

EMPLOYEE PERFORMANCE BASED ON WORK MOTIVATION, EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT



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ABSTRACT

This study aims to assess employee perceptions and examine the direct effects of work motivation and employee engagement on organizational commitment, as well as the direct effects of work motivation, employee engagement, and organizational commitment on employee performance. It also investigates the indirect role of organizational commitment in mediating the impact of work motivation and employee engagement on employee performance. Using path analysis and a sample of 132 respondents, the study found that work motivation and employee engagement significantly influence organizational commitment. Additionally, all three variables—work motivation, employee engagement, and organizational commitment—directly affect employee performance. Organizational commitment also serves as a mediating factor between both work motivation and employee engagement on employee performance.

Keywords: *Work Motivation; Employee Engagement; Organizational Commitment; Employee Performance*

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INTRODUCTION

A company can achieve its objectives by maximizing employee performance. Kasmir (2019) defines performance as the outcome of an employee's work and behavior, reflected in how well they complete their duties and responsibilities within a specific timeframe. Several factors can influence employee performance, including skills, expertise, knowledge, job design, personality, motivation, leadership, management style, organizational culture, job satisfaction, work environment, loyalty, organizational commitment, and work discipline (Kasmir, 2019). Among these, organizational commitment is a key factor (Kasmir, 2019). According to Robbins and Judge (2013), organizational commitment refers to an employee's psychological attachment to the organization, including their alignment with its goals and their intention to remain a part of it.

Work motivation is another important factor affecting employee performance (Kasmir, 2019). Mangkunegara (2017) describes work motivation as an internal drive that directs individuals toward achieving organizational goals. In addition to motivation, employee engagement also plays a significant role in influencing performance (Kasmir, 2019). According to Schaufeli and Bakker (2003), employee engagement is a positive emotional state characterized by enthusiasm and dedication to one's work, which is reflected in proactive and energetic behavior. Given the importance of strong company performance, organizations continuously assess their effectiveness—such is the case with PT Honoris Industry (HORI) Bogor, particularly in its plastic injection production department.

PT Honoris Industry (HORI) is a manufacturing company that is currently focused on becoming a multi-business and high-tech company in the field of Light emitting diode (LED) lighting. PT Honoris Industry is located at Jl. Raya Sukabumi Km 2, Ciawi – Bogor by producing various types of manufactured goods including LED Lighting, Plastic Injection, Electronic Manufacturing and also operating in OSM Business. As a company operating in the manufacturing sector, of course, there are targets that the company must achieve. However, based on data obtained in 2023, the target realization achieved was only 94%. This indicates that the quality of employee performance in the plastic injection production section of PT Honoris Industry Bogor is still low.

Apart from that, the amount of turnover that occurs in the plastic injection production section in the period January 2023 - October 2023 is also high. Based on the data obtained, every month during this period the number of employees in the plastic injection production section experienced a decrease due to turnover. So it can be concluded that the organizational commitment of employees is still low. Based on pre-survey data regarding work motivation and employee engagement issues, it was found that employees in the plastic injection production section of PT Honoris Industry Bogor had quite high work motivation but still had a low level of employee engagement.

In light of this issue, companies must give special attention to continuously improving employee performance in order to achieve organizational goals. This involves focusing on key factors that influence performance, such as organizational commitment, work motivation, and employee engagement. These elements serve as key drivers in enhancing employee performance. This is supported by various previous studies, including Goni et al. (2021), which found that work motivation significantly impacts employee performance; Darmaeti et al. (2021), which showed that employee engagement positively affects performance; and Rizal et al. (2023), which demonstrated that organizational commitment has a positive and significant influence on employee performance.

This study seeks to explore employee responses and examine the direct effects of work motivation and employee engagement on organizational commitment. It also investigates the direct impact of work motivation, employee engagement, and organizational commitment on employee performance, along with the indirect role of organizational commitment as a mediator between work motivation, employee engagement, and performance.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Employee Performance

Kasmir (2019) defines performance as the outcome of an employee's work and conduct, reflected in the completion of assigned duties and responsibilities within a given timeframe. He also outlines several indicators of employee performance, including the quality and quantity of work, sense of responsibility, teamwork, and initiative.

