Mediating Role of Work Engagement on the Impact of Welfare and Organizational Commitment on Employee Performance

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Abstract. This study aims to explore the mediating role of Work Engagement in the relationship between Well-being, Organizational Commitment, and Performance, by adopting the Self-Determination Theory. The methodology employed is a structured conceptual framework that synthesizes literature from various relevant previous studies for the development and analysis of a conceptual model. The results of the analysis indicate that although Well-being and Organizational Commitment have a direct influence on Performance, empirical inconsistencies suggest the presence of unidentified mediating variables. It is expected that the inclusion of Work Engagement will bridge the gaps found in previous research. The originality of this research lies in its emphasis on the role of Work Engagement as a mediator, which has not been comprehensively explored in this context previously. The practical implications of this study highlight the importance of designing better Work Engagement strategies within the organizational ecosystem to enhance the utilization of support and, ultimately, improve Performance.

Keywords: Organizational Commitment, Performance, Well-being, Work Engagement.

1 Introduction

Employee performance serves as the cornerstone for organizational effectiveness and the long-term attainment of strategic objectives. In the discourse of human resource management, performance is conceptualized as the multifaceted outcome—both in quality and quantity—of an employee's dedication to their assigned responsibilities. Beyond mere operational output, optimal performance functions as a reflection of individual professionalism and organizational competence. Theoretically, high performance depends on how much the employees internalize the organizational values and demonstrate consistent productive behaviors [1]. In the current era of public sector reform, organizations—including government agencies such as Balai Pengelola Transportasi Darat (BPTD) Kelas II D.I. Yogyakarta—are under immense pressure to foster human resources capable of surpassing minimal standards to establish public service excellence. Therefore, a deep insight into the drivers of performance improvement is of paramount importance for both practitioners and scholars [2]. However, empirical

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evidence in the public sector has often pointed to a paradox whereby a decline in performance is often the result of pervasive internal organizational challenges despite this imperative. A primary concern is the potential erosion of organizational commitment, where employees may experience a diminished emotional bond with the institution, leading to indifferent task execution. This situation is further exacerbated when employee welfare—encompassing both financial stability and psychological well-being—remains inadequately addressed, subsequently undermining workplace discipline and the efficacy of public service delivery [2]. The absence of perceived welfare creates a palpable rift between individual aspirations and organizational vision, frequently manifesting in elevated turnover intentions [3]. Furthermore, the low level of work engagement is a serious bottleneck, employees at BPTD Class II D.I. Yogyakarta who do not have a strong sense of connection to their roles may show signs of mental fatigue, cognitive disengagement, and low initiative, which together reduce overall productivity [1], [3].

The exact mechanisms linking these variables are still debated by scholars. Some studies suggest that organizational commitment has a direct and positive influence on employee performance [4]. Other studies suggest that organizational commitment alone is not sufficient to enhance performance. Supportive work environments or job satisfaction are also required [3]. In addition, the role of work engagement is still under investigation. Work engagement has traditionally been viewed as an independent antecedent, but recent research suggests that work engagement may be better conceptualized as a mediator that explains the relationship between an employee's psychological state and his/her subsequent per-formance outcomes [1]. These disparities highlight the complexity of the performance formation process and raise important questions about the need for welfare and commitment to be activated through active engagement to bring about concrete outcomes in the specific context of BPTD Class II D.I. Yogyakarta [1], [2], [5].

This study presents a mediation model with work engagement to fill these theoretical and organizational gaps to optimize the nexus of employee welfare, organizational commitment and performance at BPTD Class II D.I. Yogyakarta. Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption, which is an important channel for committed employees to channel their energy for productive public service results [1]. It is argued that organizational strategies for enhancing welfare must transcend mere facility provision; they must actively foster discipline and profound job satisfaction among civil servants [2]. By reinforcing work engagement, it is expected that organizational commitment will evolve from a passive state of retention into an active commitment that drives innovation and public service excellence [1], [3], [6]. Ultimately, this research posits that integrating welfare, commitment, and work engagement offers a comprehensive solution for mitigating potential performance declines and building a resilient workforce within the Balai Pengelola Transportasi Darat environment.

2 Literature Review

2.1 Performance Theory

Employee performance is defined as the tangible output achieved by individuals or groups within an organization, facilitated through the delegation of specific tasks and responsibilities. Fundamentally, performance is not merely an outcome of a process, but a manifestation of efforts aligned with legal procedures, moral values, and professional integrity in pursuit of organizational goals [7]. In management literature, this concept is often referred to as Job Performance or Actual Performance, encompassing both the quality and quantity of work realized by employees while fulfilling their institutional mandates [8].

