



# Impact of Organizational Commitment and Employee Engagement on Civil Servants' Performance in Tasikmalaya, West Java

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**Abstract.** This study aims to investigate the impact of organizational commitment, employee engagement, and mental workload on the performance of civil servants in the Tasikmalaya City Government. The study conducted a quantitative approach with the civil servants in the Tasikmalaya government. A total of 115 respondents were collected using a simple random sampling technique and analyzed by multiple logistic regression. The result found that employee engagement, affective and normative commitment can affect the performance of civil servants. Employee engagement with the agency makes employees feel that they are a part of the organization and will conduct their work in accordance with agency goals, offering complete support for agency regulations and work discipline.

**Keywords:** Employee Engagement · Organizational Commitment · Performance first Section

## 1 Introduction

Effective human resource management is one of the most critical skills needed for an organization to succeed in an increasingly challenging and complex workplace. Organizations can promote commitment-oriented human resource practices to achieve organizational goals [1–3].

Organizations have learned that to thrive in a continually changing customer landscape, they must build distinctive dynamic features that enhance their competitive advantages. As a result, they are concentrating on utilizing their human resources (HR), notably employee performance (EP), as a source of strategic advantage [4, 5]. Employee performance is a complex phenomenon and an enormously important factor for determining company success or failure. Employees are the lifeblood of any company and the most significant assets of any organization since they can create or break the firm's reputation and have a negative impact on profitability [6].

According to Rynes et al. (2000), the critical problem for enterprises is to analyze EP and determine how it might become more efficient and "valid." In other words, how can organizations use performance evaluation procedures to increase their capacity to discern "good" employees (those who exhibit desired performance) from the poor ones?

Murphy and Cleveland [7], on the other hand, state that many crucial variables in the research and development of a performance evaluation model are frequently missed, which may explain why there is no integrated model for assessing EP. Furthermore, according to Nguyen, Dang [8], “while there have been numerous research exploring the influence of multiple factors on employee performance, relatively few studied more than three elements at the same time” [5].

An organization is an intentionally organized system in which the qualities of individuals, groups, and organizations interact with one another, and efficient interaction among them is heavily reliant on organizational culture, which determines individual performance [9]. Uddin, Luva [10]. Conclude that, although environmental and cultural elements support and enhance employee performance, employee-related factors link environmental, cultural factors, and employee performance, further study is still needed to have a deeper understanding of these relationships [5]. Employee engagement is defined broadly as an employee’s level of dedication and involvement in their organization and its principles. When an employee is involved, he is aware of his responsibility to the company objectives and inspires his colleagues to help the organization achieve its goals. The good attitude of an employee toward his or her workplace and its value system is also known as the positive emotional connection of an employee toward his or her employment [11].

Employee engagement is one of the key determinants fostering high levels of employee performance. An integrative HR approach argues that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives (Delery & Doty, 1996) [12]. The importance of employee engagement has been shown repeatedly in several studies [11, 13, 14].

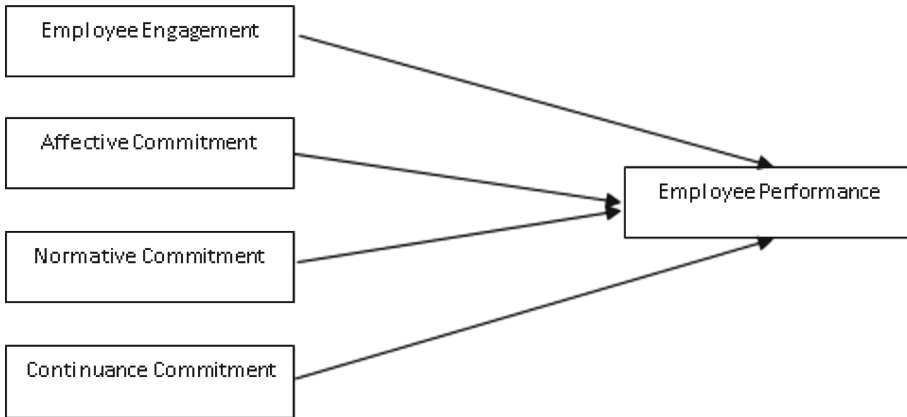
The challenge is that practitioners and researchers are confronted with conflicting and contradicting scholarly research on which to base planned interventions and empirical investigations when attempting to improve workers’ emotional connection to the company. The widespread practitioner commentary urging a focus on organizational commitment as a means of sustaining a high-functioning workforce creates a need for HRD and OD scholars to examine and clarify the state of organizational commitment research for future empirical investigations and practitioner use [15].

This paper identifies the key variables through a thorough literature survey that describes organizational commitment, employee engagement and identifies the strength of the impact of employee engagement on employee performance.