Previous studies have shown a positive relationship between employee performance and several key factors. Pratama (2021) found that organizational commitment is positively related to employee performance. Similarly, Husnah (2021) reported a positive correlation between work motivation and employee performance. In addition, research by Hasmany et al. (2022) confirmed that employee engagement also has a positive relationship with employee performance.

Organizational Commitment

Robbins and Judge (2015) define organizational commitment as an employee's psychological attachment to the organization, reflected in their support for the organization's goals and their intention to remain a part of it. According to them, organizational commitment is measured through three indicators: affective commitment (emotional attachment), continuance commitment (awareness of the costs of leaving), and normative commitment (a sense of obligation to stay). Previous research by Monika et al. (2021) found that organizational commitment has a positive impact on employee performance.

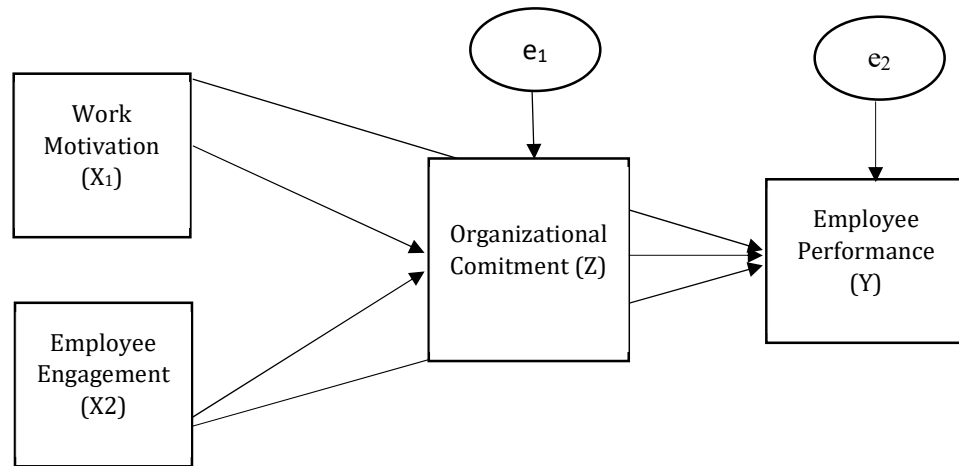
Work Motivation

Mangkunegara (2017) defines work motivation as an internal drive that directs individuals toward achieving organizational objectives. The indicators of work motivation, according to Mangkunegara, include responsibility, job performance, compensation, recognition, and challenging tasks. Umar and Norawati (2022) found that work motivation has a positive impact on both employee performance and organizational commitment.

Employee Engagement

Schaufeli and Bakker (2003) describe employee engagement as a positive emotional state characterized by enthusiasm and active involvement in one's work. They identify three key indicators of engagement: vigor, dedication, and absorption. Monika et al. (2021) found that employee engagement positively affects both employee performance and organizational commitment.

In every research, the rationale is the basis for determining the flow of research. The following is the rationale for this research:



Source : Constructed by authors (2021)

Figure 1
Research Framework

From this framework, a research hypothesis can be created. The hypothesis of this research consists of:

- H 1: It is hypothesized that there is a direct influence of work motivation on organizational commitment in plastic injection employees at PT Honoris Industry.*
- H 2: It is hypothesized that there is a direct influence of employee engagement on organizational commitment in plastic injection employees at PT Honoris Industry.*
- H 3: It is hypothesized that there is a direct influence of work motivation on employee performance in plastic injection employees at PT Honoris Industry.*
- H 4: It is hypothesized that there is a direct influence of employee engagement on employee performance in plastic injection employees at PT Honoris Industry.*
- H 5: It is hypothesized that there is a direct influence of organizational commitment on employee performance in plastic injection employees at PT Honoris Industry.*
- H 6: It is hypothesized that organizational commitment indirectly mediates the influence of work motivation on employee performance in plastic injection employees at PT Honoris Industry.*
- H 7: It is hypothesized that organizational commitment indirectly mediates the influence of employee engagement on employee performance in plastic injection employees at PT Honoris Industry.*

