance is experienced by one of the companies in Jakarta which shows fluctuating performance with an average category that needs to be improved, but this condition is still categorized as suboptimal and needs to be improved because the target is still low or does not reach the target as expected by the company. The company really expects a good performance achievement from each of its employees, so that it can create satisfaction from the company, employees, and satisfaction from consumers. The company will always strive to improve its employee performance with the hope that the company's goals can be achieved. Without work achievement or a high level of employee performance, the work is completed poorly by employees. Likewise, the Yayasan Konservasi Alam Nusantara which expects its employee performance to have a high level.

This Performance issue is important because it is one of the factors that influences the success of a company (Abdullaev et al., 2023). Good performance will result in high productivity, customer satisfaction, and increased profits (Muflih & Juliana, 2021; Suhud et al., 2024). Conversely, poor performance can cause various problems, such as decreased productivity, increased costs, and loss of customers. Organizational goals will not be achieved when employees do not do their jobs optimally, which will cause problems with Employee Performance. Employee Performance will have an impact on organizational Performance which can ultimately hinder the realization of organizational goals. Good performance in employees is needed in an effort to realize organizational goals optimally (Wibowo, 2016:3).

Several previous studies have shown that motivation (Ackah, 2014); organizational citizenship behaviors (Shahin et al., 2014), perceived organizational support (Nazir & Islam, 2017), Employee Engagement (Allameh et al., 2014; Dajani, 2015; Nazir & Islam, 2017), Employee Engagement (Aftab et al., 2012), Organizational Commitment (Khan et al., 2010), and organizational climate (Jing, Avery, & Bergsteiner, 2011; Arakal & Mampilly, 2013; Li & Mahadevan, 2017) will affect the level of Performance. In this study, the author uses two factors that influence employee performance, namely Employee Engagement and Employee Engagement to see its influence on Employee Performance mediated by Organizational Commitment.

The strong influence between Employee Engagement and Performance has been proven many times, one of which is research from Morgan which states that Employee Engagement can improve Performance and reduce employee turnover rates (Allameh et al., 2014). Employees who have a high level of engagement will increase the synergistic efforts of the team in the organization to achieve goals which will ultimately lead to increased Employee Performance (Nazir & Islam, 2017). This opinion is strengthened by several studies which state that there is a positive influence of Employee Engagement on Performance significantly (Allameh et al., 2014). A high level of Employee Engagement will result in Performance that meets the standards of each employee, and vice versa a low level of Employee Engagement will result in Performance below the established standards. Research evidence linking Employee Engagement to Performance and other important organizational outcomes has been widely circulated among senior executives and HR practitioners who state that maintaining a high level of engagement is something that has a good impact on business (Robertson et al., 2012).

In this study, the author uses two factors that influence employee performance, namely *Employee Engagement* and Organizational Commitment. The purpose of this study is to obtain findings regarding the influence of Employee Engagement on Employee Performance mediated by Organizational Commitment.

## THEORETICAL FRAMEWORK

### Employee Engagement

Employee Engagement is an individual's involvement, satisfaction, and enthusiasm for the work he or she does (Robbins & Judge, 2015: 48). Employee Engagement can also be defined as employee involvement in work simultaneously and one's expression in task behavior that creates a connection to one's work and to others, personal presence, and active performance (William & Kahn, 1990). Employee Engagement also refers to individual involvement, satisfaction and enthusiasm for work (Gupta & Sharma, 2016). Employee Engagement is a positive, satisfying, and work-related state of mind characterized by enthusiasm, and dedication (P. Li et al., 2021). A similar opinion was expressed by Schaufeli et al. (2002) who stated that Employee Engagement is a positive and mind-

related job fulfillment, has the characteristics of enthusiasm, dedication and absorption (Kaswan, 2015: 166). Another opinion states that Employee Engagement can be defined as the high emotional and intellectual connection that employees have for their work, organization, managers, or coworkers, which can influence them to increase their efforts in implementing policies that can be measured from their words, actions, and movements (Gupta & Sharma, 2016).

