



The Influence of Work Engagement on Employee Performance with Organizational Commitment as an Intervening Variable in Correctional Institution Employees

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Abstrak: This study is a quantitative research. The purpose of this research is to analyze the influence of work engagement on employee performance with organizational commitment as an intervening variable. The subjects of this study are the employees of Class IIA Correctional Facility in Sidoarjo. The sampling technique used in this study is a census, where data is obtained from the entire population. The data collection method involves a questionnaire containing 44 questions. The respondents in this study consist of 107 employees in the production department. Data analysis is conducted using SPSS. The results of this study indicate that work engagement influences organizational commitment, organizational commitment influences performance, and work engagement influences performance. Furthermore, organizational commitment cannot mediate the influence of work engagement on performance.

Keywords: Work Engagement, Organizational Commitment, Performance, and Correctional Institution Employees

1. INTRODUCTION

Human resources are the largest primary asset possessed by organizations, agencies, or companies, whether they are profit-oriented or non-profit. Within an agency, human resources hold a highly dominant position in the execution of its functions. The capabilities of human resources greatly determine the success or failure of an agency in achieving its pre-established goals. Human resource management is both a science and an art that involves managing labor relations and roles to effectively and efficiently support the achievement of the goals of the company, employees, and society (Hasibuan, 2019:10).

Employees are a supporting factor for a company or agency, as employees who meet the company's qualification requirements ensure that the company's productivity is maintained and increased. High employee productivity is influenced by the enthusiasm of the employees. Class IIA Correctional Facility (LAPAS) in Sidoarjo Regency is an institution that carries out the function of rehabilitation for inmates. Correctional officers are tasked with protecting and supervising inmates or juveniles involved in criminal issues. Additionally, correctional officers play a crucial role in guiding, maintaining, and nurturing the mindset and psyche of adjudicated inmates during their time in custody. Therefore, the quality standards of employees are essential for leaders as a benchmark to evaluate work performance and to demonstrate the performance of each employee.

Given the importance of human resources in an institution, continuous efforts to improve human resource performance must be made. One of the factors influencing the achievement of organizational goals and the success rate of an organization is the performance of its employees (Abadi and Latifah, 2016).

The goal is for inmates to become better individuals after their release, not to repeat their mistakes, to reintegrate into society, and to become independent and productive people. Therefore, the quality standards of employees are vital for leaders as a benchmark to evaluate work performance and to demonstrate the performance of each employee. Considering the significant role of human resources in an institution, continuous efforts to improve human resource performance are essential, as employee performance is a key factor in achieving the goals and success rate of an organization.

2. LITERATURE REVIEW

Performance

Performance is the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities assigned to them. An organization's performance is determined by the performance of its employees. The performance evaluation of employees at Class IIA Correctional Facility in Sidoarjo Regency, particularly in the KPLP (Security and Order) section, is based on achieving targets in maintaining daily journals while on duty. Correctional facilities are known for imposing high workloads and stress levels on their inmates. Therefore, several factors can influence the performance of correctional officers at Class IIA Correctional Facility in Sidoarjo Regency (Mangkunegara, 2017:67).

Based on an interview with Nugrahing Bunaya, the head of the security section, it was mentioned that employee discipline levels are still low. In May, 37 out of 60 employees in the KPLP section delayed making daily journals, which are a primary factor in performance evaluation. Observations on May 9, 2023, showed that many employees were late and did not attend the morning assembly. Delays in task completion undoubtedly affect employee performance. Employee performance becomes suboptimal because subsequent tasks cannot proceed until reports from previous activities are completed. Therefore, if reports are delayed, subsequent activities will also be delayed. This suboptimal employee performance is caused by inadequate adherence to work discipline.

Work Engagement

Work engagement is a condition where individuals in an association are connected to their work, and employees will do what is needed to complete their tasks as expected (Kustya and Nugraheni, 2020). Organizational commitment refers to the nature of the relationship between individuals and the organization, where individuals believe in the organization's values and goals, are willing to exert effort for the benefit of the organization, and have a strong desire to remain part of the organization (Musfar, 2020).

Organizational Commitment

Organizational commitment is the degree to which an individual identifies with an organization and is committed to its goals. This is an important work attitude because individuals with high commitment are expected to show a willingness to work harder to achieve organizational goals and have a stronger desire to remain with the organization (Kreitner, 2015).

Organizational commitment involves striving to achieve organizational goals with the willingness to use all resources for the organization's benefit and the desire to remain part of the organization (Sutrisno, 2016). Employees who are more loyal to the organization tend to have habits of mutual trust and plan to stay with the organization longer, dedicating more energy to their work (Purnami, 2017). Organizational commitment is the nature of the relationship between individuals and their work organization, where individuals believe in the values and goals of the work organization, are willing to earnestly exert their efforts for the benefit of the work organization, and have a strong desire to remain part of the work organization (Musfar, 2020).

