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THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS THE INTERVENING VARIABLE IN THE LHOKSEUMAWA MAYOR'S OFFICE.

Misnatul Aulia^{1*}, Jullimursyida², Anwar Puteh³

misnatul.216110102009@mhs.unimal.ac.id¹, jullimursyida@unimal.ac.id², anwarputeh@unimal.ac.id³

^{1,2,3} Graduate Program in Management Science, Faculty of Economics and Business
Universitas Malikussaleh

***Corresponding author**

ABSTRACT

This research examines the influence of organizational commitment and employee engagement on employee performance, with job satisfaction as an intervening variable. The research sample consists of 124 employees of the Lhokseumawe Mayor's Office. The analytical tool used is Structural Equation Modeling (SEM) employing the AMOS (Analysis of Moment Structure) Version 24 software. The research findings indicate that organizational commitment does not directly affect satisfaction but significantly impacts employee performance. Employee engagement, on the other hand, significantly affects job satisfaction and employee performance. Furthermore, job satisfaction influences employee performance. While job satisfaction does not mediate the influence of organizational commitment on employee performance, it has a mediating role in the relationship between employee engagement and employee performance. These findings are expected to provide a basis for formulating organizational policies related to employee management to enhance service performance in government organizations, particularly within the Lhokseumawe Mayor's Office.

Keywords: Organizational Commitment, Employee Engagement, Job Satisfaction, And Employee Performance.

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INTRODUCTION

The era of globalization encourages intense competition in the government sector, requiring organizations such as the Lhokseumawe Mayor's Office to improve the quality of public services and implement good governance. Awareness of the importance of Human Resources (HR) management is recognized to develop the abilities and skills of employees to achieve organizational goals. Improving employee performance is a must as the main indicator of the organization's ability to achieve goals efficiently, involving the evaluation of various aspects such as quality, quantity, adherence to obligations, performance of duties, and responsibilities (Li et al., 2019). One of the factors that influence employee performance is organizational commitment. Organizational commitment includes involvement, loyalty, and employees' feelings of being part of the organization. Actively involved employees show high dedication and intention to stay long in the organization, making a positive contribution to the achievement of organizational goals (Saragih, 2022; Yerita, 2022). Employees who are committed to the organization will attend well, comply with policies, and have a low turnover rate. Increased organizational commitment reflects improved employee work attitudes and behaviors, providing benefits for organizational survival (Luthan, et al., 2019). However,

research by Chaerunissa & Pancasasti (2021) shows conflicting findings, that organizational commitment does not have a significant impact on employee performance.

In addition to organizational commitment, employee engagement is a major focus in research to improve employee performance. Employee engagement was first proposed by Kahn (1990), emphasizing that individuals who are engaged in their work have physical, cognitive, and emotional connections with their roles and tasks. When employees are engaged, they recognize responsibility for business goals and motivate colleagues to achieve success in the organization (Setiawan and Widjaja, 2018). Therefore, companies need to increase employee engagement to stay competitive. Chaerunissa & Pancasasti's research (2021) concluded that employee engagement has a positive and significant impact on employee performance. Employees who feel attached tend to work with high levels of productivity, even in unfavorable situations. However, Al-dalahmeh (2018) found different results, stating that employee engagement does not have a positive effect on employee performance.

Based on the gap in previous research, it appears that there are differences in results related to the impact of organizational commitment and employee engagement on employee performance. Variants in research results can arise due to differences in phenomena, variable paradigms, and research settings, which cause each study to have its own characteristics. In Human Resources research, research models often do not show a direct effect, where the relationship between organizational commitment, employee engagement, and employee performance can be mediated by other factors, such as job satisfaction. For example, Dinc's (2017) research shows that the effect of organizational commitment on employee performance is indirect through job satisfaction. Conversely, Dami et al. (2022) showed that the effect of employee engagement on employee performance is also indirect through job satisfaction.