## 2 Methodology

This study used a quantitative cross-sectional design method, and respondents were collected using a simple random sampling technique. The questionnaire was delivered online via Google Forms to 140 respondents, with only 115 agreeing to complete the questionnaire with relevant data.

A survey questionnaire was created to investigate the influence of the aforementioned identified variables on employee performance. There are reliable scales available in the literature for all of the constructs in our investigation. As a result, this study measured the constructs using previously validated scales. The multiple regression method was



**Fig. 1.** Impact of Employee Engagement, Commitment, and Employee Performance

utilized to determine the predictive capability of the result variable's predictor variables (Fig. 1).

### 3 Result and Discussion

#### 3.1 Result

Usable questionnaires were received from 150 respondents. Of the 115 respondents, 64% were male, whereas 35% were female. This implies that civil servants at Tasikmalaya employ more males than females.

Bivariable analysis shows that the only factors related to employee performance are affective commitment, normative commitment, and employee engagement. However, the factors of gender and length of work were still considered in the multivariable analysis.

This study considers three predictive models of employee performance using the backward method. Model 1 is a full model that explains employee performance factors by considering employee engagement, organizational commitment, working period, and sex (Table 1). After considering other factors, gender still has no significant effect on employee performance, so it is not analyzed in models 2 and 3.

The parsimonious model is obtained in model 2 because model 2 has the smallest AIC value compared to other models. Model 2 predicts employee performance by 36.5%, and other factors influence the rest. Model 2 explains the factors of employee engagement, affective commitment, continuance commitment, normative commitment, and working period. Employee engagement is the most dominant factor because it can increase performance by 5.5 times higher than employees who are not involved in work [AOR: 5.5; 95% CI: 01.96.15.5]. In addition, the affective commitment factor also has a strong influence by increasing employee performance by 5.16 times compared to employees who do not have an emotional commitment to their agency [AOR: 5.16; 95% CI: 1.67, 15.9] (Table 1).

**Table 1.** Multivariable Analysis of Employee Performance

Variable	Level	Model 1 AOR[CI 95%]	Model 2 AOR[CI 95%]	Model 3 AOR[CI 95%]
<b>Employee Engagement</b>	Low	1	1	1
	High	5.53**[1.96,15,6]	5.51**[1.96,15,5]	4.53**[1.76,11.7]
<b>Affective Commitment</b>	Low	1	1	1
	High	4.99**[1.59,15,7]	5.16**[1.67,15,9]	4.34**[1.53,12.3]
<b>Continuance Commitment</b>	Low	1	1	1
	High	0.54[0.17,1.73]	0.47[0.15,1.47]	0.36[0.12,1.07]
<b>Normative Commitment</b>	Low	1	1	1
	High	4.3*[1.19,14.5]	4.46*[1.25,15.9]	4.00*[1.21,13.3]
<b>Working period</b>	<2 years	1	1	-
	2–5 years	2.32[0.47,11.5]	2.09[0.43,10.2]	
	6–15 years	0.24[0.05,1.09]	0.25[0.05,1.10]	
	>16 years	1.45[0.36,5.87]	1.27[0.32,4.98]	
<b>Sex</b>	Male	1	-	-
	Female	0,59[0.19,1.81]		
<b>AIC</b>		117.2	116.0	119.5
<b>Pseudo R<sup>2</sup></b>		0,370	0,365	0,305
<b>* p &lt; 0.05, ** p &lt; 0.01, *** p &lt; 0.001</b>				

Meanwhile, continuance commitment and working period are not statistically significant, but they are still considered in the model because they are theoretically related to employee performance.

The forest plot image above (Fig. 2) shows that overall there is no significant difference between the factors that affect the performance of men and women. However, employee engagement and normative commitment are statistically significant in the male group, but only affective commitment is related to the performance of female employees. This means that men who have a high emotional and intellectual relationship with their work and co-workers and have a high sense of responsibility (Normative Commitment) to their work can improve their performance and are statistically significant [AOR: 9.41; 95%CI: 2,3,38.5; AOR: 6.70; 95%CI: 1.28,35.00, respectively]. Meanwhile, women who have involvement in the institutions where they work can improve performance [AOR: 43.3; 95%CI: 1.68, 1116.7].

### 3.2 Discussion

The present study results indicate that employee engagement, affective and normative commitment are significant predictors of employee performance of civil servants at Tasikmalaya. There is no significant difference in the performance of male and female employees. Even several factors turned out insignificant after being stratified by sex.