Performance is the output of staff over a period of time relative to established parameters such as Standard Operating Procedures (SOPs) and strategic organizational targets [9]. This aligns with the perspective of [10], who emphasize that performance is a synergy between work output and the professional behavior demonstrated in executing assigned duties. In a broader context, [1] assert that performance reflects the degree of success in implementing activities, programs, or policies aimed at realizing institutional targets derived from strategic planning frameworks. Thus, performance is characterized as a concrete manifestation of employee work activities, serving as a fundamental instrument for evaluating both individual effectiveness and overall organizational success.

For quantitative research purposes, employee performance is operationalized through specific dimensions that reflect the successful execution of tasks [11], [12], [13]. The main indicators are: 1) Quality of Work: It measures the degree of accuracy, neatness and the extent to which the work meets the standards of the organization, 2) Quantity of Work: Measures the volume of workload successfully completed compared to the agency's normative targets, 3) Timeliness: Assesses an employee's ability to plan and perform duties within the time frames established, 4) Responsibility: The level of internal awareness and commitment to executing duties independently without the need for intensive supervision, along with the willingness to be accountable for work results, 5) Cooperation: The effectiveness of communication and positive interaction with colleagues and supervisors in supporting shared organizational goals.

Performance achievement does not occur in a vacuum; it is influenced by various fundamental factors [14], including: 1) Effectiveness and Efficiency: Organizational performance is measured by how well processes are executed regarding resource optimization (efficiency) and goal attainment (effectiveness), 2)Authority and Responsibility: Well-structured organizations delegate authority and responsibility clearly, avoiding task overlap. Employees who understand their rights and duties are better positioned to contribute to organizational objectives, 3) Discipline: The condition or attitude of respect toward organizational regulations and policies. Discipline establishes the standard for organizational culture; therefore, enhancing individual and group discipline directly correlates with improved organizational performance, 4) Initiative: The internal drive involving creativity and ideation to plan actions that advance the organization. Initiative serves as a critical catalyst for progress and significantly influences performance outcomes.

2.2 Work engagement

Work engagement serves as a pivotal psychological construct in human resource management, representing a robust and positive connection between employees and their professional roles. This construct is conceptually defined as a positive cognitive structure used to direct and meet task demands and functions at a micro-level, differentiating itself from more general organizational engagement by its specific focus on the committed expenditure of personal energy and attention to individual job tasks. Employees who exhibit high levels of work engagement possess a profound emotional and mental bond with their daily activities, as noted by[15], viewing their roles as personally rewarding rather than mere routine, which ultimately motivates them to contribute maximally to the achievement of organizational goals. The measurement of this construct is constantly founded in a standardized tripartite framework, backed by studies from [12], [16], which operationalize work engagement into three key dimensions: vigor, devotion, and absorption. Vigor reflects the physical and energetic component of involvement, defined by strong energy levels, mental resilience, and enthusiasm throughout the execution of tasks. The emotional dimension of the construct is dedication, employees feel meaningfulness, motivation and pride in their work and are actively engaged in the collective efforts of the business. Simultaneously, the absorption captures the cognitive dimension and defines a state of total immersion in which employees experience deep attention and psychological delight, and often perceive time as passing quickly while working.

The stability of work engagement within an organizational setting is highly dynamic, being influenced by a variety of positive and negative antecedents identified through empirical research by [12], [15], [16]. Research highlights that factors such as abusive leadership, emotional exhaustion, and workplace stress act as significant negative drivers that erode engagement; for instance, abusive supervision serves as a "shield eroder" that damages the employee-work bond, while workload imbalances and chronic emotional depletion further destabilize psychological well-being. Empirical evidence has shown that organizational interventions, especially the introduction of systematic training programs, are a positive force that plays a significant role in building and enhancing employee engagement in the workplace

2.3 Organizational commitment

Organizational commitment is an important management concept, which is defined as the psychological attachment of employees to the workplace and is defined as the willingness to put the interests of the organization before one's own [9]. This state of commitment – where an individual identifies with the organization and wants to be a member – is inherently associated with a superior performance, increased efficiency, and reduced turnover intentions [17], [18]. Ultimately, it creates a deep psychological sense of ownership that leads employees to take responsibility for the sustainability and long-term success of the organization proactively.

