

**SIGNIFICANCE OF ENGAGEMENT, MOTIVATION, AND COMMITMENT ON PERFORMANCE**

**Ariani, Dorothea Wahyu**

Management Department Of Economics Faculty, Mercu Buana Yogyakarta University

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**ABSTRACT**

This study strengthened the understanding of three important variables that affect performance, namely motivation, commitment, and employee engagement. The influence of the three variables varied, namely direct effect or there is a mediating variable. This study also examined employee engagement as a mediating variable for the effect of employee motivation and commitment on employee performance. This study used 408 employees of manufacturing companies who participated by filling out a questionnaire. The results of validity testing using factor analysis and reliability with internal consistency (Cronbach's Alpha) proved that the measuring instrument used was valid and reliable. The mediation model was tested using a two-step approach of structural equation modeling. The results of this study strengthened several previous studies which found that employees who were motivated and committed would be involved and engaged to the organization and work, so that their performance was getting better. An in-depth discussion and recommendations were presented at the end of this article.

**Keywords:** Motivation, Engagement, Commitment, Performance.

**1. INTRODUCTION**

Employee engagement (EE) has received widespread attention from practitioners and academics, so many are interested in examining its causes and consequences. EE is a positive experience to be involved and engaged in the organization so that it has a positive impact on employee performance (e.g., Ahakwa et al., 2021; Bedarkar & Pandita, 2014). Employees who have high engagement to their work will be physically, emotionally, and cognitively engaged to the work and organization (Simbula & Gugliemi, 2013). High employee performance has a significant impact on organizational productivity (Motowidlo et al., 2018).

Meanwhile, employee motivation (EM) which is a set of strengths that come from both inside and outside the individual has been widely proven to have an effect on performance (e.g., Kori et al., 2016; Shin & Grant, 2019; Zlate & Cucui, 2015). Motivation can come from feeling involved and getting attention, interesting work, or getting promotion opportunities, career development, and getting awards (Altindis, 2011). Because it is a factor that comes from within and from outside the individual, EM is an important factor that still needs to be investigated for its consequences (Fernet et al., 2012).

In organizational behavior and psychology, although it is always believed to be related to commitment, motivation and commitment develop independently (Altindis, 2011). Organizational commitment (OC) is also an important issue in organizational management and has a direct impact on employee performance (Hanaysha, 2016; Berberoglu, 2015). Organizations can

develop well if they have employees who are committed to the work and the organization (Mitonga-Monga, 2019). Some researchers have found that OC has an effect on EM (Nguyen et al., 2020). Several other researchers have found that EM affects OC (e.g., Al-Madi et al., 2017; Ullah et al., 2020).

Furthermore, many empirical studies support a relationship between OC and EE (e.g., Christian et al., 2011; Mitonga-Monga, 2019; Rich et al., 2010). Many researchers have found that EE is an antecedent of OC (e.g., Hanaysha, 2016; Rameshkumar, 2019; Shoko & Zinyemba, 2014). However, other researchers have found that OC is an antecedent to EE (e.g., Davis et al., 2021; Yalabik et al., 2013). Employees who are committed to work and organization will be much involved and attached to work and organization (Robyn & Mitonga-Monga, 2017). However, when employees are engaged physically, emotionally, and cognitively, they will also devote their energy and time and are committed to achieving organizational goals (Babakus et al., 2017).

EE is a unique construction which is a psychological motivation that is indicated by enthusiasm, dedication, and absorption (Schaufeli, 2012). EM can strengthen EE (Engidaw, 2021). OC is also associated with EM (van der Voet et al., 2017). Yalabik et al. (2013) proved that EE is a mediating variable for the relationship between OC and EP. The role of EE as a mediator variable is also supported by Teo et al. (2020). This study aims to examine the role of EE as a mediator of the relationship between EM and OC with EP as a consequence.

## **2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

A number of studies have proven that there are many factors that influence performance. Employees who have motivation will perform well. In addition, engaged employees will be involved and have a positive relationship with work and act positively to achieve organizational goals (Jena et al., 2017; Rees et al., 2013). This is in accordance with social exchange theory (Kahn, 1992). Furthermore, employees who are committed will last a long time in the organization, have a positive attitude and perform well. Many studies on EM, OC, EE, and EP have been carried out, but generally examine the direct effect of EM, OC, and EE on EP (Ahakwa et al., 2021).