The dimensions of Employee Engagement, consisting of vigor, dedication, and absorption, were put forward by Schaufeli et al., 2002 in Kaswan, (2015) which can be defined as follows:

1. **Vigor (Enthusiasm)**, characterized by a high level of energy and mental resilience when working, the ability to invest effort in work and persistence even in the face of difficulties. (Schaufeli, et al., 2003, Taipale et al., 2011 in Allameh, Shahriari, & Mansoori, 2012). Spirit refers to the energy that arises when working, increasing the ambition to work hard even in difficult situations (Allameh, Shahriari, & Mansoori, 2012). The enthusiasm, focus and energy required when working are also part of vigor (Kaswan, 2015).
2. **Dedication (Dedication)**, refers to things that are very involved in work (Schaufeli et al., 2003 in Allameh, Shahriari, & Mansoori, 2012), related to meaningful work experiences, passion, inspiration, challenges, and is a sign that someone is proud of their work (Kaswan, 2015).
3. **Absorption (Absorption)**, characterized by increased concentration, enjoyment when doing work, and finding it difficult to detach from work (Kaswan, 2015).

### Organizational Commitment

Organizational Commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in that organization (Robbins, SP, & Judge, 2012). Commitment can be defined as a guarantee and promise, either explicitly or implicitly, of the continuation of the relationship between partners in an exchange (Schur in Sutrisno, 2010:93). Furthermore, membership commitment can generally be defined as the level of psychological involvement of members in a particular organization (Summers and Acito, 2000 in Sutrisno, 2010:93). Work commitment can be defined as the degree to which an individual views himself or herself in relation to his or her work in a particular organization (Jewell and Siegal, 1998 in Sutrisno, 2010:93). Various definitions that explain Organizational Commitment, Organizational Commitment is the strength of a person's identification and involvement in a particular organization (Porter, et al., 1974 in Gangai & Agrawal, 2015).

The three dimensions of Organizational Commitment put forward by Robbins, (2012) are:

1. **Affective Commitment** is an emotional feeling for an organization and a belief in its values. For example, a Pecto employee may have an active commitment to the company because of its involvement with animals.
2. **Continuance Commitment** is the perceived economic value of remaining with an organization compared to leaving it. An employee may be committed to an employer because he or she is well paid and feels that leaving the company would devastate his or her family.
3. **Normative Commitment** is an obligation to stay with an organization for moral or ethical reasons. For example, an employee who pioneers a new initiative may stay with an employer because he or she feels he or she is "leaving someone in the lurch" if he or she leaves.

### Employee performance

According to Armstrong and Baron (1998), performance is the result obtained from work that has a strong relationship with the strategic goals of the organization, customer satisfaction, and provides economic contribution (Fahmi, 2016). Rivai and Basri (2005) in The Crypt (2012) states that the results or level of success of a person as a whole when carrying out a task compared to various possibilities in a job that has been determined and agreed upon in advance, can be in the form of work result standards, targets or goals, or job criteria during a certain period can be defined as Performance. Employee Performance can measure how much or how much employees contribute to the organization (Kaswan, 2012).

Performance is often interpreted as work results or work achievements (Biswakarma & Subedi, 2024; Bodhi et al., 2024), but actually performance has a broader meaning, not only in the form of results but also including how the work process takes place (Baluku et al., 2024; Amarnath & Vipin, 2024; ). As the following definition explains that performance is a management process or organization as a whole that is achieved by an employee or the results of an employee's work that can be measured and shown concretely, it can also be defined as performance (Sedarmayanti, 2010; Douglas & Roberts, 2020). Based on this, performance or work achievement is the result achieved by a person according to applicable standards, within a certain period of time, regarding work and behavior and actions (Suwatno & Priansa, 2014; Madaan et al., 2024).

Individually, employee performance can be measured through 6 categories put forward by Bernadin and Russel (2012) as follows:

1. **Quality (Quality)**

It is the level at which the results of the activities that have been carried out approach perfection or meet previously expected goals.

2. **Quantity (Quantity)**

In the form of the amount produced from an activity, it can be expressed in various terms, for example in a number of units and in the number of activity cycles completed.

3. *Timeless (Punctuality)*

It is the level of time an activity is completed or the extent to which an activity is carried out at the desired initial time, which can be seen from the coordination with the output and the time available to carry out other activities.

4. *Cost Effectiveness (Effectiveness)*

It is the level of use of organizational resources in the form of human, financial, technological or material resources that can be maximized with the aim of increasing profits or reducing losses from each unit of resource use.

