

The Effect of Employee Engagement on Employee Performance with Organizational Commitment as Intervening Variable and Percieved Organization Support as a Moderating Variable at The Regional Secretariat of Bireuen District

Employee performance is an important issue that is often discussed in various scientific literatures, but many organizational leaders do not know clearly about the benefits of performance and the factors that influence it. This study aims to determine the effect of employee engagement, organizational commitment and perceived organization support on employee performance through mediation and moderation effects. The data used are primary data obtained through distributing questionnaires to 120 employees who work at the Regional Secretariat of Bireuen Regency. This study uses the Structural Equation Model-Partial Last Square (SEM-PLS) model by using the Smart-PLS device. The results of the study found that direct employee engagement has a positive and significant effect on organizational commitment. Furthermore, direct employee engagement and organizational commitment were found to have a positive and significant effect on employee performance. Indirectly found that organizational commitment mediates the effect of employee engagement on employee performance. The results of this study also found that perceived organization support moderated negatively (weakened) the effect of employee engagement on employee performance. Based on the results of the study, it is suggested to the leadership of the Regional Secretariat of Bireuen Regency to be able to provide full support to employees in carrying out employee work, especially in order to increase employee engagement and organizational commitment and perceptions of employee support for their organization.

Keywords: *Employee engagement, organization commitment, perceived organization support and employee performance*

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INTRODUCTION

Human Resources (HR) is an important factor in an organization, the success or failure of the organization in achieving its goals, is very dependent on the ability of HR in carrying out the tasks assigned by the organization. HR has an important role in an organization in addition to other factors such as technology and budget. For this reason, HR management is needed to optimize the capabilities possessed by individuals in realizing organizational goals. The application of HR management has a considerable impact on the organization's ability to achieve the goals to be achieved. Without good HR management, it is not impossible that organizational goals will be in vain and difficult to achieve. In realizing quality performance, skilled and reliable human resources are needed in their fields (Malthis & Jackson, 2006). According to Sedarmayanti, (2016) the definition of performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured (compared to predetermined standards).

There are many factors that influence employee performance that have been conveyed by experts and researchers in the field of human resources, for example Anitha, (2014) says that individual or organizational performance is influenced by organizational activities, organizational commitment, policies, practices, knowledge management practices, and employee engagement. Meanwhile, Islami et al., (2018) argue that performance is influenced by agreement, measurement, organizational support, feedback and positive reinforcement. Meanwhile, Pawirosumarto et al., (2017) stated that employee performance is influenced by the work environment, both physical and non-physical. Mensah, (2018) mentions that talent is a determinant of performance. Furthermore, Tuffaha (2020) said that the factors that affect performance include knowledge management, information and communication technology, employee empowerment, innovation and creativity, organizational commitment and organizational culture. Then according to Ding et al., (2020), Rais & Parmin, (2020) and Isthofaina & Udin, (2020) said an important factor that affects performance is Perceived Organization Support (POS).

Empirically there are a number of studies that examine the effect of employee engagement on commitment, for example Putri's research, (2019), Winowoda, (2018), Haryanto et al., (2018), Setyowati, (2018), and Sunarto's research, (2016) research. they conclude that employee engagement has a significant effect on organizational commitment. Research related to the effect of organizational commitment on employee performance, for example research conducted by Hereyanti et al., (2021) Lamandasa, (2020), Kania & Management, (2019), Ishak et al.,

(2015), Rusyandi, (2014) the results of their research found that organizational commitment had a significant effect on employee performance. Then the results of research on the effect of employee engagement on performance, several previous studies such as research by Shidiq & Nurnida, (2020), Putri, (2019), Lewiuci, (2016), Albdour & Altarawneh, (2014), Agyemang & Ofei, (2013) shows a significant positive relationship between work engagement and employee commitment. However, there are several previous studies that found that employee engagement had no significant effect on performance, for example the research of Kertiriasih et al., (2018) and (Joushan, 2015). Then some research on the effect of employee engagement on employee performance through organizational commitment, for example research conducted by Winowoda, (2018), Setyowati, (2018), Septiadi et al., (2017), Wijaya, (2013), Mahfuazi, (2019), found that organizational commitment mediates the effect of employee engagement on performance. Related to previous research that examines the role of POS as a moderating variable of the effect of employee engagement on employee performance, which is carried out is still very rare and limited in the context of Indonesia and abroad, therefore this research is very important to be carried out so that it will add references to the development of literature and further research. A study conducted by Yongxing et al., (2017) found that the relationship between job involvement and employee performance was moderated by POS, so that the work involvement relationship had a more significant impact on performance when POS was higher than at lower POS.

This study has a different model from existing research, for example with research by Yongxing et al., (2017), Winowoda, (2018), Setyowati, (2018), Septiadi et al., (2017), Wijaya, (2013), Mahfuazi, (2019), where most of their research only uses intervening variables, namely organizational commitment to find a relationship between employee engagement and employee performance. While this study, besides including organizational commitment as an intervening variable, also places perceived organization support as a moderating variable where previous studies did not include this relationship in their research model. Based on the description of theoretical and empirical studies, it was found that the previous results were still inconsistent with the relationship between employee engagement and organizational commitment and performance, as well as the inconsistent results of previous studies related to the mediating role of organizational commitment on the relationship between employee engagement and performance. Therefore, this research is very important to do to get more consistent and comprehensive research results.

The Regional Secretariat of Bireuen Regency is an assistant element of regional leadership, which is led by the Regional Secretary. The regional secretary is

tasked with assisting the regional head in formulating policies and coordinating regional work tools. The regional secretariat has the task of assisting the regent in carrying out the tasks of administering government, administration, organization and management as well as providing administrative services for the heads of all regional apparatuses. In addition, the regional secretariat has a big role and task to ensure that the wheels of government in Bireuen Regency run well. The regional secretariat is the kitchen that is the source in all matters relating to the government and its supporters. For this reason, employee performance is an important factor that is always a concern to continue to be improved in order to face the challenges of this great task.