Employee performance (EP) is a measure of organizational success and shows the achievement of organizational goals (Motowidlo et al., 2018). Therefore, many studies have been conducted to determine what factors influence it. Practitioners and academics believe that EP is influenced by how an organization treats its employees and how employees respond to the organization. OC is believed to be able to strengthen organizational performance (Berberoglu, 2015). In addition, employee motivation (EM) can also increase EP (Ackah, 2014). Meanwhile, the results also show that EP increases when EE is high (Bedarkar & Pandita, 2014; Rothmann, 2017). In other words, EP is good when employees are motivated to work in the organization, interact, engage and involve in organizational activities, and do not want to leave or move to another organization.

The relationship between EP and EE has been widely explained both theoretically and empirically (Shuck et al., 2015). EE is a new construct which is a combination of commitment, involvement, satisfaction, and behavior (Schaufeli, 2012). EE is even a predictor of EP in

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addition to attitudes at work (Shuck & Reio, 2014). According to Shuck and Reio (2014), employees who are committed to the organization will be productive, bond positively to their current employer, and serve customers well. As an antecedent of performance, EE is a dimension of employee well-being (Zhang et al., 2013). EE is the awareness and involvement of employees which is shown by their passion, interest, and dedication to work and the organization (Rothman, 2017; Saks, 2019). EE is also the level of involvement, closeness, interaction, and individual participation in both work and organization (Men, 2015).

In addition to being related to EP, EE has been shown to be related to various important variables such as EM, OC, satisfaction, attendance in the organization (Rameshkumar, 2019). Caesario and Chamber (2017) have proven a correlation between EP and EE and between EP and OC. Organizations will thrive when employees have a strong commitment to the organization (Mitonga-Monga, 2019). OC is an emotional attitude towards work and organization which is indicated by its participation in the organization (Ahakwa et al., 2021). OC is considered important for the organization because if OC is built properly, it can affect EP (Hanaysha, 2016). In addition, employees who are committed to the organization tend to be able to stay long to work in the organization and reduce interest in leaving the organization. This is because committed employees have loyalty to the organization and are productive within the organization (Hanaysha, 2016).

OC will encourage employees to identify themselves with the mission and goals of the organization so that employees are involved in organizational activities (Mitonga-Monga, 2019). OC is an individual's psychological attachment to the organization that can influence employees to act consistently in accordance with organizational goals, be loyal to the organization, and dedicate themselves to the organization (Mitonga-Monga & Cilliers, 2016; Nguyen et al., 2015). Organizations can perform well if they are able to ensure that their employees are motivated and committed through their attachment to the organization (Siddhanta & Roy, 2010).

EE is a form of psychological closeness, so it can increase commitment (Jena et al., 2017). Therefore, EE is often associated with OC (Steger et al., 2012). EE is a condition of emotional, cognitive, and individual behavior to achieve organizational goals (Shuck, 2010). Several researchers have proven that EE affects OC (e.g., Ahakwa et al, 2021; Hanaysha, 2016; Jena et al., 2017; Rameshkumar, 2019). EE must always be maintained and improved, because disengagement can reduce commitment to the organization (Ortiz et al., 2013). However, some researchers have found that OC has an effect on EE (e.g., Davis et al., 2021; Hayat et al., 2019; Yalabik et al., 2013; Yousef, 2017).

EE is ability, interest, participation, effectiveness, enthusiasm, motivation, happiness. Therefore, EE is always associated with motivation (Aworemi, 2011; Bergstrom & Garcia, 2016). Meanwhile, OC was also found to be a factor that increased employee motivation and engagement in the organization (Azeem, 2010). Research on motivation has also been shown to have an effect on performance (Engidaw, 2021; Yousaf et al., 2015). Costa et al. (2014) used EE as a mediator between antecedents and consequents. Based on theoretical and empirical studies, the proposed hypothesis in this study:

H1: EE statistically mediates the relationship between OC and EM with EP.