In previous research by Dami et al. (2022), it was found that organizational commitment and employee engagement have an indirect effect on employee performance through job satisfaction. Success in achieving superior employee performance occurs when employees feel satisfaction at work, which is influenced by commitment to the organization and a high level of employee engagement. Employees who are satisfied with their jobs tend to be more flexible and can cope with pressure, while those who are not satisfied tend to encounter problems in small things and be rigid. Research by Al-dalahmeh et al. (2018) proves that job satisfaction is positively and significantly related to employee performance.

The evaluation of the Ministry of Administrative Reform and Bureaucratic Reform in 2020 showed that the Lhokseumawe City Government's Bureaucratic Reform Road Map had not yet reached the set target. The score obtained was 41.23 (Somewhat Less category), while the target score was 50.01 (CC or Good Enough category). In addition, the Performance Accountability of the Lhokseumawe City Government from 2017 to 2020 remains at the CC classification. Although the evaluation for 2021 is not yet available, improvement efforts are needed to improve public services, strengthen bureaucratic performance capacity, and achieve a more positive predicate in the future. The main focus is on improving employee performance to support the development goals of Lhokseumawe City. The sustainability of this organization is highly dependent on concrete measures implemented to improve the efficiency and quality of employee performance.

METHOD

Population and Sample

The population of this study consisted of 124 employees of the Lhokseumawe Mayor's Office and the sample in this study used the saturated sample method. The data analysis method used in this research is SEM with the help of the AMOS version 24 application. SEM is a multivariate analysis tool that combines factor analysis with regression analysis

(correlation analysis) with the aim of studying the effect of constructs and model indicators on constructs or causal relationships between latent variables (Ghozali, 2016).

Table 1. Operational Definition of Research Variables

No	Variable	Definition	Indicators	Scale
1	Organizational Commitment (X1)	Organizational commitment is a belief that arises within employees at the Lhokseumawe Mayor's Office to continue to side with the organization in achieving its goals.	(1) Willingness to work hard for the success of the organization, (2) Great organization, (3) Acceptance of the organization's values, (4) Inspirational, (5) Concern for the organization, (6) Desire to stay part of the organization. Source: Mowday (1979)	Likert
2	Employee Engagement (X2)	Employee engagement is the level of commitment and attachment that employees have to the organization and the values applied in the organization at the Lhokseumawe Mayor's Office.	(1) Desire to go to work, (2) Eager to do work, (3) Providing inspirational encouragement, (4) Pride in work, (5) Enjoying the moment at work, (6) Fully concentrating on work. Source: Schaufeli (2002)	Likert
3	Job Satisfaction (Z)	Job satisfaction is the result of feelings enjoyed or felt by employees of the Lhokseumawe Mayor's Office for the work they do.	(1) Feeling good about work, (2) Feeling of pride in work, (3) Enthusiasm for work tasks, (4) Feeling satisfied with work. Source: Brayfield and Rothe (1951), Lambert et al. (2020)	Likert
4	Employee Performance (Y)	Employee performance is the quality and quantity of work achieved by employees of the Lhokseumawe Mayor's Office in carrying out work in accordance with their responsibilities.	(1) Committed to work, (2) Obeying the rules, (3) Responsible for the assigned tasks, (4) Give full attention to all aspects of work, (5) Reliable at work. Source: Janssen and Van Ypern (2004)	Likert

Stages of Analysis in the SEM model

According to Ferdinand (2014), there are seven steps in analyzing the SEM model, including: (1) SEM model development involves a literature study to form a theoretical framework. (2) A path diagram or flowchart is developed as the second step in the theoretical model, illustrating the entire research model with intervening variables (see Figure 2). (3) Structural equation building involves transforming the path equation model into structural equations and scale measurements. The third stage is illustrated in a path diagram with two criteria, and structural equations are formulated to describe the causal relationship between different constructs. The formula is as follows:

$$\text{Sub-structure 1} \\ KK = b_1KO + b_2EE + z_1 \dots\dots\dots (1)$$

$$\text{Sub-structure 2} \\ KP = b_1KK + b_2KO + b_3EE + z_2 \dots\dots\dots (2)$$