The performance of employees at the regional secretariat can be seen through the Government Institution Performance Report (LKIP) of the Bireuen Regency Regional Secretariat in 2019 where the targeted performance accountability value is the CC value while the achievement value obtained from the results of the examination of the Ministry of Administrative Reform and Indonesian Bureaucratic Reform on the Regency Regional Secretariat got an A. The assessment is based on the target and realization of the performance indicator achievements in 2019. It can be explained that the overall performance achievement has been able to exceed the set targets, but if you look further, there are still some performance indicators that have not been realized as shown. set targets. In general, the number of work results (quantity) of employees has been able to reach the amount that has been set, but there are still some individual performances that are not optimal where their work results in quantity have not met the set targets. Likewise, in terms of quality of work and timeliness in completing tasks, it is better and in line with expectations. Likewise, in terms of job knowledge, in general, employees already understand and understand what to do, but there are some individuals who still don't understand well about job descriptions and what they have to do. From the cooperative side, it can be seen that employees have worked together to complete a more complicated job, besides that they are also happy to be part of a work team. In terms of initiative, in general, employees have had good work initiatives, where employees in carrying out their work do not always depend on instructions or orders from superiors, but they already have awareness of their work.

Formulation of the problem

Based on the background of the problem and the formulation of the problem as described previously, the formulation of the research problem is formulated as follows:

1. How does employee engagement affect the organizational commitment of the employees of the Regional Secretariat of Bireuen Regency?

2. How does organizational commitment affect the performance of the Regional Secretariat of Bireuen Regency employees?
3. How does employee engagement affect the performance of the regional secretariat employees in Bireuen Regency?
4. Does organizational commitment mediate the effect of employee engagement on employee performance at the Regional Secretariat of Bireuen Regency?
5. Does perceived organization support moderate the effect of employee engagement on employee performance at the Regional Secretariat of Bireuen Regency?

Research purposes

Based on the formulation of the problem as described above, the objectives of this research can be arranged as follows:

1. To find out and analyze the effect of employee engagement on the organizational commitment of the employees of the Regional Secretariat of Bireuen Regency.
2. To find out and analyze the effect of organizational commitment on the performance of employees of the Regional Secretariat of Bireuen Regency.
3. To determine and analyze the effect of employee engagement on the performance of the employees of the Regional Secretariat of Bireuen Regency.
4. Does Organizational Commitment mediate the effect of Employee Engagement on the performance of the employees of the Regional Secretariat of Bireuen Regency?
5. Does Perceived Organization Support moderate the effect of employee engagement on employee performance at the Regional Secretariat of Bireuen Regency?

LITERATURE REVIEW

Employee Engagement

According to Schaufeli et al., (2002) employee engagement is an activity full of enthusiasm for work which is characterized by the characteristics of enthusiasm, dedication, and also absorption of work. Enthusiasm refers to energy, resilience and effort in carrying out work. Dedication refers to a sense of pride, enthusiasm, and a sense of meaning. Absorption refers to solubility which is characterized by full concentration in work and feeling that time is running faster. Meanwhile, according to Robbins et al., (2008) employee engagement is also the degree to which employees take sides with their work and actively participate in it and consider that the work is important to them. Employees with high work engagement will not complain about the workload provided by the company. According to a statement from Setyorini et al., (2012) employee engagement is

an act and a positive statement of work attachment to the individual himself. The employee understands that the job he is taking on has contributed to building his credibility. Employees will give their best performance to the company to achieve this.

Schaufeli et al., (2002) stated that there are three categories that can indicate an individual has an attachment to work, namely Vigor, Dedication (Dedication, Absorption). Meanwhile, people who have low scores do not feel interested and it is not difficult to get away from work, feels like he doesn't forget anything around him including time. Kahn, (1990) analyzes three things that can affect work engagement, namely: nMeaningfulness, Security, Availability. Meanwhile, the factors that influence employee engagement developed by Saks, (2006), are: Job Characteristics (Job Characteristics), Organizational Support (Perceived Organizational Support), Supervisory Support (Perceived Supervisor Support) and Procedural and Distributive Justice (Procedural and Distributive Justice.) Schiemann, (2009) describes three aspects of forming work engagement, namely satisfaction, communication itmen and advocacy. Satisfaction is a positive feeling towards the company because the basic things for employees have been fulfilled, which leads to the psychological presence of employees in their work. Commitment describes a reluctance to leave the company and pride as a part of the company. Whereas advocacy describes a willingness to direct extra effort, work beyond expectations and encourage others to support the company's business, advocacy also generates passion and strength to work more effectively.

Another opinion on performance engagement indicators was put forward by Handoyo, (2017) in his research journal which states that indicators of employee engagement are the work environment, leadership, team and co-worker relations, training and career development, compensation, organizational policies, Thomas, (2007) with the following indicators: ready to dedicate themselves to work, thinking of new ways to work more effectively, enthusiasm in carrying out work, willingness to motivate oneself to achieve success, willingness to work work hard or work extra hard, work as a source of pride, work done completely and thoroughly, readiness to devote one's soul to the company.

Organizational Commitment

Organizational commitment is a person's commitment to the organization where he works. One's commitment to the organization is one of the guarantees for maintaining the continuity of the organization. In his research, Thomas, (2007) revealed that high commitment affects the high level of performance. In addition, someone who has a high level of commitment to the organization tends to stay as a member for a relatively long time. According to

Luthans, (2002) organizational commitment as an attitude is most often interpreted as a strong desire to remain as a member of the organization, the desire to strive according to the wishes of the organization, also interpreted as a certain belief and acceptance of the values and goals of the organization. In other words, this attitude reflects employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress.