METHOD

The research objectives of this study are employee performance, organizational commitment, work motivation and employee engagement. Meanwhile, research subjects and locations this is an employee in the plastic injection production section at PT. Honoris Industry (HORI) Bogor. The population in this study was 198 people with a sample taken of 132 people using calculations from Taro Yamane in Riduwan (2015) with a deviation rate of 5%. The data collection technique in this descriptive analysis uses an ordinal scale.

The data analysis in this study employs the Coefficient of Determination (R^2), Path Analysis and Hypothesis Testing. As stated by Ghazali (2016), the coefficient of determination (R^2) assesses how well the model explains variations in the dependent variable. Meanwhile, Ghazali (2018) defines path analysis as the application of regression analysis to estimate causal relationships among variables that have been theoretically established. This research uses two structural equations : the first examines

the effect of work motivation and employee engagement on organizational commitment, while the second assesses the influence of work motivation, employee engagement, and organizational commitment on employee performance.

Hypothesis testing consists of two methods: the T-test (Partial) and the Sobel Test. According to Sugiyono (2021), the T-test evaluates the extent to which each independent variable individually affects the dependent variable. The test uses a significance level of $\alpha = 0.05$ to assess direct effects. According to Ghazali (2018), an intervening variable mediates the relationship between independent and dependent variable. The presence and strength of this mediating effect are examined through the Sobel Test, which evaluates the indirect influence of the intervening variable (Z). Data analysis is conducted using SPSS software, including calculations for the Sobel Test.

Validity test

1. The validity test results for the employee performance variable, which consists of 10 statement items, show that all items are valid with a corrected item-total correlation (r_{count}) ≥ 0.3 . The highest validity value is 0.813, while the lowest is 0.647.
2. The validity test results for the organizational commitment variable, which consists of 10 statement items, indicate that all items are valid with a corrected item-total correlation (r_{count}) ≥ 0.3 . The highest validity value is 0.800, and the lowest is 0.488.
3. The validity test results for the work motivation variable, consisting of 10 statement items, show that all items are valid with a corrected item-total correlation (r_{count}) ≥ 0.3 . The highest validity value is 0.768, while the lowest is 0.517.
4. The validity test results for the employee engagement variable, consisting of 10 statement items, show that all items are valid with a corrected item-total correlation (r_{count}) ≥ 0.3 . The highest validity value is 0.823, while the lowest is 0.537.

Reliability Test

The results of the reliability test for all variables stated that they were reliable with a Cronbach alpha value > 0.6 and each value for the employee performance variable was 0.836, organizational commitment was 0.831, work motivation was 0.819, and employee engagement was 0.831.

Classic assumption test

1. Normality test
The normality test in this study used two equations using the Kolmogorov-Smirnov technique with a sig value. 0.200 so it is declared normally distributed.
2. Multicollinearity Test
3. The multicollinearity test in this study was conducted using two indicators: the tolerance value and the Variance Inflation Factor (VIF). The results show that the tolerance values are greater than 0.1 and the VIF values are less than 10, indicating that there is no multicollinearity among the independent variables.
4. Heteroscedasticity Test
The heteroscedasticity test in this study used two equations using a Scatterplot graph with the results for both equations not having heteroscedasticity.

RESULTS AND DISCUSSION

The average employee response to employee performance is high with a value of 3.72. The highest score was obtained by the work quality indicator with a value of 3.90. The average employee response to organizational commitment is high with a value of 3.60.