Description:
KK = Job Satisfaction

KP = Employee Performance
KO = Commitment Organization
EE = Employee Engagement
 $b_1 - b_3$ = Regression Coefficient
 $z_1 - z_2$ = Error term

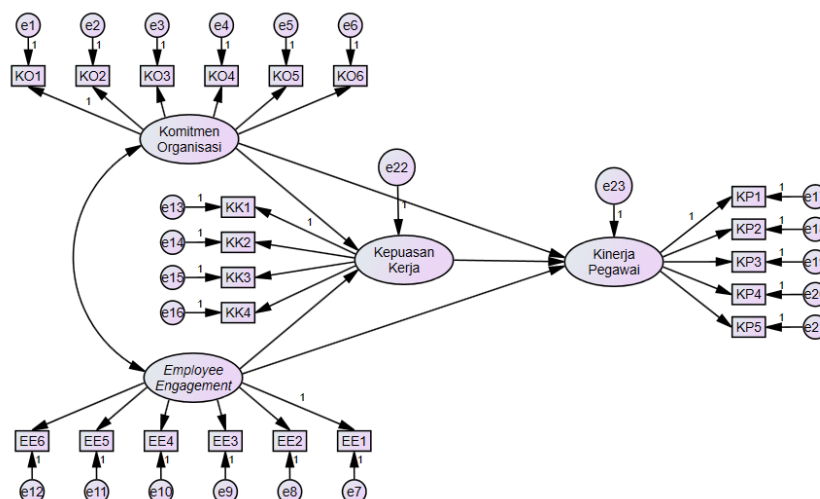


Figure 2. Research Path Model
Source: Amos output, 2023

(4) Input matrix and research model estimation using SEM as a covariance-based analysis tool. (5) Analysis of potential identification problems involves recognizing issues related to the clarity of the developed model estimates. (6) Evaluation of model fit criteria is carried out to assess the extent to which the basic model meets the Goodness of Fit criteria in SEM analysis.

Model fit criteria

Model evaluation criteria include several criteria that must be considered, as described by Ferdinand (2014), namely: (1) chi-square statistics, where the model is considered good if the chi-square value is small. (2) RMSEA, which indicates the fit of the model based on degrees of freedom. (3) GFI, with values ranging from 0 to 1.0 (excellent fit). (4) AGFI, which is accepted when its value is equal to or greater than 0.9. (5) CMIN/DF, is the smallest sample difference function divided by degrees of freedom. (6) TLI, with a recommended model acceptance value > 0.95. (7) CFI, ranging from 0-1 and close to one indicates an excellent comparison.

RESULTS AND DISCUSSION

Measurement Model

Model measurement involves two stages, namely Confirmatory Factor Analysis (CFA) and Construct Reliability. CFA is used to test the validity of data that cannot be measured directly in the model (Ferdinand, 2014). Then, the construct validity test is carried out through three stages: variance extraction, construct reliability, and discriminant validity.

Table 2. Validity and Reliability Testing

Variable	Construct Validity		Conclusion	Construct Reliability		Conclusion
	Value Obtained	Cut-Off Value		Value Obtained	Cut-Off Value	
Organizational Commitment						
KO1	0,779	0,60	Valid	0,844	0,70	Reliable
KO2	0,658	0,60	Valid			
KO3	0,701	0,60	Valid			
KO4	0,787	0,60	Valid			
KO5	0,675	0,60	Valid			
Employee Engagement						
EE1	0,796	0,60	Valid	0,878	0,70	Reliable
EE2	0,756	0,60	Valid			
EE3	0,678	0,60	Valid			
EE5	0,817	0,60	Valid			
EE6	0,790	0,60	Valid			
Job Satisfaction						
KK1	0,735	0,60	Valid	0,779	0,70	Reliable
KK3	0,780	0,60	Valid			
KK4	0,689	0,60	Valid			
Employee Performance						
KP1	0,760	0,60	Valid	0,839	0,70	Reliable
KP2	0,664	0,60	Valid			
KP3	0,767	0,60	Valid			
KP4	0,745	0,60	Valid			
KP5	0,631	0,60	Valid			