3. RESEARCH METHOD

The design of this research uses a quantitative approach. Quantitative research mostly investigates only the surface and requires relatively less time compared to qualitative research. The data collection instrument used is a survey method. The survey is conducted by sending a questionnaire to respondents with a series of questions related to employee performance at the Correctional Institution Office in Sidoarjo City. The scale used is the Likert scale, which measures the attitudes, opinions, and perceptions of individuals or groups about social phenomena. The questionnaire is a data collection technique conducted by providing a set of written questions that respondents must answer.

The population in this study consists of employees at the Correctional Institution Office in Sidoarjo Regency. Sampling in this study is carried out using a saturation sampling technique. Saturation sampling is a technique where all members of the population are used as samples. Another term for saturation sampling is a census, where all members of the population are used as samples, amounting to 100 employees at the Correctional Institution Office in Sidoarjo Regency.

The subjects of this research are employees at the Correctional Institution Office in Sidoarjo Regency, located at Jl. Sultan Agung No.32, Gajah Timur, Magersari, Kec. Sidoarjo, Kabupaten Sidoarjo, East Java 61212. The Sidoarjo City Correctional Institution (LAPAS) is an institution as stated in Law No. 12 of 1995 concerning corrections, which has the duty and function of being a place to carry out the rehabilitation of prisoners and juvenile inmates based on the principle of protection.

4. RESEARCH RESULTS

Validity Test

The validity test in this research was conducted using statistical methods, specifically by calculating the correlation between each question and the total score using the Pearson product-moment correlation method. Data is considered valid if the calculated r-value, which is the value of the item from the Corrected Item-Total Correlation, is greater than the r-table value at a significance level of 0.05 (5%). The obtained ordering data can be seen in the table below:

Table 1. Validity of Work Engagement Questionnaire Items

Variable	Item	R-value	R-table	Result
<i>Work Engagement</i>	X ₁	0.828	0.1654	Valid
	X ₂	0.846	0.1654	Valid
	X ₃	0.783	0.1654	Valid
	X ₄	0.778	0.1654	Valid
Komitmen Organisasi	Z ₁	0.899	0.1654	Valid
	Z ₂	0.858	0.1654	Valid
	Z ₃	0.780	0.1654	Valid
	Z ₄	0.799	0.1654	Valid
	Z ₅	0.860	0.1654	Valid
Kinerja	Y ₁	0.712	0.1654	Valid
	Y ₂	0.823	0.1654	Valid
	Y ₃	0.690	0.1654	Valid
	Y ₄	0.634	0.1654	Valid

Source: Processed Primary Data, 2023

The table above shows that all statement items have a corrected item-total correlation (r-value) greater than the r-table value of 0.1654. This means that all items are considered valid. To determine the optimal quantity of raw material orders, the total usage over a year must first be known.

Reliability Test

Reliability is a measure of the stability and consistency of respondents in answering questions related to constructs that represent the dimensions of a variable and are arranged in the form of a questionnaire. The measurement tool used is Cronbach's alpha, assessed through the Excel Statistic Analysis and SPSS programs. The reliability of a variable construct is considered good if it has a Cronbach's alpha value greater than 0.60.

Table 2. Results of the Reliability Test for Research Variable Items

Variable	Cronbach's Alpha	Result
<i>Work Engagement</i>	0,821	Reliabel
Komitmen Organisasi	0,894	Reliabel
Kinerja	0,672	Reliabel

Source: Processed Primary Data, 2023

From the data in the reliability test table for the three variables—Work Engagement (X), Organizational Commitment (Z), and Performance (Y)—it is indicated that they are reliable with Cronbach's alpha values greater than 0.6. A construct or variable is considered reliable if it has a Cronbach's alpha value greater than 0.60.

Normality Test

The purpose of conducting a normality test is to determine whether, in a regression model, the residuals have a normal distribution. The methods used to assess normality include the normal probability plot and the Kolmogorov-Smirnov (K-S) test. In a normal probability plot, if the residuals are normally distributed, the line representing the actual data will follow the diagonal line.

**Table 3. Normality Test Result
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
<i>Normal Parameters</i> ^{a,b}	Mean	.0000000
Most Extreme Differencess	Std. Deviation	1.62092682
	Absolute	.068
	Positive	.036
Kolmogorov-Smirnov Z	Negative	-.068
	Asymp. Sig. (2-tailed)	.742

- a. Test distribution is Normal.
- b. Calculated from data.