The highest score was obtained by the affective commitment indicator with a value of 3.68. The average employee response to work motivation is high with a value of 3.73. The highest score was obtained by the work performance indicator with a value of 3.89. The average employee response to employee engagement is high with a value of 3.56. The highest value was obtained by the vigor indicator with a value of 3.78.

Ghozali (2016) explains that path analysis is used to identify whether an independent variable indirectly affects a dependent variable through a mediating (intervening) variable. Further analysis involves examining both direct and indirect effects using correlation and regression techniques. This approach helps determine whether the final dependent variable is influenced directly or indirectly via a mediating variable, which is why two structural equations are required.

First Structural Equation Path Analysis

Regression Results

Path analysis in the first equation is used to determine the effect of work motivation (X1) and employee engagement (X2) on organizational commitment (Z). The following is an explanation of the results of the path analysis of the first structural equation.

Table 1
First Structural Equation Regression Results

<i>Coefficients^a</i>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2,423	1,751		,169
	Work motivation	,595	,083	,570	,000
	Employee Engagement	,348	,080	,343	,000

Dependent Variable: Organizational Commitment

Source: Primary data processed, 2024

$$Y = pZX_1 + pZX_2 + e1 \rightarrow Y = 0.595X_1 + 0.348X_2 + e1$$

- 1) The regression coefficient of 0.595 for the work motivation variable indicates a positive influence on organizational commitment. This implies that higher levels of work motivation are associated with increased levels of organizational commitment.
- 2) The regression coefficient for the employee engagement variable is 0.348, indicating a positive relationship with organizational commitment. This suggests that an increase in employee engagement is expected to lead to a corresponding increase in organizational commitment.

Coefficient of Determination Results (R^2)

The correlation coefficient analysis of the first equation was conducted to determine the degree of strength of the relationship between work motivation (X1) and employee engagement (X2) simultaneously on organizational commitment (Z). The correlation coefficient value of the first equation can be seen in the following table.

Table 2
First Structural Determination Coefficient

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,880 ^a	,774	,770	2,998

Predictors: (Constant), Employee Engagement, Work Motivation

Source: Primary data processed, 2024

Based on Table 2, the R^2 value is 0.774 or 77.4%, indicating that work motivation and employee engagement collectively contribute 77.4% to the variance in organizational commitment. The remaining 22.6% is attributed to other factors not examined in this study.

T-test (partial)

The Influence of Work Motivation on Organizational Commitment

In Table 1, the results of the first structural equation regression for the work motivation variable show that $t_{is} 7.210 > t_{table} 1.657$ with sig. $0.000 < 0.05$. So it can be concluded that work motivation directly has a positive and significant effect on organizational commitment.

The Influence of Employee Engagement on Organizational Commitment

In Table 1, the results of the first structural equation regression for the employee engagement variable show that $t_{is} 4.345 > t_{table} 1.657$ with sig. $0.000 < 0.05$. So it can be concluded that employee engagement directly has a positive and significant effect on organizational commitment.

Second Structural Equation Path Analysis

Regression Results

Path analysis in the second equation is used to determine the influence of work motivation (X1), employee engagement (X2) and organizational commitment (Z) on employee performance (Y). The following is an explanation of the results of the path analysis of the second structural equation.

Table 3
Second Structural Equation Regression Results

<i>Coefficients^a</i>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,345	1,566		,859
	Work motivation	,236	,087	,227	,007
	Employee Engagement	,415	,076	,412	,000
	Organizational Commitment	,316	,078	,317	,000

Dependent Variable: Employee Performance

Source: Primary data processed, 2024

$$Y = pYX_1 + pYX_2 + pYZ + e1 \rightarrow Y = 0.236X_1 + 0.415X_2 + 0.316Z + e2$$

- 1) The regression coefficient of 0.236 for work motivation variable indicates a positive influence on employee performance. This implies that higher levels of work motivation are associated with increased levels of employee performance.
- 2) The regression coefficient of 0.415 for employee engagement variable indicates a positive influence on employee performance. This implies that higher levels of employee engagement are associated with increased levels of employee performance.
- 3) The regression coefficient of 0.316 for organizational commitment variable indicates a positive influence on employee performance. This implies that higher levels of organizational commitment are associated with increased levels of employee performance

Coefficient of Determination Results (R^2)

The correlation coefficient analysis of the second equation was conducted to determine the degree of strength of the relationship between work motivation (X1), employee engagement (X2) and organizational commitment (Z) on employee performance (Y). The correlation coefficient value of the first equation can be seen in the following table.