Source: Amos output, 2023

Table 2 above shows that all indicators in this study have good convergent validity, with factor loading values greater than 0.60. This value indicates that the data can be used for further analysis. In addition, the construct reliability test shows that all research variables have a C.R value that is far above 0.70, so it can be concluded that these values are very good for all research variables.

Research Hypothesis Testing

Full Research Model Before Modification

Figure 3 evaluates whether the model in this study meets the fit criteria or not. To find out the fit in more detail, it is necessary to test the full model by including all variables, as shown in the figure below.

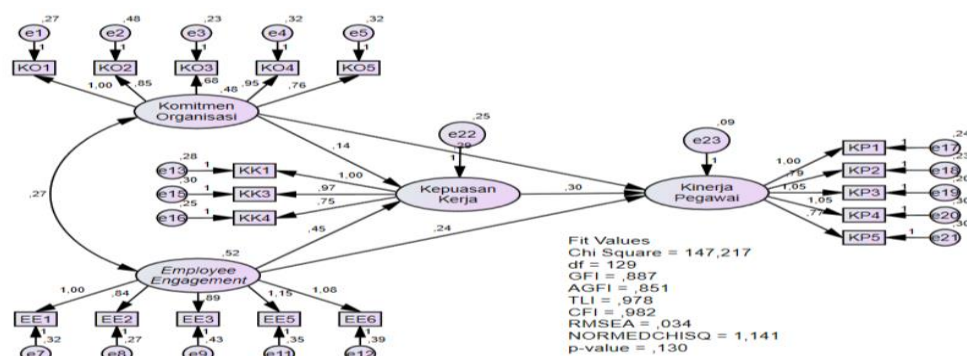


Figure 3. Full Research Model Before Modification

Based on the results of the figure, it shows that this research model has not fully met the Goodness of Fit (GoF) criteria required by Amos. The GFI, AGFI and significance values are still low (marginal). Therefore, the research model needs to be modified by performing covariance between error values as suggested by Amos.

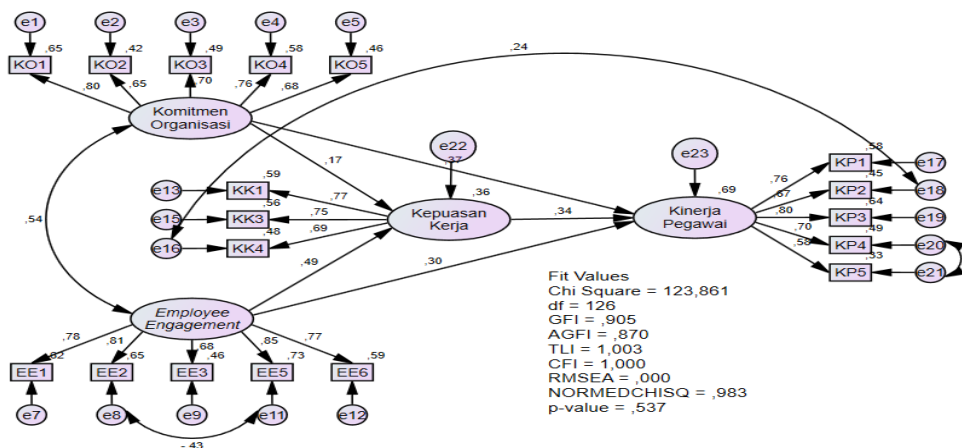


Figure 4. Full Research Model After Modification

Figure 4 shows that after modification, all criteria values have increased, except AGFI which is still slightly below the standard. Overall, this research model can be considered fit.