Empirically, organizational commitment is often operationalized by multi-dimensional indicators that reflect the depth of this bond. These include the employee's perception of the organization as a family, the formation of profound emotional attachments and the attribution of substantial personal meaning to their work, as detailed in

[19], This is further illustrated by a strong sense of belonging and convergence of interests, where the challenges facing the organization are internalized as the employee's own, reflecting a high level of integration between personal and professional identity.

The development of this type of commitment is a complex process that stems from the dynamic interaction of personal, job-related and structural factors [20]. Individual dimensions such as age, personality, and career orientation interact with work-related factors such as job autonomy and role clarity, as well as organizational structural factors such as leadership style and transparency of communication. In addition, the totality of experience of fair treatment, recognition and positive relationships with others is the key to the formation of these attitudes. By managing these determinants well, organizations can build a highly loyal and motivated workforce that remains a cornerstone of sustained operational effectiveness.

2.4 Employee welfare

Employee welfare is a strategic internal element essential for cultivating a healthy, productive, and sustainable work environment. Broadly defined, it encompasses a comprehensive range of indirect compensation, benefits, and support programs—both financial and non-financial—provided by an organization as a consequence of employment [21], [22]. Beyond mere compensation, welfare represents a holistic effort to fulfill an employee's physical, psychological, and professional needs, thereby fostering job satisfaction, enthusiasm, and performance [23], [24]. By aligning these initiatives with both corporate policy and government regulations, organizations can effectively boost morale and secure a competitive advantage through a more dedicated and stable workforce.

To measure the efficacy of these programs, research frequently utilises the framework established by Hasibuan (as cited in [25]), which categorises welfare into three distinct dimensions. The first is Economic Welfare, which includes direct financial support beyond base salary, such as transportation allowances, meal subsidies, overtime pay, holiday bonuses (THR), and performance incentives. The second, Facility Welfare, focuses on physical infrastructure designed to enhance comfort and health, such as religious spaces, cafeterias, sports facilities, and medical clinics. Finally, Service Welfare addresses non-physical support, including educational scholarships, social security, insurance, legal assistance, and childcare support, all of which contribute to the long-term security and professional development of the workforce.

The realisation of employee welfare is contingent upon several critical determinants that interact to shape the workplace experience. Adequate financial compensation and timely delivery of benefits are primary drivers of motivation, while high-quality physical facilities directly support the mental and physical well-being of staff. Furthermore, welfare is deeply intertwined with organisational culture; factors such as work discipline and the alignment of task demands with individual competencies (job satisfaction) are vital for ensuring that welfare programs translate into actual performance gains. Ultimately, when organisations successfully integrate these factors with robust regulatory compliance, they create a supportive ecosystem that sustains employee commitment and organisational success.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [26]. According to [27], a conceptual review helps identify research gaps and formulate frameworks for future empirical studies. conceptual review helps identify research gaps and formulate frameworks for future empirical studies. The research objectives are fitted with relevant literature, giving a complete view of the relationships between the key concepts. This approach results in a conceptual framework that can be empirically tested in future research. This framework aims to address several key questions: (1) Do employee well-being, organizational commitment, and work engagement have a positive influence on performance? (2) Do employee well-being and organizational commitment have a positive influence on work engagement? (3) Does work engagement mediate the influence of employee well-being and organizational commitment on performance?

4 Result and Discussion

4.1 The Influence of Employee Welfare on Employee Performance

Employee welfare constitutes a foundational pillar of human resource management, directly determining the optimization of productivity and organizational operational sustainability through the provision of comprehensive economic, physical, and so-cial support. Organizations can increase intrinsic motivation effectively by providing a stable psychological environment that will enable employees to work at their best and to perform their professional duties more effectively [25]. Mechanistically, providing for basic needs helps to diminish workplace stressors, such as emotional exhaustion and financial anxiety, which in turn promotes the loyalty and focus needed to meet rigorous performance targets [32]. The strategic orientation on welfare is also a major driver of performance, which reinforces organizational commitment and sustained work motivation so that employees can work at their highest mental and physical capacity for quality-based output [31]. The structural analyses of today support this relationship, confirming that offering sufficient facilities and benefits has a strong and positive and linear effect on employee dedication and the efficiency of task execution [30]. Ultimately, ignoring these essential welfare dimensions risks a significant erosion of employee enthusiasm and productivity; conversely, an institu-tional commitment to the holistic well-being of its workforce remains a vital, evi-dence-based strategy for eliminating performance bottlenecks and securing long-term organizational profitability.