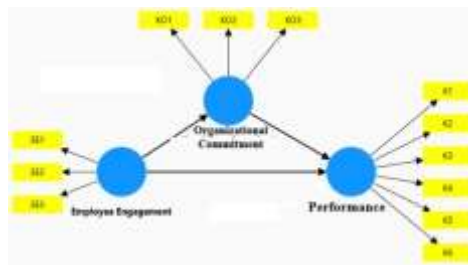
5. *Need for Supervision (Need for Supervision)*

This is the level at which an employee can carry out his/her work functions without asking for help, supervision, guidance from a supervisor or asking for the supervisor's intervention to avoid unwanted actions and resulting losses.

6. *Interpersonal Impact (Interpersonal impact)*

In the form of a level at which employees have a work commitment with employees and employee responsibility towards the company, marked by the employee's willingness to maintain self-esteem, good name, and cooperation between colleagues, superiors and subordinates (Bernadin & Russel, 2012).

Based on the explanation regarding the influence of Employee Engagement on Employee Performance mediated by Organizational Commitment, a paradigm is clearly described in Figure 1.1 as follows.



Source: Author's own work

Figure 1. Framework

**METHODS**

This study analyzes the influence of Employee Engagement on Employee Performance mediated by Organizational Commitment. The object of research as an independent variable is Employee Engagement (X) with dimensions vigor, dedication, and absorption and Organizational Commitment (M) which consists of dimensions of affective commitment, continuance commitment and normative commitment. The research problem which is the dependent variable is Performance (Y) as a dependent variable with dimensions consisting of quality, quantity, timelessness, cost effectiveness, need for supervision, and interpersonal impact.

This research was conducted in one of the companies in Jakarta against 100 employees. The research method used is a cross-sectional method with descriptive and verification research types. Based on the type of research, the method used in this study is an explanatory survey which aims to test the hypothesis between one variable and another. Data collection techniques used are literature studies, questionnaires, observations and interviews. The data analysis technique used is Partial Least Squares (PLS) to explain whether or not there is a relationship between latent variables, with the help of computer software program smartPLS version 4.0.

**RESULTS**

This test is done to see the influence of Employee Engagement on Employee Performance is mediated by Organizational Commitment. To test the truth regarding the influence of Employee Engagement on Employee Performance is mediated by Organizational Commitment, then the calculation will be carried out using PLS (Partial Least Squares) analysis with the help of SmartPLS 4.0 software.

**1. Evaluation of Measurement Model (Outer Model)**

The measurement model (Outer Model) is a model that connects latent variables with manifest variables (Muflih & Juliana, 2021). Outer model analysis was conducted to test the construct validity and reliability of the research instrument. This study has 3 latent variables with 12 manifest variables. Latent variables the influence of Employee Engagement consists of 3 manifest variables, Organizational Commitment consists of 3 manifest variables, and Employee Performance consists of 6 manifest variables.

Three criteria for assessing the outer model are Convergent Validity, Discriminant Validity, and Composite Reliability (Muflih & Juliana, 2021). Construct validity shows how well the results obtained from a measurement are in accordance with the theories used to define a construct (Abdillah, 2015). A strong correlation between a construct and its question items and a weak relationship with other variables is one way to test construct validity. Construct validity consists of convergent validity and discriminant validity. While the reliability test of a construct is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct.



**a. Convergent Validity Test**

Convergent validity is used to measure how much an existing indicator can explain its latent variable. This means that the greater the convergent validity, the greater the indicator's ability to apply its latent variable.

Table 1 Outer Loading Value

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
EE1 <- EE	0.824	0.831	0.047	17.650	0.000
EE2 <- EE	0.662	0.620	0.155	4.260	0.000
EE3 <- EE	0.754	0.740	0.081	9.329	0.000
KO1 <- KO	0.889	0.892	0.019	47.157	0.000
KO2 <- KO	0.708	0.702	0.065	10.978	0.000
KO3 <- KO	0.919	0.917	0.025	37.173	0.000
K1 <- K	0.673	0.672	0.098	6.893	0.000
K2 <- K	0.824	0.820	0.052	15.934	0.000
K3 <- K	0.755	0.745	0.070	10.747	0.000
K4 <- K	0.888	0.888	0.023	38.947	0.000
K5 <- K	0.923	0.924	0.017	54.357	0.000
K6 <- K	0.944	0.943	0.017	54.569	0.000

Source: Authors' own work

Based on Table 1, all indicators of each variable Employee Engagement, Organizational Commitment, and Employee Performance have a Loading Factor above 0.5 so it is known that all indicatorsemployee engagement, Organizational Commitment, and Employee Performance are valid as indicators to measure their respective constructs/variables.