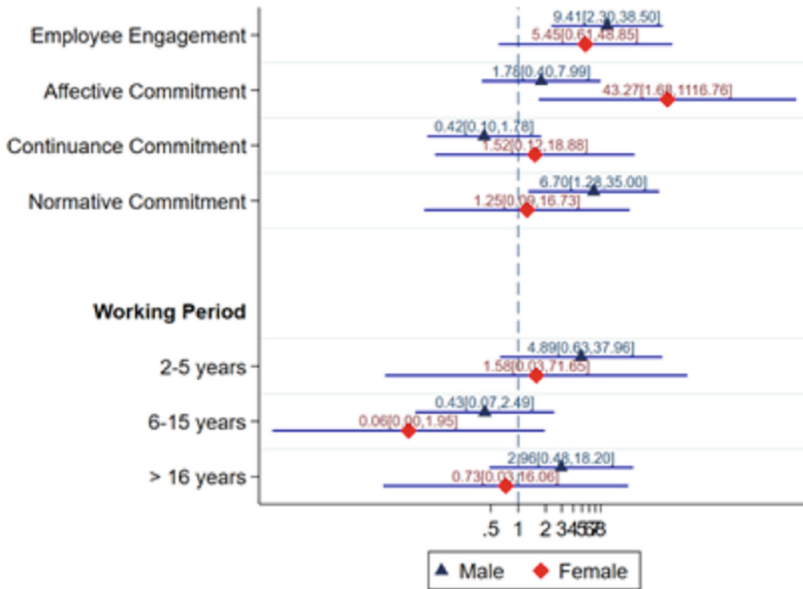


Fig. 2. Stratified Analysis

Gender differences emerge as a result of masculine impulses toward assertiveness and individuality and feminine tendencies toward care for others, devotion, and compliance. According to research, men have comparatively high levels of inquisitive inclinations, whereas women are more passive. Coworkers have particular expectations of one another that are heavily impacted by gender stereotypes. According to social cognition research, the qualities most typically linked with the typical female or “woman” stereotype are “emotional, weak, dependant, docile, uncompetitive, and unconfident.” Stereotypes clearly contain misunderstandings, but they also act as behavioral prescriptive devices and occasionally contain reality [16].

**Employee Engagement and Performance**

The results of the multivariable analysis show that high employee engagement can improve employee performance by 5.5 times more than employees who do not have an emotional connection with the agency [AOR: 5,5; 95%CI: 1.95–15,7]. Employee engagement mediates the association between perceived organizational support and employee performance and emotional commitment, according to a study by Nazir and Islam (17). The researchers found that employee involvement positively impacts employee performance via complete and partial mediation [17].

Employee engagement has a substantial influence on employee performance ( = .469, p 0.05), showing that employee engagement is a strong predictor of employee performance, according to Sendawula, Nakyejwe Kimuli [6]. Employee involvement is critical to attaining the ultimate goal of higher education institutions, which is centered

on the knowledge enterprise. In such a setting, the function of elders and institutes becomes even more critical [17, 18].

Vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge at work. Absorption consists of being entirely concentrated, happy, and deeply engrossed in one's work, whereby time passes quickly, and one has difficulty detaching oneself from work. Research reports that engaged employees who have high levels of energy are enthusiastic about their work and are often immersed in their job, so that time flies by Macey and Schneider [13] and May, Gilson [19]. Engaged employees scored higher on in-role and extra-role performance, demonstrating that they perform better and are ready to go the additional mile [20, 21]. Work engagement has been linked to job satisfaction, career satisfaction, workplace well-being, strong organizational commitment, and intention to stay in the company [22–24].

### **Employee Organizational Commitment and Performance**

This study shows no correlation between commitment to employee performance in general. However, if commitment is analyzed based on each component, there is a significant effect on affective commitment and normative commitment. According to Cesário and Chambel's [22] research, commitment components did not have significant predictive strength. Work engagement explained 14% of the variation in employee performance. However, emotional commitment (H3: path coefficients of 0.39 via complete mediation and 0.48 via partial mediation) [17].

According to Gichohi [25], there is a positive association between employee engagement and employee performance through improved commitment because engaged individuals feel pleasant emotions that extend their thinking, allowing them to become more attentive and interested in their job [6, 26].

According to research, these three commitment components are connected to workers' work and outcomes [27], and high-performing people who are focused on the company are vital to an organization's success [28]. Previous research has found a strong link between organizational commitment and employee performance [22, 29, 30].

Authors have criticized the three-component model and similar models that aim to merge the prior streams of continuance, normative, and emotional commitment research during the last ten years [31–33]. Solinger, Van Olffen [32] confirmed previous meta-analyses' findings [27, 34] that affective commitment was more strongly associated with absence (affective = .15, normative = .05, continuance = .06), performance (affective = .16, normative = .06, continuance = .07), and organizational citizenship behaviors (affective = .32, normative = .24, continuance = .01) than continuance commitment and normative commitment. Furthermore, affective commitment was associated with the broadest variety of behavioral factors, including assisting others, working extra hours, sharing information, and a supervisor's performance rating [15, 32].