Meyer et al., (1993) formulated the concept of an organizational commitment model consisting of three different components that correspond to different psychological states. The model was created for two reasons: first it "helps in the interpretation of existing research" and secondly "it is useful as a framework for future research". These three components describe the psychological conditions that link the individual to the organization. These components have a role in determining a person to continue to survive and continue his membership in an organization or not. The three components are: (1) Affective commitment: The emotional attachment of employees to identify with, and be involved in an organization. Employees who have a strong affective commitment will continue to work in the organization because they want to (want to) do so. (2) Continuing commitment: Awareness of the losses if they leave the organization. Becker, defines sustainable commitment as an awareness of the impossibility of choosing a social identity or other alternative behavior, because of the threat of great loss. Employees who work based on a continual commitment will stay in the organization, mainly because they need to (need to) do so because there is no other choice. (3) Normative commitment: Reflects the feeling of obligation to keep working in the organization. This commitment is a normative pressure that is internalized as a whole to behave in a certain way so that it fulfills the goals and interests of the organization. Employee behavior is based on the belief that they should do what is right about moral issues. Mowday et al., (2013) explained that organizational commitment is not a passive loyalty, but as a form of individual awareness which ultimately raises a strong will to be involved in an organization. Furthermore, organizational commitment has three elements, namely: a strong belief and acceptance of the goals and values of the organization, readiness to work hard, and a strong desire to survive in the organization.

Perceived Organization Support (POS)

Perceived Organizational Support (POS) can be defined as employee perceptions of the extent to which the organization provides support to employees and the extent to which the organization is prepared to provide assistance when needed. POS or also known as perceived organizational support is an important

concept in the behavioral literature of an organization where organizational support can provide an explanation of the relationship between organizational treatment, employee attitudes and behavior towards their work and organization.

Organizations need to continue to treat relationships as stimuli that are caught by employees which are then interpreted into perceptions of organizational support (Eisenberger et al., 1986). POS is organizational support that convinces someone that the organization where he works has appreciates his contribution and cares about his welfare and also explains organizational support that assesses the extent of contribution, pays attention to welfare, listens to complaints, pays attention to life and treats employees fairly by the organization (Rhoades & Eisenberger, 2002). Waileruny, (2014) said that POS is the degree to which employees believe the organization values their contributions and cares about their well-being. So it can be concluded that POS is a form of attitude, contribution or treatment given by an organization that is used as a stimulus by its employees about how far the organization where they work appreciates their contributions and cares about their welfare. This stimulus is interpreted as a perception of the organization's support.

Indicators of perceived organizational support according to (Rhoades & Eisenberger, 2002) are: the organization values employee contributions, the organization appreciates the extra effort that employees have given, the organization will pay attention to all complaints from employees, the organization is very concerned about employee welfare, the organization will notify employees if not doing a good job, the organization cares about the general satisfaction of employees' work, the organization shows great concern for employees, the organization takes pride in the success of employees at work.

According to Rhoades & Eisenberger, (2002) perceived organizational support has three indicators that can be measured, namely as follows: Fairness, Supervision Support, Organizational Rewards and Job Conditions. In (Rhoades & Eisenberger, 2002), the following forms of organizational rewards and working conditions are as follows: (1) Salary, recognition and promotion. (2) The opportunity to get a prize will increase the contribution of the employee and will also increase perceived organizational support, (3) Security at work, the existence of security guarantees at work makes employees feel support from the organization in doing their work, (4) Independence, with the organization showing confidence in the independence of employees to decide wisely how employees will carry out their work, this will increase perceived organizational support, (6) Training (training), in job training can be an investment in employees who can later increase perceived organizational support.

Employee Performance

Performance is the result of work that can be achieved by a person or group of people in the organization. In accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, not violating the law and in accordance with morals and ethics. According to Simanjuntak, (2011) in management and performance evaluation states that performance is the level of achievement of results or the implementation of certain tasks. Company performance is the level of achievement which is the result in order to realize the company's goals. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and work group in the company. Meanwhile, according to Hariandja, (2002) performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization.

Each organization must conduct an assessment to determine the performance achieved by each employee, whether or not it is in accordance with the expectations of the organization. Performance management will involve individuals and teams, especially in achieving targets, and if the team has a good performance, then its members will set quality targets, achieve targets, understand and respect each other, respect each other, are responsible and independent, client oriented, review and improve performance, work together and be motivated. The main purpose of performance appraisal is to increase productivity and effectiveness, and to design success for every worker.

In this regard, Gomes (2003) in human resource management said that performance appraisal has the aim of rewarding previous performance (to reward past performance) and to motivate for future performance improvement (to motivate future performance improvement). , and the information obtained from this performance appraisal can be used for the purposes of providing salaries, salary increases, promotions, training and placement of certain tasks. Performance appraisal is basically a key factor in developing an organization effectively and efficiently, due to better policies or programs for human resources in the organization. Individual performance appraisal is very useful for the dynamics of the overall growth of the organization, through this assessment it can be seen the actual condition of the employee's performance.

The indicators used in the opinion of Gomes, (2003), are as follows: (1) Quantity of Work, relates to the amount of work done in a specified time period. (2) Quality of Work, is the quality of work achieved based on the requirements for suitability and readiness. (3) Job Knowledge, regarding the extent to

which employees know about their jobs and skills. (4) Creativeness, is a creative and innovative idea or idea that is raised, as well as how employees act in solving problems that arise. (5) Cooperation, is the willingness to cooperate with other people in the same organization. (6) Dependability, is awareness of dependence on self that can be relied upon in terms of attendance and completion of work. (7) Initiative, is the spirit to carry out new tasks and to take the initiative in enlarging their responsibilities.