**b. Discriminant Validity Test**

The evaluation of discriminant validity begins by looking at the cross loading. The cross loading value shows the magnitude of the correlation between each latent variable and its indicators and indicators with other latent variables.

Table 2. Cross Loading

	Employee Engagement	Organizational Commitment	Performance
EE1	0.824	0.466	0.594
EE2	0.662	0.159	0.215
EE3	0.754	0.378	0.401
KO1	0.488	0.889	0.888
KO2	0.350	0.708	0.436
KO3	0.403	0.919	0.754
K1	0.295	0.522	0.673
K2	0.473	0.677	0.824
K3	0.698	0.576	0.755
K4	0.488	0.889	0.888
K5	0.549	0.786	0.923
K6	0.501	0.804	0.944

Source: Authors' own work

Based on Table 2, it is known that the EE1-EE3 indicators have a higher correlation with the variablesEmployee Engagement (X) compared to the variables of Organizational Commitment and Employee Performance. The KO1-KO3 indicators are more highly correlated with the Organizational Commitment variable (M) than compared to the variables Employee Engagement and Employee Performance. The K1-K6 indicators are more highly correlated with the Employee Performance variable (Y) compared to the variableEmployee Engagement and Organizational Commitment.The higher cross loading value of the indicator on its variable compared to other variables indicates that the discriminant validity in this study is appropriate.

**c. Composite Reliability Test**

Construct reliability testing is conducted to prove the accuracy, consistency, and precision of the instrument in measuring the construct. The use of Cronbach alpha to test reliability will provide a lower value so it is recommended to use composite reliability in testing the reliability of a construct. The composite reliability value must be greater than 0.70 for confirmatory research and a value of 0.60 - 0.70 is still acceptable for exploratory research (Ghozali, 2014). The following are the composite reliability values.

Table 3. Composite Reliability Values Andcronbach's Alpha

	Cronbach's alpha	Composite reliability
Employee Engagement	0.651	0.682
Organizational Commitment	0.801	0.862
Performance	0.914	0.932

Source: Authors' own work

Based on Table 3, the composite reliability results for each variable above are 0.7. This shows that all indicators of each variable Employee Engagement, Organizational Commitment, and Employee Performance, it can be said that these variables have good reliability as measuring tools.

**2. Structural Model Evaluation (Inner Model)**

**a. R-Square**

After the evaluation of the outer model, the next step is to test the structural model or inner model which is done by looking at the R-square on the endogenous construct which is a goodness-fit model test. The endogenous construct in this study is Organizational Commitment (Y). The following is the R-square value.

Table 4. Output R Square (R2)

	R-square
Organizational Commitment	0.246
Performance	0.778

Source: Authors' own work

Based on Table 4, the R2 value of the endogenous construct of Organizational Commitment (M) in the research model is included in the weak category, which is 0.246. This value means that Organizational Commitment is explained by the Employee Engagement construct by 24.6% and the rest is explained by other variables outside the model. Then the R2 value of the endogenous construct of Performance (Y) in the research model is included in the strong category, which is 0.778. This value means that Performance is explained by the Employee Engagement construct by 77.8% and the rest is explained by other variables outside the model.

**b. Prediction Relevance (Q2)**

Stone Geisser's Q2 is used to see the relative influence of the structural model on the measurement of observations for endogenous latent variables. The Stene-Geiser criterion proposes that a model should be able to predict indicators of endogenous latent variables (Hanseler et al., 2009). This technique can represent the synthesis of cross validation and fitting functions with predictions from observed variables and estimates of construct parameters. This approach is adapted from PLS using the blindfolding procedure. The following is the prediction relevance value (Q2).

Table 5. Prediction Relevance Results (Q2)

	Q2 predict
Organizational Commitment	0.213
Performance	0.331

Source: Authors' own work

Based on Table 5, the blindfolding construct value shows a Q2 value > 0. This provides an understanding that the endogenous variable values of Organizational Commitment (M) and Performance (Y) have been reconstructed well, thus the research model has predictive relevance.

**c. Effect Size(f2)**

Changes in the R2 value can be used to see whether the measurement of exogenous latent variables on endogenous latent variables has a substantial effect. This can be measured by the effect size f2. The criteria for assessing the effect size f2 are 0.02 (small), 0.15 (medium), and 0.35 (large). The following are the effect size f2 values.