Based on the P-Plot diagram, we can see that the points on the P-Plot follow the direction of the diagonal line, indicating that the data distribution in the study is normal. The regression model tested using this graph meets the assumption of normality. The results of the non-parametric Kolmogorov-Smirnov (K-S) test show an Asymp. Sig. (2-tailed) value of 0.742, which is greater than 0.05, meaning that the data in the study is normally distributed.

Autocorrelation Test

The autocorrelation test is used to examine whether there is a correlation between the residual errors at time period t and the residual errors from previous periods in a linear regression model.

Table 4. Autocorrelation Test Result
Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.765 ^a	.586	.577	1.638	1.885

- a. Predictors: (Constant), komitmen organisasi, work engagement
- b. Dependent Variable: kinerja

The DW value of 1.885 at a significance level of 0.05, with a sample size (n) of 100 and one independent variable (k=1), indicates that the calculated DW value is greater than dU. Therefore, it can be concluded that there is no autocorrelation issue.

Multicollinearity Test

The multicollinearity test can be assessed using tolerance values and the Variance Inflation Factor (VIF). These measures indicate how each independent variable is explained by other independent variables. The commonly used cut-off values for detecting multicollinearity are a tolerance value ≤ 0.10 or a VIF value ≥ 10 . If the VIF values fall between 1 and 10, multicollinearity is not present. The results of the multicollinearity test are as follows:

Table 5. Multicollinearity Test Result
Coefficients ^a

Model	Collinearity Statistics	
	Tolerance	VIF
Work Engagement	.463	2.158
Komitmen Organisasi	.463	2.158

- a. Dependent Variable: kinerja

According to the classical linear regression assumptions, a good linear regression model is one that is free from multicollinearity. Thus, the model above is free from multicollinearity.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the extent to which the model explains the variance in the independent variables. The following are the results of the determination test calculations.

Table 6. Coefficient of Determination (R^2)

Model summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.586	.577	1.638

a. Predictors: (Constant), Komitmen Organisasi, work engagement

b. Dependent Variable: kinerja

In the table, the coefficient of determination, indicated by R^2 , is 0.586, meaning that 59% of the variance in performance can be explained by variations in organizational commitment and work engagement, while the remaining 41% is explained by other variables.

Multiple Regression Test

Multiple linear regression is used to analyze the effect of work engagement and organizational commitment on employees at Class IIA Correctional Facility in Sidoarjo. The confidence level used in this analysis is $\alpha = 5\%$.

Table 7. Multiple Regression Test Result

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3.151	.760		4.146	.000
1 Work Engagement	.184	.083	.213	2.222	.029
Komitmen Organisasi	.388	.062	.595	6.201	.000

a. Dependent Variable: kinerja

Based on the SPSS 22 output, the multiple linear regression equation can be formulated as follows:

$$Y = 3.151 + 0.184 + 0.388 + e$$

Hypothesis Test 1

t-Test

The t-test essentially measures how far each independent variable individually influences the variation in the dependent variable.

Table 8. t-Test First Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3.151	.760		4.146	.000
1 Work Engagement	.184	.083	.213	2.222	.029
Komitmen Organisasi	.388	.062	.595	6.201	.000

1. Dependent Variable: kinerja

Based on the table above, it can be seen that the work engagement variable has a t-value of 2.222 with a t-table value of 1.660 and a significance value of 0.029. Since the significance value of 0.029 is less than 0.05 and the t-value (2.222) is greater than the t-table value (1.660), it indicates that work engagement has a significant and positive effect on performance. This shows that H₁: work engagement affects employee performance is accepted.

Hypothesis Test 2

t-Test

The t-test essentially measures how far an individual independent variable influences the variation in the dependent variable.

Table 9. t-Test Second Result
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
Constand	3.747	1.169		3.207	.002
Work Engagemnt	.970	.091	.732	10.651	.000

a. Dependent Variable: komitmen organisasi

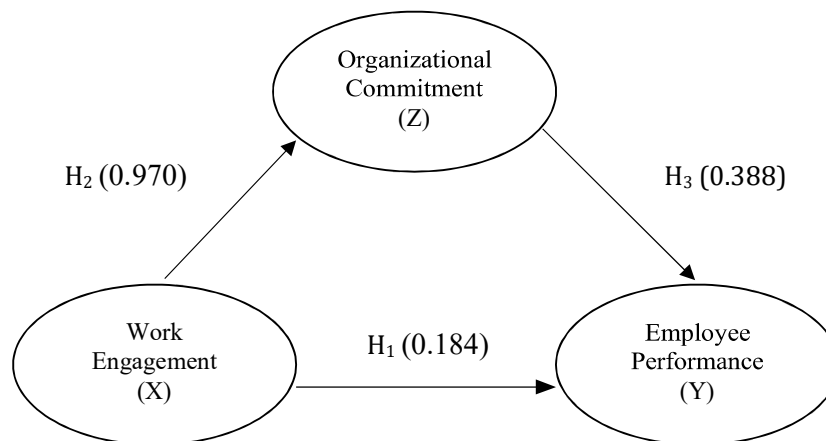
The t-test essentially measures how far an individual independent variable influences the variation in the dependent variable. H₂: work engagement affects organizational commitment is accepted.