4.2 The Influence Of Organizational Commitment On Employee Performance

Organisational commitment is the extent to which an employee identifies with, participates in, and is deeply loyal to the vision and goals of his or her organisation. It acts as a psychological link that transforms normative work duties into proactive and contributive actions [19]. Dedicated employees who are driven by the congruence between

their personal values and organizational objectives, put forth optimal cognitive and physical efforts, which significantly reduces counterproductive behaviors such as absenteeism and turnover, and improves operational stability and service precision [39; 41]. In terms of measurement, this dedication is a fundamental organisational driver of performance. Studies employing multiple regression modelling reveal that elevated engagement and satisfaction levels solidify into a type of loyalty that statistically significantly enhances real-world employee productivity [20; 18]. Finally, the loss of this psychological bond represents a serious threat to the productivity of the organization. On the other hand, strong organizational commitment is a mediating and intrinsic motivating factor that ensures sustainable performance and higher service quality in competitive professional environments.

4.3 The Influence of Work Engagement on Employee Performance

Work engagement is a positive, work-related psychological state, which is characterized by vigor, dedication, and absorption, and is the key trigger in current human resource management to convert latent individual potential into substantial organizational contributions [28]. The engaged employees go beyond the mere completion of the tasks, and allow the most optimal allocation of physical and cognitive energy. They show high levels of emotional dedication and concentration to effectively dismantle the psychological barriers to professional excellence [29]. This multidimensional construct, which includes cognitive, emotional and physical aspects, allows individuals to see professional challenges as opportunities for development rather than as burdensome hindrances, leading to directly superior performance results such as improved punctuality, taking initiative and a significant reduction in operational errors[30]. The strategic imperative of sustaining stable engagement levels is further emphasized by the fact that any downturn in engagement can result in a catastrophic plunge in productivity, thereby imperiling both profitability and service quality within an organization [31]. The empirical justification of the above claims is strong in various fields. The studies indicate that work engagement plays a vital role as a mediator and an independent variable that strongly influences task performance in reality [32]. Consequently, evidence-based management strategies that prioritise the strengthening of engagement are not only essential for driving superior output but also serve as a vital defensive mechanism in mitigating the prevalence of job burnout, ultimately ensuring organisational resilience and sustainable competitiveness in an increasingly complex and demanding industrial landscapee [33].

4.4 The Influence of Employee Welfare on Work Engagement

Employee welfare serves as a fundamental determinant of workplace attitudes and emotional attachment, where a positive psychological, physical, and social environment allows individuals to function at their peak. Grounded in the Job Demands-Resources (JD-R) theory, welfare functions as a vital resource that sustains employee energy and motivation, thereby fostering higher levels of work engagement and superior performance [33], [34], [35]. It is well documented that management policies that aim to

ensure the comfort of the employees contribute to reducing stress in the work place and to increasing the intrinsic motivation as shown by [36] and [32], They point out the strong positive relationship that exists between the level of welfare and the individual's engagement. Moreover, employees' perception of strong organizational support makes them feel valued, which decreases absenteeism and turnover and increases operational stability [37]. It is supported by the recent findings [38] that well-maintained welfare programs are driving productivity and organizational sustainability directly through increasing work engagement. In summary, these studies all agree that improving employee welfare is the main driver to develop a highly engaged, loyal and high performing workforce.

4.5 The Influence of Organizational Commitment on Work Engagement

Organizational commitment is a key internal psychological mechanism that strongly affects an employee's professional engagement, generating a high level of loyalty and emotional attachment to the institution's goal [39]. When employees possess a high level of commitment, they are intrinsically motivated to align their values with the organisation, which effectively transforms work from a mere obligation into a meaningful contribution [32]. This affective-motivational state of energy, devotion, and absorption is the basis of work engagement as conceptualised by [28], where people are intensely interested and proactive in their professional tasks. In quantitative terms, research confirms this commitment as not a passive attitude but a strong structural driver. Research by [1] and [18] shows a strong linear, positive relationship between organisational commitment and work engagement, illustrating how a steadfast commitment optimises human resource performance by increasing an employee's resilience and responsiveness to professional challenges.