RESEARCH METHODOLOGY

Research Location and Object

This research was conducted at the Regional Secretariat of Bireuen Regency, Jln. Medan-Banda Aceh Cot Gapu Bireun. Meanwhile, the object of this research is all employees who work at the Regional Secretariat of Bireuen Regency.

Population and Sample

The population of this study were all employees in the Regional Secretariat of Bireuen Regency, amounting to 120 people and the research sample was the entire population of 120 people or a saturated sample, namely the entire population was sampled. This sampling also considers the data analysis method used, where the data analysis method used is Structural Equation Modeling (SEM). According to Hair et al., (2012), the ideal number of samples is in the range of 100-200. Thus the number of samples of this study has met the requirements as mentioned by Hair et al., (2012).

Data collection technique

In this study to obtain data or information, the authors carried out data collection techniques obtained from the respondents' statements by means of a questionnaire (questionnaire), which is a data collection technique by providing a closed list of questions that have been provided to respondents.

Research Instruments

Employee Engagement is a positive psychological state of employees towards their work and organization in contributing more to the organization. Employee engagement is measured using six indicators based on Thomas, (2007), namely 1. Dedication to work (EE1), 2. Thinking about new ways of working (EE2), 3. Enthusiasm at work (EE3), 4. Motivating yourself to work. achieve success (EE4), 5. Willingness to work hard (EE5), 6. Work as pride (EE6).

Organizational Commitment

Organizational commitment is the emotional attachment and involvement of employees with the

organization. Organizational commitment is measured using three dimensions in the opinion of Meyer et al., (1993), namely: (1) Affective commitment: refers to the extent to which employees' emotional attachment, identification, and involvement in the organization. (2) Continuing commitment: refers to the extent to which employees feel attached to the organization based on the accumulation of values such as retirement, transfer of skills, relocation, and self-investment which varies with organizational membership. (3) Normative commitment: refers to the extent to which employees feel obliged to continue their work based on the motivation to conform to social norms regarding attachment to the organization.

Perceived Organizational Support (POS)

POS is defined as an employee's perception of the extent to which the organization provides support to employees and the extent to which the organization is prepared to provide assistance when needed. POS is measured using eight indicators based on the opinion of Rhoades & Eisenberger, (2002), namely 1. Reward (POS1), 2. Appreciate Extra Effort (POS2), 3. Pay Attention to Complaints (POS3) and 4. Care for Welfare (POS4). 5. Directing employees. (POS5) 6. Care about employee satisfaction. (POS6) 7. Attention to employees (POS7), and 8. Proud of the success of employees. (POS8).

Employee Performance

Employee performance is the level of success of employees in carrying out their duties and ability to achieve the goals that have been set. Performance is measured using six indicators from Gomes, (2003) namely, 1). Quantity of work, namely the amount of work done in a specified time period. 2). Quality of work, namely the quality of work achieved based on the terms of suitability and readiness. 3). Job knowledge, namely the breadth of knowledge about the job and its skills. 4). Punctuality, Activities that are completed at the desired initial time seen from the point of coordination of the output results and maximizing the time available for other activities 5). Cooperation, namely the willingness to cooperate with other fellow members of the organization 6). Initiative, namely the spirit to carry out new tasks and in enlarging responsibilities.

Data analysis method

The data analysis method used in this study is quantitative analysis using the SEM-PLS (Structural Equation Modeling) model with the SMART-PLS program. The conceptual framework for this research is shown in the following figure.

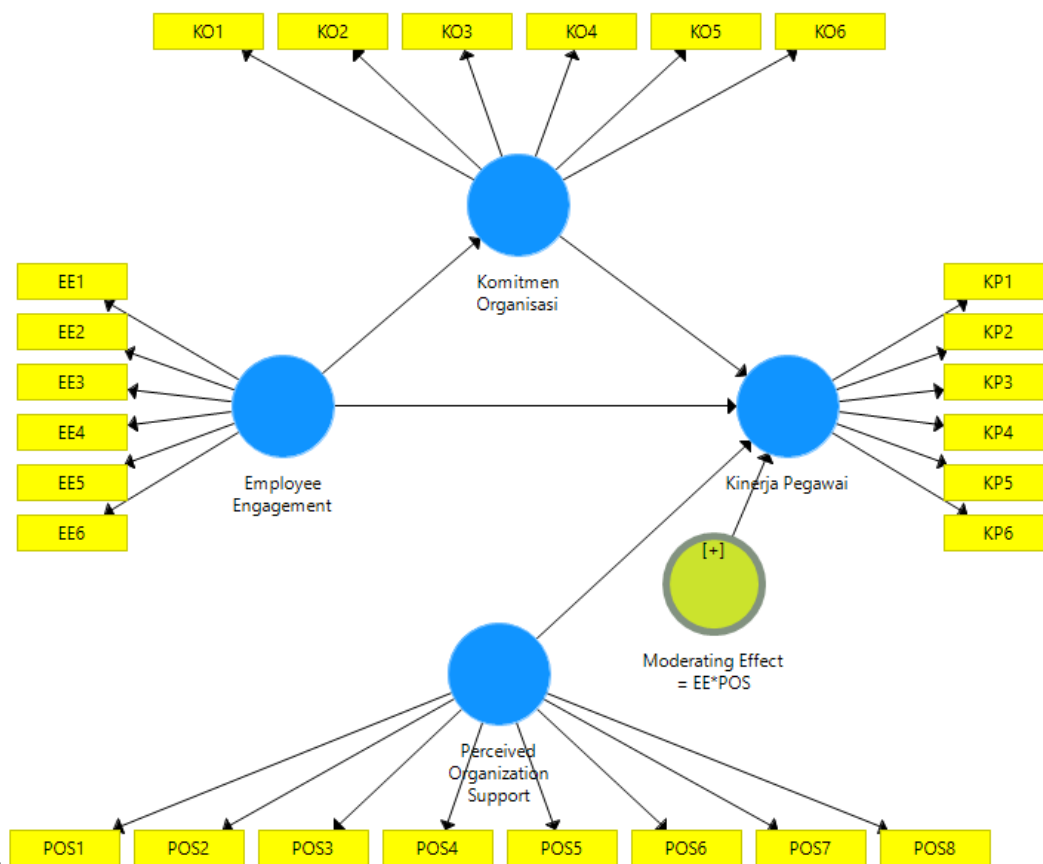


Figure 1. Image of Research Part Diagram

The structural equations of this research are written as follows:

Sub Structural 1

$$KO = b_1EE + e_1 \dots \dots \dots 1)$$

Sub Structural 2

$$KP = b_1EE + b_2KO + e_2 \dots \dots \dots 2)$$

Intervening Model Equation

$$KP = b_1EE + b_2KO + e_2 \dots \dots \dots (3)$$

Moderating Model Equation

$$KP = b_1EE + b_2KO + b_3POS*EE + e_2 \dots \dots \dots (4)$$

Where:

- KP = Employee Performance
- EE = Employee Engagement
- KO = Organizational Commitment
- POS = Perceived Organizational Support
- b1-b3 = Estimated coefficient
- e1-e2 = Residual

Analysis of the Measurement Model (Outer Model)

Analysis of the measurement model (Outer Model) aims to evaluate the construct variable being studied, namely the validity (accuracy) and reliability (reliability) of a variable, including: (1) Internal consistency/composite reliability, (2) Convergent validity (Convergent Validity/Average Variance Extracted/AVE), and (3) Discriminant Validity

Structural Model Analysis (Inner Model)

Structural Model Analysis aims to test the research hypothesis. There are at least two parts that need to be analyzed in this structural model, including: (1) Collinearity (Collinearity/ Variance Inflation Factor/VIF), (2) Testing the significance of the structural model path coefficients (Structural Model Path Coefficient), (3) Coefficient Determination (R-Square).

Hypothesis Testing Techniques

Direct hypothesis testing is done by analyzing the C.R (Critical Ratio) and P (Probability) values on the results of Regression Weights data processing, compared with the required statistical limits. Meanwhile, the mediation effect was tested using the procedure developed by Baron & Kenny, (1986) and the moderating effect was tested with the following criteria: (1) Quasi Moderator (Pseudo Moderator), if the effect of POS on KP in the first estimate and the effect of Interaction EE*POS in the second estimate is equally significant to KP. Quasi moderation is a variable that moderates the relationship between the independent variable and the dependent variable where the pseudo moderating variable interacts with the independent variable as well as being the

independent variable. (2) Pure Moderator, if the effect of POS on KP in the first estimate does not have a significant effect on KP, while the EE*POS interaction in the second estimate has a significant effect on KP. Pure moderation is a moderating variable that moderates the relationship between the independent variable and the dependent variable where the pure moderating variable interacts with the independent variable without being an independent variable. (3) Predictor Moderation (Moderated Predictor), if the effect of POS on KP in the first estimate is significant and the effect of EE*POS Interaction on the second estimate is not significant. This means that this moderating variable only acts as an independent variable in the relationship model that is formed. (4) Homologizer Moderation (Potential

Moderation), if the effect of POS on KP in the first estimate and the effect of EE*POS interaction on the second estimate, none of them is significant. That is, this variable does not interact with the independent variable and does not have a significant relationship with the dependent variable.

RESEARCH FINDING

(1) Sub Structural 1

Sub-structural 1 aims to determine the direct effect of employee engagement (EE) on organizational commitment (KO). The results of the analysis of the inner model of Sub Structure 1 are shown in Figure below:

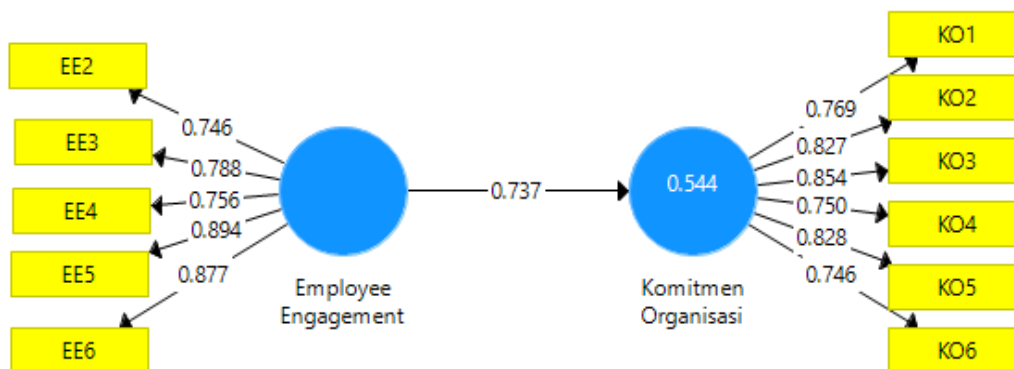


Figure2. Inner Model Sub Structural 1

Based on the data shown in Figure 1 then summarized in Table 1. as follows:

Table 1. Testing the Significance of the Substructure Path Coefficient 1

Variable Correlation	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Employee Engagement > Organizational Commitmen</i>	0.737	0.063	11.675	0.000

Based on the data shown in Table 1. it can be explained that employee engagement (EE) has a significant effect on organizational commitment (KO) with a coefficient value of 0.737 and a significant value of 0.000 or significant at the 1% level. This means that if there is an increase in employee engagement, it will also increase employee organizational commitment. The correlation value of determination (R2) is 0.544 or 54.4%. This means that the employee engagement variable is able to influence

the organizational commitment variable by 54.4% and the remaining 46.6% is influenced by other variables not included in this study.