The organizational commitment variable has a t-value of 6.201 with a t-table value

of 1.660 and a significance value of 0.000. Since the significance value of 0.000 is less than 0.05 and the t-value (6.201) is greater than the t-table value (1.660), it indicates that organizational commitment has a significant and positive effect on performance. This shows that H₃: organizational commitment affects employee performance is accepted.

Path Analysis

The intervening variable test uses path analysis. Path analysis is used to determine the pattern of relationships between three or more variables. Path analysis is used to assess whether the variable of organizational commitment can mediate the relationship between work engagement and employee performance.



Gambar 1. Diagram Jalur

From the diagram above, the path analysis results show that work engagement has a direct effect on employee performance, and organizational commitment can mediate the impact of work engagement on employee performance indirectly. Therefore, it can be concluded that H₄: work engagement affects employee performance through organizational commitment as an intervening variable is accepted.

5. DISCUSSION

Effect of Work Engagement on Organizational Commitment

Based on the results of the partial hypothesis test (t-test), the significance value for the work engagement variable is 0.000, which is smaller than the significance level of 0.05. This indicates a significant effect of work engagement on organizational commitment, and the hypothesis in this study is accepted, supported by research data showing that work engagement has a positive and significant impact on organizational commitment.

Furthermore, the study found that the regression coefficient for the work

engagement variable is 10.651. The positive sign of this coefficient indicates that work engagement has a positive and significant effect on organizational commitment. This means that as work engagement increases, an individual's organizational commitment also increases.

Effect of Work Engagement on Employee Performance

Based on the results of the partial hypothesis test (t-test), the significance level for the work engagement variable is 0.029, which is smaller than the significance level of 0.05. This suggests a significant effect of work engagement on employee performance, and the hypothesis in this study is accepted, supported by findings indicating that work engagement has a positive and significant impact on employee performance.

The study also reveals that the multiple regression coefficient for the work engagement variable is 2.222, indicating that work engagement has a positive and significant effect on employee performance.

Effect of Organizational Commitment on Employee Performance

Based on the results of the partial hypothesis test (t-test), the significance value for the organizational commitment variable is 0.000, which is smaller than the significance level of 0.05. This indicates a significant effect of organizational commitment on employee performance, and the hypothesis in this study is accepted, supported by research showing that organizational commitment has a positive and significant impact on employee performance. Additionally, the study found that the regression coefficient for the organizational commitment variable is 6.201, which is positive, demonstrating that organizational commitment positively and significantly affects employee performance.

Effect of Work Engagement on Employee Performance with Organizational Commitment as an Intervening Variable

Based on the results of the path analysis, it was found that organizational commitment can mediate the effect of work engagement on employee performance. This is evident from the path analysis where the t-value for organizational commitment as an intervening variable is 76.8818, which is greater than the t-table value of 1.660 at a significance level of 0.05. Therefore, it can be concluded that the mediation coefficient is significant, indicating that there is a mediation effect. According to this study, organizational commitment can mediate the relationship between work engagement and employee performance.

6. CONCLUSION

Based on the research and discussion above, the following conclusions can be drawn:

1. Work engagement has a positive and significant effect on employee performance at LAPAS Sidoarjo.
2. Work engagement has a positive and significant effect on organizational commitment among LAPAS Sidoarjo employees.
3. Organizational commitment has a positive and significant effect on performance among LAPAS Sidoarjo employees.
4. Work engagement has a positive and significant effect on employee performance through organizational commitment as an intervening variable.

7. RECOMMENDATIONS

Based on the research and discussion above, the following recommendations are made:

1. The study found that LAPAS Class IIA employees have a moderate level of commitment to the organization (3.11), indicating that employees may not have a strong attachment to the organization and do not fully believe in loyalty. This presents a challenge for the organization to reinforce employee loyalty and sense of belonging. One way to address this is by offering rewards to high-performing and diligent employees, making them feel valued, which can enhance their comfort and retention in the organization.
2. The level of work engagement among employees is moderate, as some employees feel unmotivated to wake up early for work and lack enthusiasm. The company should focus on motivating employees by ensuring a comfortable and well-facilitated work environment, which can help increase their enthusiasm and satisfaction with their job.

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