Table 3. Model Fit Value After Modification

No	Measurement Criteria	Expected Value	Value Before Modifying the Model	Value After Modifying the Model	Conclusion
1	Chi-Square	Expected small	147,217	123,861	Good
2	Goodness of fit indeks (GFI)	> 0,90	0,887	0,905	Good
3	Adjusted goodness of fit indeks (AGFI).	> 0,90	0,851	0,870	Marginal
4	Tucker lewis indeks (TLI)	> 0,95	0,978	1,003	Good
5	Comparative fit indeks (CFI)	> 0,95	0,982	1,000	Good
6	Root mean square error of approximation (RMSEA)	< 0,05 – 0,08	0,034	0,000	Good
7	CMIN/DF	< 2,00	1,141	0,983	Good
8	P-Value	> 0,05	0,130	0,537	Good

Source: Amos output, 2023

Parameter Value Estimation Results

Furthermore, to assess the magnitude and significance of the influence of the independent variables on the dependent variable, an analysis of the estimated value of the model (parameters) is carried out, as shown in the table below.

Table 4. Research Hypothesis Testing Results

			Std. estimate	S.E.	C.R.	P
Job_Satisfaction	<---	Organizational_Commitment	0,166	0,109	1,382	0,167
Job_Satisfaction	<---	Employee_Engagement	0,491	0,115	3,769	***
Employee_Performance	<---	Job_Satisfaction	0,338	0,096	3,121	0,002
Employee_Performance	<---	Organizational_Commitment	0,375	0,079	3,818	***
Employee_Performance	<---	Employee_Engagement	0,301	0,085	2,761	0,006

Source: Amos output, 2023

The Influence of Organizational Commitment on Job Satisfaction

Based on table 4, it can be explained that organizational commitment has no significant effect on job satisfaction of employees of the Lhokseumawe Mayor's Office, with a standard estimate value of 0.166 or 16.6% and a significance value of $0.167 > 0.05$. These results support previous research conducted by Andi, Sudarno, & Nyoto (2019) which shows that organizational commitment has no significant effect on job satisfaction. This means that the proposed hypothesis 1 is rejected.

The Influence of Employee Engagement on Job Satisfaction

Table 4 above explains that there is a significant influence between employee engagement on job satisfaction with an estimate value of 0.491 or 49.1% and a significance value of $0.000 < 0.05$. These results support previous research conducted by Erdiansyah (2023), Priyanto (2022) which shows that employee engagement has a significant effect on job satisfaction. This means that the proposed hypothesis 2 is accepted.

The Influence of Organizational Commitment on Employee Performance

Table 4 above explains that there is a significant influence between organizational commitment on employee performance with an estimate value of 0.375 or 37.5% and a significance value of $0.000 < 0.05$. These results support previous research conducted by Sudalyo (2021) which shows that organizational commitment has a significant effect on employee performance. Organizational commitment is found to encourage high employee performance in organizations (Imamoglu et al., 2019). This means that the proposed hypothesis 3 is accepted.

The Influence of Employee Engagement on Employee Performance

Table 4 above explains that there is a significant influence between employee engagement on employee performance with an estimate value of 0.301 or 30.1% and a significance value of $0.006 < 0.05$. These results support previous research conducted by Chaerunissa & Pancasasti (2021), Setiawan and Widjaja (2018) which show that employee engagement has a significant effect on job satisfaction. This means that the proposed hypothesis 4 is accepted.

The Influence of Job Satisfaction on Employee Performance

Table 4 above explains that there is a significant influence between job satisfaction on employee performance with an estimate value of 0.338 or 33.8% and a significance value of $0.002 < 0.05$. These results support previous research conducted by Yerita (2022), Dinc (2017) which shows that job satisfaction has a significant effect on employee performance. This means that the proposed hypothesis 5 is accepted.