2) Sub Structural 2

Sub-structural 2 aims to determine the direct effect of employee engagement (EE) and organizational commitment (KO) on employee performance (KP). The results of the analysis of the inner model of sub structure 2 are shown in Figure 2 as follows:

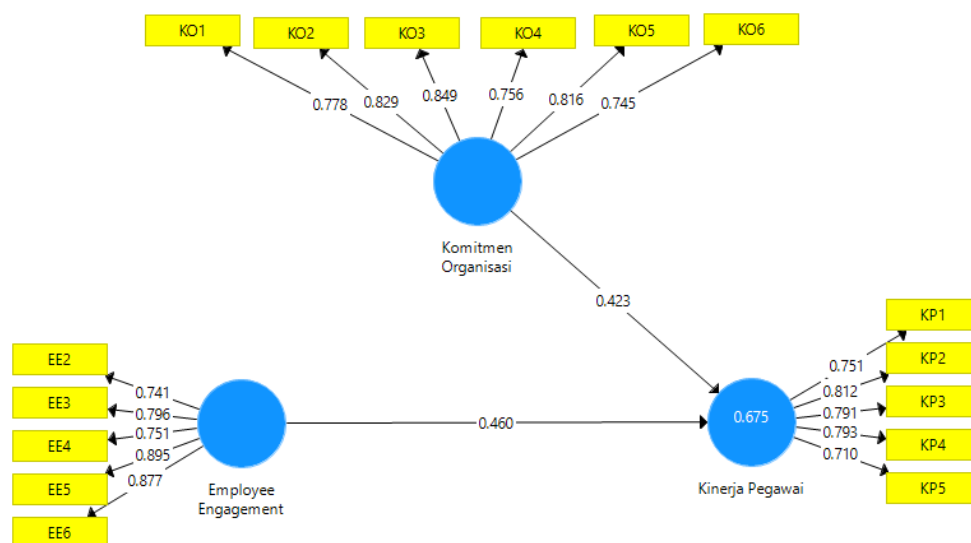


Figure2 Inner Model Sub Structural 2

To facilitate the analysis based on the data shown in Figure 2 then summarized in Table 2 as follows:

Table 2. Testing the Significance of the Substructure Path Coefficient 2

Hubungan Variabel	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement > Employee Performance	0.460	0.121	3.809	0.000
Organizational Commitmen > Employee Performance	0.423	0.118	3.596	0.000

Based on the data shown in Table 2, it can be explained that employee engagement (EE) on employee performance (KP) with a coefficient value of 0.460 or 46% and a significant value of 0.000 or significant at the 1% level. This means that if there is an increase in employee engagement, it will also increase employee performance. While the effect of organizational commitment on employee performance is 0.423 or 42.3% and a significant value of 0.000 or significant at the 1% level. This means that if there is an increase in organizational commitment, it will also increase employee performance. The correlation value of determination (R²) is 0.675 or 67.5%. This means

that employee engagement and organizational commitment variables are able to explain employee performance variables by 67.5% and the remaining 32.5% is influenced by other variables not included in this study.

(3) Indirect Influence (Mediation Effect)

The mediation effect test aims to determine whether organizational commitment (KO) mediates the effect of employee engagement (EE) on employee performance (KP). The results of the analysis of the inner mediation effect model are shown in Figure 3.

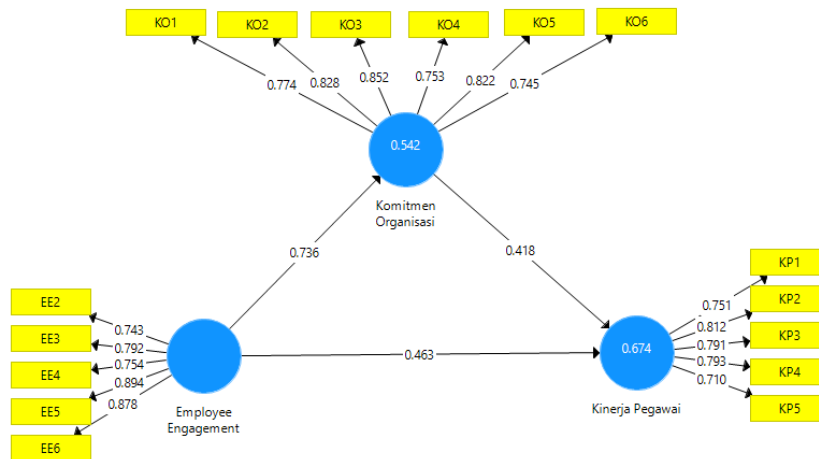


Figure 3. Indirect Effect Test Results (Mediation Effect)

To find out whether organizational commitment mediates the effect of employee engagement on employee performance, it is explained in Figure 4 as follows:

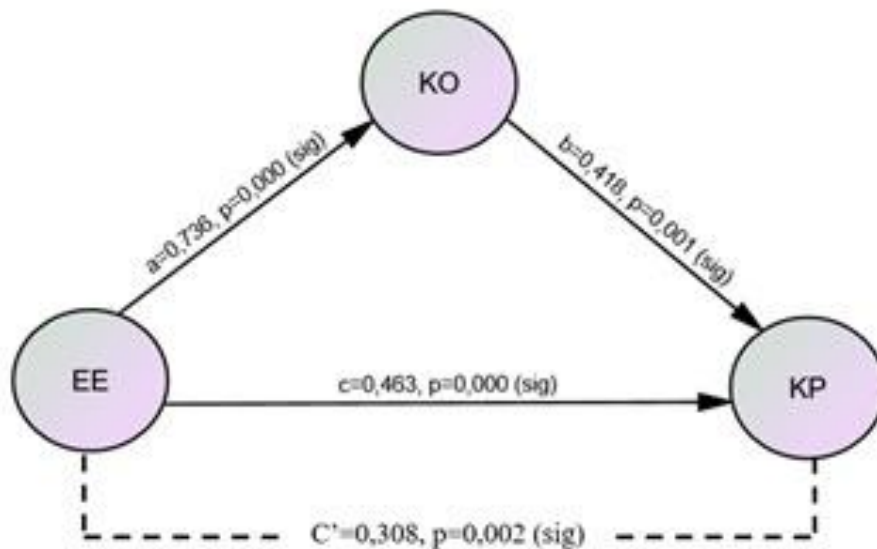


Figure 4 Testing the Mediation Effect of EE-KO-KP

Based on the data shown in Figure 4, it can be explained that the path coefficient a (EE-KO) is 0.736 and the p-value is 0.000 (significant), the path coefficient b (KO-KP) is 0.418 and the p-value is 0.001 (significant), the path coefficient c (EE-KP) is 0.463 and the p-value is 0.000 (significant). The path coefficient value C' (EE-KO-KP) is 0.308 and the p-value is 0.002 (significant). Terms of mediation if paths a, b and c are significant. Based on the above calculations, the overall path is significant, therefore it can be concluded that the organizational commitment variable partially mediates the effect of employee engagement on employee performance. This finding indicates that organizational commitment can play a role in mediating the effect of employee engagement on the performance of the Regional Secretariat of Bireuen Regency.

The coefficient of determination (R^2) of the relationship between employee engagement and organizational commitment is 0.542 or 54.2%. This

means that the employee engagement variable can explain the organizational commitment variable 54.2% and the remaining 46.8% is influenced by other variables that are not included in this study. The coefficient of determination (R^2) of the relationship between employee engagement and employee performance is 0.674 or 67.4%. This means that the employee engagement variable can explain the employee performance variable 67.4% and the remaining 33.6% is influenced by other variables that are not included in this study.

(4) Moderation Effect

The moderating effect test aims to determine whether perceived organization support moderates (strengthens or weakens) the effect of employee engagement on employee performance. The test results of the moderating effect are shown in Figure 5 as follows.

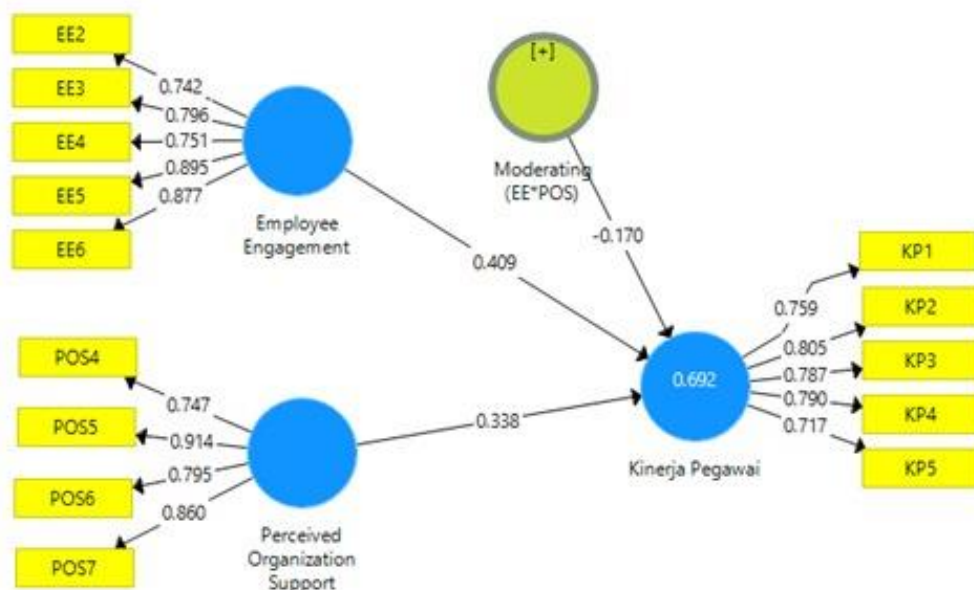


Figure 5 Inner Moderation Effect Model

The values in Figure 5 are then summarized in Table 3 to facilitate interpretation of the results.

Table 3. Moderation Effect Test Results

Hubungan Variabel	Original Sample (O)	Sample Mean (M)	T Statistics ((O/STDEV))	P Values
Employee Engagement -> Employee Performance	0.409	0.426	3.919	0.000
Moderating (EE*POS) -> Employee Performance	-0.170	-0.164	3.547	0.000
Perceived Organization Support -> Employee Performance	0.338	0.324	3.488	0.000

a) The Influence of Employee Engagement on Employee Performance Involving Moderating Variables

Based on the data shown in Table 3, it can be explained that employee engagement directly has a significant effect on employee performance where the coefficient value is 0.409 and the significant value is 0.000 (significant at the 1% level). This means that employee engagement is able to affect the performance of the employees of the Regional Secretariat of Bireuen Regency.

b) The Influence of Perceived Organizational Support on Employee Performance

Based on the data shown in Table 3, it can be explained that perceived organization support has a significant effect on employee performance. This can be seen from the coefficient value of 0.338 with a significant value of 0.000 (significant). This finding indicates that perceived organization support can

affect the performance of the employees of the Regional Secretariat of Bireuen Regency.

c) The Influence of Employee Engagement on Employee Performance Through Perceived Organization Support as Moderating Variable

Based on the data shown in Table 7, it can be explained that employee engagement has a significant effect on employee performance after involving the moderating variable (perceived organization support). This can be seen from the coefficient value of -0.170 with a significant value of 0.000 (significant). This finding indicates that perceived organization support acts as a moderating variable. Because the coefficient value is negative, it can be concluded that the perceived organization support variable weakens the effect of employee engagement on the performance of the employees of the Regional Secretariat of Bireuen Regency.