Table 4
Correlation Coefficient of Second Structural Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,906 ^a	,821	,817	2,662

Predictors: (Constant), Organizational Commitment, Employee Engagement, Work Motivation

Source: Primary data processed, 2024

Based on Table 4, the R^2 value is 0.821 or 82.1%. This shows that the contribution of work motivation, employee engagement, and organizational commitment to employee performance is 82.1%, while the remaining 17.9% is influenced by other variables not explained in this research.

T-test (partial)

The Influence of Work Motivation on Employee Performance

In Table 3, the results of the second structural equation regression for the work motivation variable show that $t_{is} 2.722 > t_{table} 1.657$ with sig. $0.007 < 0.05$. So it can be concluded that work motivation directly has a positive and significant effect on employee performance.

The Influence of Employee Engagement on Employee Performance

In Table 3, the results of the second structural equation regression for the employee engagement variable show that $t_{is} 5.451 > t_{table} 1.657$ with sig. $0.000 < 0.05$. So it can be concluded that employee engagement directly has a positive and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

In Table 3, the results of the second structural equation regression for the organizational commitment variable show that $t_{is} 4.038 > t_{table} 1.657$ with sig. $0.000 < 0.05$. So it can be concluded that organizational commitment directly has a positive and significant effect on employee performance.

Sobel Test

This Sobel test is conducted by testing the strength of the indirect influence of exogenous variables (X) on endogenous variables (Y) through intervening variables (Z) (Ghozali, 2018). In this case, to determine the effect of work motivation on employee performance through organizational commitment and the effect of employee engagement on employee performance through organizational commitment. To test the significance of the indirect effect, calculate the Zcount value of Unstandardized Beta ab. The Zcount value is compared with the Ztable value, if $Z_{count} > Z_{table}$ then it can be concluded that the mediation effect is significant. The absolute Ztable is 1.96

The Influence of Work Motivation on Employee Performance Through Organizational Commitment

The results of the Sobel test on the first equation used to determine the influence of work motivation and employee engagement through organizational commitment are as follows.

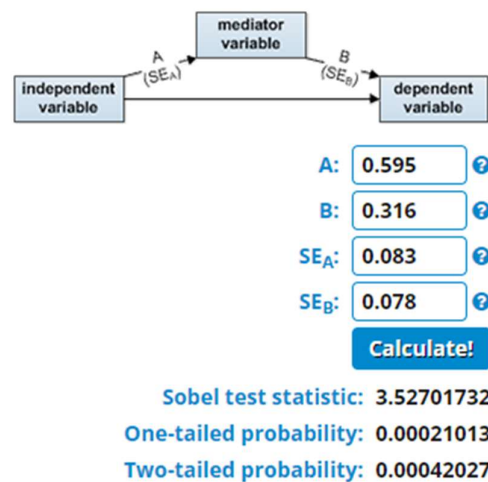


Figure 2
Calculate Sobel Test Results of the Effect of Work Motivation on Employee Performance Through Organizational Commitment

The results of calculating the statistical value of the Sobel test above obtained a calculated Z value of 3.53. The calculated Z value $> Z_{table}$ ($3.53 > 1.96$), means that H_{a6} is accepted and H_{o6} is rejected, so these results prove that indirectly, organizational commitment mediates the influence of work motivation on employee performance

The Influence of Employee Engagement on Employee Performance Through Organizational Commitment

The results of the Sobel test on the second equation used to determine the influence of employee engagement on employee performance through organizational commitment are as follows.