4.6 Work Engagement Mediates The Influence Of Well-Being On Employee Performance

Employee well-being managed effectively by an organization serves as the primary foundation for eliciting positive psychological responses, significantly fostering work engagement as employees feel valued and supported, a relationship supported by [40] and [36]. High levels of work engagement subsequently play a crucial role in driving superior and productive job performance, as mentally, emotionally, and cognitively committed employees tend to work with greater consistency and initiative—a positive link consistently validated by the research of [19] and [41]. Within this causal framework, work engagement functions as a psychological bridge or mediating variable that links organizational well-being programs to performance outcomes, suggesting that well-being initiatives do not instantaneously boost productivity but must first stimulate mental and emotional commitment to tasks, a mediation mechanism whose importance in achieving optimal performance is emphasized by [32].

4.7 Work Engagement Mediates The Influence Of Organizational Commitment On Employee Performance

Organizational commitment serves as a pivotal internal factor for public service progress, as high commitment fosters emotional attachment and loyalty, which psychologically drives employees to integrate with their roles and achieve optimal work engagement, a positive relationship supported by [42] in [19], as well as [43]. Consequently, this heightened work engagement significantly contributes to superior job performance, characterized by motivation, mental resilience, and consistent concentration, which directly correlates with increased productivity and quality, as evidenced by [41] and [44]. Within this causal framework, work engagement functions as a crucial mediating variable that channels organizational commitment into tangible performance outcomes; rather than immediately boosting output, commitment must first stimulate mental vigor and dedication, a mediation mechanism validated by the empirical models of [41] in [19] and the path analysis conducted by [44].

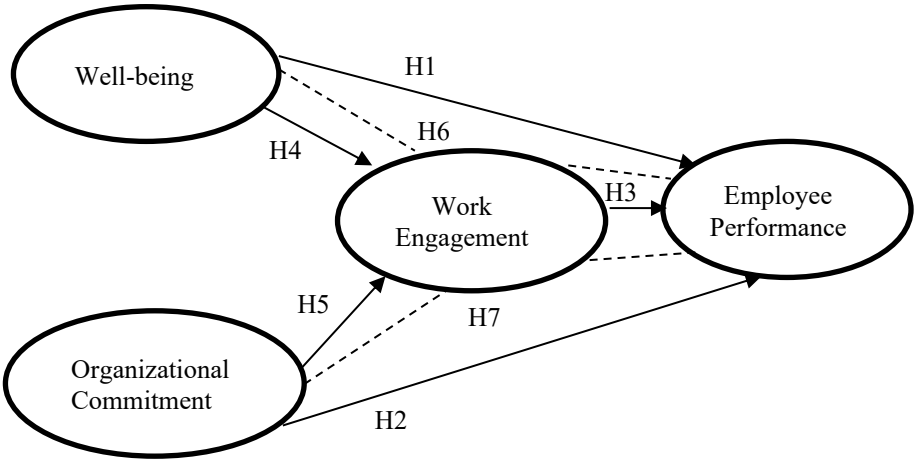


Fig. 1 Conseptual Framework

This conceptual framework was obtained from discussions and the integration of previous research. This conceptual study proposes that Well-being and Organizational Commitment have a positive influence on Performance, both directly and indirectly through the mediation of Work Engagement. This corresponds with Self-Determination Theory (SDT) and Conservation of Resources (COR) Theory in fulfilling basic psychological needs and preserving resources. The work environment has a significant mediating role, where a work environment that promotes well-being leads to effective engagement, decreases psychological obstacles and fosters commitment, which enhances Performance. The same applies to organizational commitment, where emotional attachment and active support among employees facilitated by organizational commitment will improve the quality of motivation and vigor in work, ultimately impacting Performance.

5 Conclusion

This conceptual study presents an overall view of the relationship between Well-being, Organizational Commitment, Work Engagement, and Performance. Based on Self-Determination Theory (SDT) and Conservation of Resources (COR) Theory, we put up a conceptual framework emphasizing the mediating role of Work Engagement. The conceptual findings discover that Well-being and high Organizational Commitment lead directly to Performance and also greatly improve the quality of Work Engagement. Therefore, successful Work Engagement serves as an important mediating variable that promotes the satisfaction of basic psychological demands and the management of resources, indirectly boosting Performance. The framework provides a detailed knowledge of the complex dynamics that affect the Performance of persons at the Balai Pengelola Transportasi Darat Kelas II D.I Yogyakarta, with Work Engagement being the primary element that connects the aspects of Well-being and Organizational Commitment.

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