Table 6. Effect Size Results (F2)

Variable	Effect Size			
	Organizational Commitment	Criteria	Performance	Criteria
Employee Engagement	0.496	Big	0.229	Intermediate
Organizational Commitment			0.746	Big

Source: Authors' own work

Based on Table 6, the influence of Employee Engagement (X) gives a large effect (0.496) on Organizational Commitment (M) and the influence of Employee Engagement (X) gives a large effect (0.229) on Performance (Y). Then the influence of Organizational Commitment (M) gives a large effect (0.746) on Performance (Y).

**d. Goodness of Fit (GoF)**

To validate the overall model, Goodness of Fit (GoF) was used, introduced by Tenenhaus et. al. (2004) called GoF Index. As a single measure to validate the combined performance between the measurement model and the structural model, which is obtained from the average communalities index multiplied by the average R2 value. From the calculation of GoF in this study are:

$$GoF = \sqrt{Com \times R^2}$$

$$GoF = \sqrt{0.660 \times 0.512}$$

$$GoF = \sqrt{0.338}$$

$$GoF = 0.581$$

With the GoF result of 0.581, it can be interpreted that the air model in this study is included in the large GoF value because its value exceeds 0.36. This provides an understanding that the overall validation of the prediction model measurement in this study is quite large.

**3. Hypothesis Testing**

**a. Outer Model Testing**

The t-count value of the latent variables of all indicators is obtained through bootstrapping, so that the output value of outer loading is obtained. In the outer loading table, the t-statistic value is greater than the t table (1.96). From the results of outer loading, it can be concluded that all construct indicators in the model are valid because the t-statistic produced is greater than 1.96.

**b. Inner Model Testing**

Inner model hypothesis testing is a test between constructs shown from the results of the inner model or the relationship between constructs. This test is carried out using the two-tail method.  $\alpha=0.05$   $t_{tab}=1.96$  then compared with the t-statistic on the path coefficient from bootstrapping results.

Table 7. Output Inner Weight

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)
X-> Y	0.229	0.230	0.070	3.255
X-> M	0.496	0.510	0.085	5.871
M-> Y	0.746	0.745	0.064	11.589
X->M-> Y	0.370	0.377	0.054	6.866

Source: Authors' own work

Based on the results of the inner model in Table 4.7, the results of hypothesis testing in the study can be described as follows:

**3. Hypothesis Testing**

H1: There is a positive influence of employee engagement (X) on performance (Y)

From the results of data processing in Table 7, the research hypothesis states that Employee Engagement (X1) has a positive effect on Performance (Y). The test results on the parameter coefficient between Employee Engagement (X) and Performance (Y) show a positive effect of 22.39% with a t-statistic value of 3.255 and significant at  $\alpha=0.05$ , it can be concluded that Employee Engagement has a positive effect on Performance (3.255>1.96), thus H1 is accepted.

H2: There is a positive influence of employee Employee Engagement (X) on Organizational Commitment (M)

From the results of data processing in Table 7, the research hypothesis states that Employee Engagement (X1) has a positive effect on Organizational Commitment (M). The test results on the parameter coefficient between Employee Engagement (X) and Organizational Commitment (M) show a positive effect of 49.6% with a t-statistic value of 5,871 and significant at  $\alpha=0.05$ , it can be concluded that Employee Engagement has a positive effect on Organizational Commitment (5.871>1.96), thus H2 is accepted.

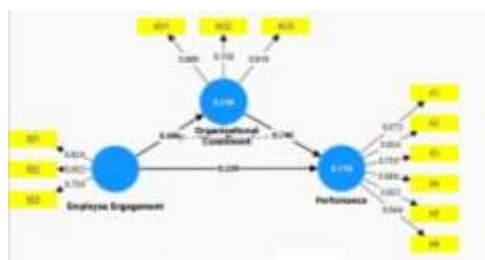
H3: There is a positive influence of employee organizational commitment (X) on performance (Y)

From the results of data processing in Table 7, the research hypothesis states that organizational commitment (M) has a positive effect on Performance (Y). The test results on the parameter coefficient between Employee Engagement (X) and Performance (Y) show a positive effect of 74.6% with a t-statistic value of 11,589 and significant at  $\alpha=0.05$ , it

can be concluded that organizational commitment has a positive effect on performance ( $11.589 > 1.96$ ), thus H3 is accepted.