As previously discussed, the relatively rapid emergence of academic study on emotional commitment in the 1970s demonstrates the relevance of knowing how individuals' views toward an organization impact their contributions and investment in that organization. Early social scientists were instrumental in establishing commitment as a significant sociological and psychological element in social groups. This early research also laid the

groundwork for scholars to investigate how to define and assess emotional commitment [15].

### **Employee Affective Commitment and Performance**

Multivariable analysis shows that employees who have high affective commitment can improve performance by 5.16. Even female employees who have high affective commitment improve performance higher than men and are statistically significant. According to Chen and Francesco (2003), there is a positive relationship between affective commitment and EP, implying that employees who believe that a firm's behavior toward them is good (e.g., fair treatment, participation in decision making) may increase their levels of emotional commitment to the firm, and thus their performance may improve. Furthermore, employees with high continuation commitment feel a great duty to do their duties in a way that is consistent with the firm's goals, whereas employees with low continuance commitment feel no such need to support the firm's goals [35]. They suggest that this happens because employees with a high level of normative commitment are "stuck" in no-choice circumstances, such as staying with the company even if they do not want to. As a result, people do their duties quietly, and their performance eventually deteriorates [36]. Somers and Birnbaum [37], on the other hand, indicate that normative commitment can be favorably related to EP (although with modest statistical significance) [5]. Employee performance is strongly related to commitment, according to Chang and Chen [38]. Committed personnel are more likely to make persistent attempts to exceed organizational standards [39].

A review of past research demonstrates a relationship between emotional commitment and a wide variety of behavioral or attitudinal outcomes such as performance, absenteeism, and turnover intentions [27]. The extent to which the established objectives are efficiently attained is referred to as effective performance. In the healthcare setting, performance is deemed successful when personnel make efforts and focus their attention on meeting pre-determined goals and patient criteria in order to give the best service possible [39].

Employee attitudes and conduct have a significant impact on achieving excellent service performance. Performance may be defined as how well a person does what the organization hired them to accomplish. Understanding the notion and antecedents of performance is becoming increasingly crucial for companies seeking to thrive in a complex and changing economic environment [39].

Previous research found that, as compared to continuity and normative commitment, the emotional commitment was more strongly associated with job outcomes such as performance, absenteeism, organizational citizenship behavior, and turnover [40]. Several studies have found that affectively committed individuals are organically driven and passionate about achieving corporate goals. Employees with high degrees of emotional commitment demonstrate loyalty [41] and a strong desire to stay with the firm [42]. According to the research study, emotionally linked employees have a sense of belonging and altruism that protects them from stress and other harmful organizational pressures. Because the relationship between the service provider and beneficiary is seen as a focal

point in the service sector, previous research has shown that emotional commitment has a substantial impact on work performance [39].

### **Employee Normative Commitment and Performance**

Their three-component model defines affective commitment (AC) as engagement in the organization based on identification with its aims and values, normative commitment (NC) as loyalty to the organization based on a sense of responsibility, and continuation commitment (CC) as an attachment to the organization resulting from the realization of the costs involved with quitting and/or the perception of limited job options [43].

Among the components, NC was the latest to appear in the literature [44]. Based on the research of Allen and Meyer [44], Wiener [45] claimed that NC represents 'workers' sentiments of duty to stay with the company. Utilizing parallels with Ryan and Deci's [46] self-determination theory, Meyer, Becker [47] recently proposed that NC is characterized by an introjection form of behavior regulation [48], implying that individuals with high NC feel compelled to fulfill organizational obligations in order to avoid feelings of guilt and anxiety or to meet the expectations of others [43].

Despite the apparent lack of interest in NC, a new disagreement about its motivational roots has surfaced. Specifically, [49] and [50] claimed that NC is self-determined when perceived as "a desire to do the right thing" but not when experienced as "doing things to avoid unpleasant outcomes" [43].

## **4 Conclusion**

This study resulted in several conclusions that factors related to performance are employee engagement, affective commitment, and normative commitment. Affective commitment refers to the emotional attachment of an individual to the organization. The reviewed research indicates that affective commitment is more predictive of significant employee performance. An important implication of this study is that employers should assume the relevance of developing adequate work conditions and work engagement-oriented human resources practices so that employees can increase their passion for the work they are doing. Affective commitment refers to the emotional attachment of an individual to the organization. Engaged employees often present positive emotions, such as happiness and enthusiasm, and better wellbeing at work.

Researchers must endeavor to address the question, "What are the determinants of high levels of affective commitment?" Empirical research studies with predictive validity that relate to specific organizational interventions and behaviors are needed. These investigations might result in a model of ideal, empirically studied practices that can be used to advise practitioners.

The critical disadvantage of this study is that the data is cross-sectional, making it hard to determine a causal relationship between variables. A longitudinal study is required to establish a link between engagement, organizational commitment, and employee performance. The substantial correlation shown between engagement and affective commitment suggests that more research is needed to find shared antecedents.



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