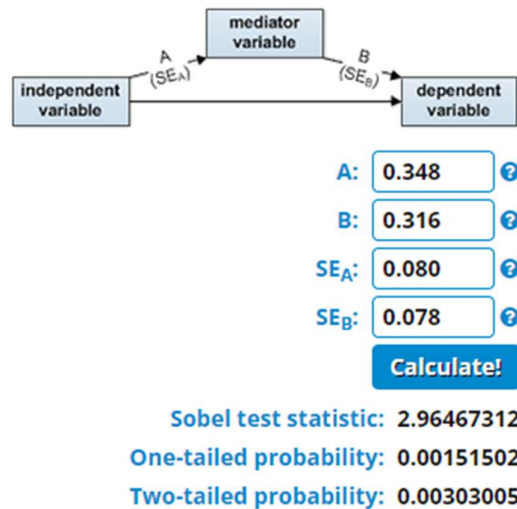


Figure 3
Calculate Sobel Test Results of the Effect of Employee Engagement on Employee Performance Through Organizational Commitment

The results of calculating the statistical value of the Sobel test above obtained a calculated Z value of 2.96. The calculated Z value $> Z_{table}$ ($2.96 > 1.96$), means that H_{a7} is accepted and H_{o7} is rejected, so these results prove that indirectly, organizational commitment has a mediates the influence of employee engagement on employee performance.

The Influence of Work Motivation on Organizational Commitment

Based on the results of the t-test hypothesis testing, the calculated t-value was 7.210, which is greater than the t-table value of 1.657, with a significance value of $0.000 < 0.05$. Therefore, the null hypothesis (H_o) is rejected and the alternative hypothesis (H_a) is accepted. These results confirm the first hypothesis, namely that 'There is a direct influence of work motivation on organizational commitment.' Consequently, it can be concluded that work motivation has a positive and significant effect on organizational commitment among employees in the plastic injection production division at PT Honoris Industry Bogor. These findings are consistent with the study conducted by Siwi et al. (2020) on employees of the Manado City Regional Revenue Agency, which also demonstrated that work motivation has a positive and significant impact on organizational commitment.

The Influence of Employee Engagement on Organizational Commitment

Based on the t-test hypothesis testing results, the calculated t-value was 4.345, which exceeds the t-table value of 1.657, with a significance level of $0.000 < 0.05$. As a result, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings confirm the second hypothesis, namely that 'There is a direct influence of employee engagement on organizational commitment.' Therefore, it can be concluded that employee engagement has a positive and significant effect on organizational commitment among employees in the plastic injection production division at PT Honoris Industry Bogor. This result is consistent with the study conducted by Mardiansyah and Rusdiah (2022) on employees of Anita Phoneshop Baturaja, which also demonstrated that employee engagement significantly influences organizational commitment.

The Influence of Work Motivation on Employee Performance

Based on the results of the t-test hypothesis testing, the calculated t-value was 2.722, which is greater than the t-table value of 1.657, with a significance level of $0.007 < 0.05$. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings confirm the third hypothesis, namely that 'There is a direct influence of work motivation on employee performance.' It can thus be concluded that work motivation has a positive and significant effect on employee performance in the plastic injection production division at PT Honoris Industry Bogor. This result aligns with the study conducted by Sembiring et al. (2021) on employees of the Financial and Asset Management Agency of Deli Serdang Regency, which also demonstrated that work motivation positively and significantly affects employee performance.

The Influence of Employee Engagement on Employee Performance

Based on the results of the t-test hypothesis testing, the calculated t-value was 5.451, which is greater than the t-table value of 1.657, with a significance level of $0.000 < 0.05$. Accordingly, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These results support the fourth hypothesis, namely that 'There is a direct influence of employee engagement on employee performance.' It can therefore be concluded that employee engagement has a positive and significant effect on employee performance in the plastic injection production division at PT Honoris Industry Bogor. This finding is consistent with the study conducted by Pratiwi and Fatoni (2023) on employees of cigarette manufacturing companies in Malang Regency, East Java, which also found that employee engagement has a positive and significant impact on employee performance.