H4 : there is influence Employee Engagement (X) on Employee Performance (Y) is positively mediated by Organizational Commitment (M)

From the results of data processing in Table 7, the research hypothesis states that Employee Engagement (X2) has an effect on Employee Performance (Y) and is positively mediated by Organizational Commitment (M). The test results on the parameter coefficients between Employee Engagement (X2), Organizational Commitment (M) and Employee Performance (Y) show an influence of 37% with a t-statistic value of 6.866 and is significant at  $\alpha=0.05$ . Meanwhile, the test results on the parameter coefficient between Employee Engagement (X) and Employee Performance (Y) show a positive influence of 22.9% with a t-statistic value of 3.255 and significant at  $\alpha=0.05$ . This means that the coefficient value of the influence of Employee Engagement on Employee Performance through Organizational Commitment is greater than the direct influence of Employee Engagement on Employee Performance, it can be concluded that Employee Engagement has an effect on Employee Performance mediated by Organizational Commitment ( $6.866 > 1.96$ ), thus H4 is accepted. The final research model testing output can be seen in Figure 2 below.



Source: Authors' own work

Figure 2. Model testing output

## DISCUSSION

This result is in line with research (Anitha, 2014) who found that Employee Engagement has a significant impact on Employee Performance and Albdour & Altarawneh, (2014) also found that employees who have high engagement will have high levels of affective and normative commitment, on the other hand Employee Engagement also affects continuance commitment. Furthermore, Khan et al. (2010) found that there is a positive relationship between Organizational Commitment and Performance.

Employee Engagement where employees have full involvement and enthusiasm for their work. Good quality of work life and good company engagement of a company is certainly preceded by good achievements in employee commitment. Employees show their commitment which is then grouped based on the percentage of Performance achievement. In accordance with the Employee Engagement construct where Employee Engagement can increase employee commitment and then the company, there is an indication of a high level of engagement in the company environment (Muhammad Mardiansyah & Rusdiah, 2022).

Employee Engagement can be categorized through a strong bond between employees and the organization. Employees who have a high level of Employee Engagement will have a commitment to the organization and will complete the work as well as possible. The strong influence between Employee Engagement and Performance has been widely proven by research from Morgan (2009) which states that Employee Engagement can improve Performance and reduce employee turnover rates (Allameh et al., 2014). Employees who have a high level of engagement will increase the synergistic efforts of the team in the organization to achieve goals which will ultimately lead to increased Employee Performance (Nazir & Islam, 2017). This opinion is strengthened by several studies which state that there is a positive influence of Employee Engagement on Performance significantly (Allameh et al., 2014). A high level of Employee Engagement will result in Performance that meets the standards of each employee, and vice versa a low level of Employee Engagement will result in Performance below the established standards. Research evidence linking Employee Engagement to Performance and other important organizational outcomes has been widely circulated among senior executives and HR practitioners who state that maintaining a high level of engagement is something that has a good impact on business (Robertson et al., 2012).

Employee Engagement is a workplace approach that can produce the right conditions for all employees to be able to give their best performance every day. By committing to the goals of the organization, and being motivated to contribute to the success of the organization with the awareness of being beneficial to everyone in the organization (Sari, 2021). Wellins & Concelman, (2004) in Kustya & Nugraheni, (2020), states the understanding of Employee Engagement as a force that motivates employees to improve higher performance, this force is in the form of a sense of pride in having a job, commitment to the company or organization, commitment in carrying out work, a sense of pride in having a job, more effort such as time, enthusiasm and attachment. Related to Employee Engagement, it has



an important role that has an impact on Employee Performance. Employee Engagement and Organizational Commitment is an important indicator of the relationship between individuals and organizations (Bakker et al., 2011 in Albrecht & Marty, 2020). In addition, Employee Engagement and commitment have been shown to have a relationship with attitude, turnover, and Performance (Meyer, et al 2012 in Albrecht & Marty, 2020).

The results of this research show that Employee Engagement and Organizational Commitment improve employee performance, which contributes directly to the company's operational success and productivity. This is closely related to SDGs 8 which aims to promote decent work and inclusive and sustainable economic growth. Because increasing employee involvement and commitment can create a healthy, productive and collaboration-oriented work environment. This reflects decent work practices that support economic growth. In addition, practically this research has implications for companies that can use the results of this research to design training, empowerment and reward programs for employees to ensure higher engagement, which will contribute to economic growth and job stability.

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