Coefficient of Determination (R-square)

The purpose of R-square analysis is to evaluate the prediction accuracy of a model. Evaluating how variations in the value of the dependent variable are affected by variations in the value of the independent variable in a path model. The higher the R-square value, the better the independent variable in explaining the dependent variable. It can also be seen from the probability value of R-square, ie if the value is significant P-Values <0.05 then the R-square is classified as good (the independent variable is quite good in explaining the dependent variable). An R-square value of 0.692 indicates a strong research model, an R-square of 0.50 indicates a moderate research model and an R-square value of 0.25 indicates a weak research model.

Table 4. Coefficient of Determination

	R Square	R Square Adjusted
Employee Performance	0.692	0.684

Based on the data shown in Table 4, it can be explained that the R-Square value of the moderating effect is 0.692, meaning that the employee engagement and perceived organization support variables are able to explain employee performance by 69.2% and the remaining 31.8% is influenced by other variables that are not included. in this research.

Theoretical Implications

This research has produced several theoretical implications, namely as follows:

1. The results of this study can strengthen theories, references and support the results of previous studies, where this study found that employee engagement, organizational commitment and perceived organization support have a significant effect on employee performance.
2. The results of this study can add reference and theory development where in general previous studies found perceived organization support (POS) to positively (strengthen) and significantly affect employee performance, but this study found that POS negatively moderated (weakened) the effect of employee engagement on employee performance.
3. The results of this study contribute to the formation of an intervening and moderating model on the effect of employee engagement on employee performance. This can support the development of advanced research and add scientific references in the field of Human Resources.

Practical Implications

This research has produced several practical implications, namely as follows:

1. Organizational leaders, especially the Regional Secretariat of Bireuen Regency, can apply the results of this study in order to improve employee performance through increasing employee work involvement and increasing organizational commitment and strengthening support for employees in carrying out their work.
2. The results of this study found that POS weakens the effect of employee engagement on employee performance. Leaders can review the forms of support that have been given to employees or can change policies on forms of support for employees in carrying out their work.
3. Employee performance is one of the hottest topics in the context of human resource management literature, sometimes there are leaders in various organizations who do not understand the importance of this. This study shows leaders and managers how important employee engagement and organizational commitment are. The relationship between these variables will influence leaders and managers in designing strategies to improve employee performance.
4. This research will also motivate and direct leaders to generate new ideas on how to improve organizational commitment and employee performance.
5. In particular, the results of this study are useful as a practical guide for leaders at the Regional Secretariat of Bireuen Regency in formulating strategies and policies to improve organizational commitment and employee performance.

CONCLUSIONS

This study aims to determine whether Employee Engagement has an effect on employee performance through organizational commitment as an intervening variable and Perceived Organization Support as a moderating variable at the Regional Secretariat of Bireuen Regency. Based on the results of data analysis, it can be concluded that:

1. Employee Engagement is an important factor that can be considered in the context of making policies to increase employee organizational commitment at the Regional Secretariat of Bireuen Regency. The results of the study show that increasing employee engagement will increase employee organizational commitment at the Regional Secretariat of Bireuen Regency.
2. Organizational commitment is an important factor that can be considered in order to make policies to

- improve employee performance at the Regional Secretariat of Bireuen Regency. The results of the study indicate an increase in organizational commitment will improve employee performance at the Regional Secretariat of Bireuen Regency
3. Employee Engagement is an important factor that can be used in order to make policies to improve employee performance at the Regional Secretariat of Bireuen Regency. The results of the study show that increasing employee engagement will improve employee performance at the Regional Secretariat of Bireuen Regency.
 4. Organizational commitment is an important factor that can play a role in mediating the effect of employee engagement on employee performance at the Regional Secretariat of Bireuen Regency. The results of the study indicate that increasing organizational commitment can increase the role of employee engagement in improving employee performance at the Regional Secretariat of Bireuen Regency.
 5. Perceived organization support (POS) is a variable that can weaken the effect of employee engagement on improving employee performance at the Regional Secretariat of Bireuen Regency. The results showed that POS negatively moderated (weakened) the effect of employee engagement on employee performance at the Regional Secretariat of Bireuen Regency.
- Regency were still lacking in using new ways and methods of working, therefore it was suggested to the leadership to be able to encourage the emergence of creative and innovative attitudes in carrying out work.
2. The results of the analysis found that some employees in terms of organizational commitment still feel less obligated to remain in the organization. This means that the level of loyalty and commitment to remain loyal to the organization is still low, therefore it is hoped that the leadership at the Regional Secretariat of Bireun Regency can strengthen employee organizational commitment by providing a comprehensive understanding of the meaning and importance of loyalty and loyalty to the organization.
 3. Related to perceived organizational support, the results of the description analysis found that some employees feel that the organization has not given a fair award for the success of employees, therefore it is expected that the leadership of the Regional Secretariat of Bireuen Regency, to provide both financial and non-financial rewards to employees who can produce work achievements that make the organization proud.
 4. Regarding the performance of employees, it was found that there were still weak initiatives to carry out tasks that had not been directed and employees were still bound by the routine work they did continuously, therefore it was hoped that the leadership at the Regional Secretariat of Bireuen Regency would be able to familiarize employees with having independence in carrying out their duties. tasks by reducing direction and supervision to employees.

Suggestion

Based on the research conclusions as described above, some suggestions can be given as follows:

1. The results of descriptive analysis found that employees at the Regional Secretariat of Bireuen

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