The Influence of Organizational Commitment on Employee Performance

Based on the results of the t-test hypothesis testing, the calculated t-value was 4.038, which is greater than the t-table value of 1.657, with a significance level of $0.000 < 0.05$. Consequently, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings validate the fifth hypothesis, namely that 'There is a direct influence of organizational commitment on employee performance.' Therefore, it can be concluded that organizational commitment has a positive and significant effect on employee performance in the plastic injection production division at PT Honoris Industry Bogor. This result is supported by research conducted by Putra and Cahyo (2021) on employees of PT Juang Abadi Alam in South Lampung Regency, which also demonstrated that organizational commitment has a positive and significant impact on employee performance.

The Influence of Work Motivation on Employee Performance Through Organizational Commitment

Based on the results of the Sobel test hypothesis testing, the obtained Z value was 3.53, which exceeds the Z-table value of 1.96. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings support the sixth hypothesis, namely that 'There is an indirect influence of organizational commitment in mediating the relationship between work motivation and employee performance.' Thus, organizational commitment significantly mediates the effect of work motivation on employee performance among employees in the plastic injection production division at PT Honoris Industry Bogor. This finding is consistent with the study conducted by Umar and Norawati (2022) on employees of UPT Sungai Duku Pekanbaru, which also demonstrated that organizational commitment mediates the influence of work motivation on employee performance.

The Influence of Employee Engagement on Employee Performance Through Organizational Commitment

"Based on the results of the Sobel test hypothesis testing, the obtained Z value was 2.96, which is greater than the Z-table value of 1.96. As such, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings support the seventh hypothesis, namely that 'There is an indirect influence of organizational commitment in mediating the relationship between employee engagement and employee performance.' Therefore, organizational commitment significantly mediates the effect of employee engagement on employee performance among employees in the plastic injection production division at PT Honoris Industry Bogor. This result is consistent with the study conducted by Asmilasari et al. (2023) on employees of the PT Pegadaian Pabaeng-Baeng Makassar sub-branch office, which also found that organizational commitment mediates the influence of employee engagement on employee performance.

CONCLUSION AND SUGGESTION

Based on employee responses, the average response regarding employee performance, organizational commitment, work motivation, and employee engagement are generally high. The analysis show that work motivation and employee engagement both have a direct effect on organizational commitment, work motivation has a direct effect on employee performance. Additionally, work motivation and employee engagement also directly influence employee performance in the plastic injection production section of PT

Honoris Industry Bogor. Furthermore, organizational commitment directly affects employee performance and serve as a mediating factor in the relationship between work motivation and employee performance, as well as between employee engagement and employee performance in the same division.

Suggestion for the company PT Honoris Industry Bogor, the work motivation variable has the lowest value, namely the challenging work indicator. Therefore, companies must provide more training to employees so that when there is a more challenging job, the employee is ready to do the job and there is motivation to complete the job. Employee engagement variable has the lowest value, namely the absorption indicator. Therefore, companies must always monitor employee performance. Apart from that, the company must provide a sense of security and comfort to each employee so that employees have a high sense of engagement.

The organizational commitment variable has the lowest value, namely the normative commitment indicator. Therefore, companies must pay more attention to all forms of needs required by employees so that employees do not want to leave the company. The employee performance variable has the lowest value, namely the work quantity indicator. Therefore, the company must provide direction and care to each employee to be able to encourage employee morale in achieving company targets.

Future researchers can improve the quality of research by adding other variables that are not included in this research and can influence employee performance, such as leadership, organizational culture, leadership style, job satisfaction and work discipline. Apart from that, it is also important to use further analytical methods and to expand the population and research samples used to get better results.

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