The Influence of Organizational Commitment on Employee Performance through Job Satisfaction

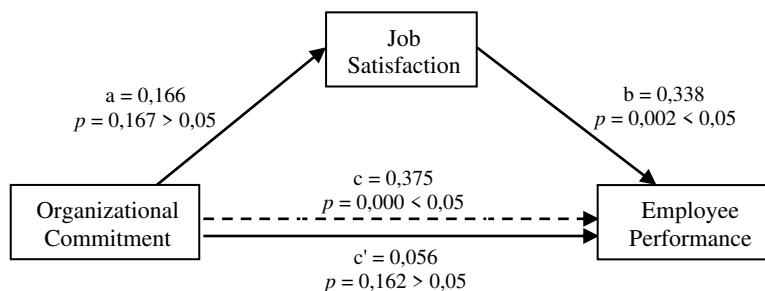


Figure 5a. Mediating Effect of Job Satisfaction

Figure 5a above explains that the results of testing the mediating effect of path coefficient a are not significant, path coefficient b and path c are significant, it can be concluded that there is no mediating effect of job satisfaction between organizational commitment and employee performance at the Lhokseumawe Mayor's Office. These results support previous research conducted by Saragih (2022), Wahyudi (2020) which shows that job satisfaction is unable to mediate the relationship between organizational commitment to employee performance. This means that the proposed hypothesis 6 is rejected.

The Influence of Employee Engagement on Employee Performance through Job Satisfaction

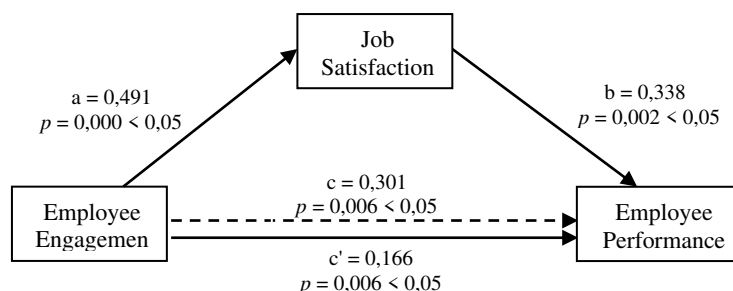


Figure 5b. Mediating Effect of Job Satisfaction

Figure 5b above explains that path a which shows the relationship between employee engagement and job satisfaction has a value of 0.000. Path b which describes the relationship between job satisfaction and employee performance has a value of 0.002, and path c which is the ratio of employee engagement to employee performance has a value of 0.006. The three paths meet the criteria set by Baron & Kenny (1986), but because path c' is also significant, it can be concluded that job satisfaction partially mediates the effect of employee engagement on employee performance. This result supports previous research conducted by Alid (2022), Al-dalahmeh (2018) which shows that job satisfaction in mediating the relationship between employee engagement and employee performance only supports partial mediation. This means that the proposed hypothesis 7 is accepted.

CONCLUSIONS

From the research results, several conclusions are obtained, namely 1) Organizational commitment has no significant effect on job satisfaction, 2) Employee engagement has a

positive and significant effect on job satisfaction, 3) Organizational commitment has a positive and significant effect on employee performance, 4) Employee engagement has a positive and significant effect on employee performance, 5) Job satisfaction has a positive and significant effect on employee performance, 6) Job satisfaction is unable to mediate the effect of organizational commitment on employee performance, 7) Job satisfaction partially mediates the effect of employee engagement on employee performance.

To improve employee performance, researchers recommend the following suggestions: 1) To increase employee commitment, leaders must focus on mission communication, empowerment through responsibility and training, recognition with regular rewards, a positive and inclusive work culture, and career development opportunities and skills support. 2) to improve low employee engagement, leaders and employees of the Lhokseumawe Mayor's Office need to: Vigor: Provide interesting challenges, support innovation, and facilitate training and skills development. Dedication: Communicate goals and recognize achievements to reinforce enthusiasm and pride. Absorption: Facilitate a work environment that supports focus and concentration to keep employees on task.

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