### 3. METHODS

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### **Participants and Procedure**

This research survey was conducted using a questionnaire given to 408 employees in several manufacturing companies in Yogyakarta, Indonesia. The questionnaire was given to employees who have worked for at least two years in the company. This was because in general, employees who have worked for at least two years have been appointed as permanent employees and receive complete facilities from organizations in Indonesia. After the questionnaire was filled out completely, validity testing was carried out using factor analysis to ensure the accuracy of the research instrument and internal consistency using Cronbach's Alpha to ensure the consistency of the research instrument (Sekaran & Bougie, 2013). Question items that did not pass the validity and reliability tests were discarded and not included in the next test. Furthermore, correlation testing was conducted to ensure that all the variables studied were related to one another and to ensure that EM, OC, and EE were correlated with EP. The mediation model testing was carried out using structural equation modeling (SEM) using AMOS.

### **Measurements**

This study used an instrument taken from previous research. The EM questionnaire was adopted from Guay et al., (2000), while the OC used the Aydogdu and Asikgil (2011) questionnaire. Furthermore, the EE questionnaire was adopted from Schaufeli et al. (2006) and Salanova et al. (2006). Meanwhile, the EP questionnaire was adopted from Griffin et al. (2003). The questionnaire was adapted to the condition of the company so that it could be understood by the research respondents. The question items were tested for validity and reliability. Validity testing was carried out using factor analysis using a loading factor of more than 0.50 and reliability to test internal consistency using Cronbach's Alpha of more than 0.70 (Hair et al., 2010).

The results of the validity test using factor analysis showed that the four items of EM questions were valid with a loading factor of 0.735 to 0.853. Six items of OC questions were valid with a loading factor of 0.646 to 0.813. Twelve items EE questions were valid with a loading factor of 0.528 to 0.773. Meanwhile, nine items of EP were valid with a loading factor of 0.556 to 0.715. Meanwhile the KMO and Bartlett's Test values which are more than 0.5 indicate that factor analysis is appropriate (Hair et al., 2010). Furthermore, the results of reliability testing by testing internal consistency with Cronbach's Alpha showed that the research variables used were reliable. Reliable EM with  $\alpha = 0.836$ , reliable OC with  $\alpha = 0.835$ , reliable EE with  $\alpha = 0.886$ , and reliable EP with  $\alpha = 0.825$ . The test results indicate that the questionnaire used is very reliable because it has an internal consistency ( $\alpha$ ) more than 0.80 (Zikmund et al., 2010).

## **4. RESULTS**

Before testing the relationship model, descriptive analysis was carried out to analyze the research sample and the measuring instrument used. The results of the descriptive analysis are presented in Table 1 below.

**Table 1. Descriptive Statistics, Correlation between Variables**

	Mean	Std. Dev	$\alpha$	EM	OC	EE	EP
Employee Motivation	3.990	0.792	0.836	1.000			
Organizational Commitment	3.850	0.744	0.835	0.605**	1.000		
Employee Engagement	3.958	0.680	0.886	0.720**	0.736**	1.000	
Employee Performance	4.041	0.597	0.825	0.683**	0.705**	0.771**	1.000

\*\* significant < 0.01

Table 1 showed that all the variables studied were quite strongly and significantly correlated with each other. In addition, the average of all the variables studied was high, which was more than 3.670. In addition, the standard deviation of more than 0.5 indicated that the individual had independence in filling out this research questionnaire. Furthermore, testing the structural equation model between EM, OC, and EP with EE as a mediating variable was carried out using AMOS. The test results of the direct relationship model of EM, CO, and EE on EP show that the model was recursive. This means that exogenous variables must be tested separately. In other words, there was a mediation model in the relationship between the independent and dependent variables (Byrne, 2016). The results of the direct relationship test showed that EM, OC, and EE were indeed independent variables that have a significant effect on EP. Therefore, the test was continued by testing the mediation model using SEM with a two-step approach (Byrne et al., 2016). The results of the model mediation test are presented in Table 2 below.

**Table 2. Results of the Mediation of the Relationship Model**

	$\beta$	Critical Ratio
Employee Motivation → Employee Engagement	0.509	10.210
Organizational Commitment → Employee Engagement	10.102	0.503
Employee Engagement → Employee Performance	26.920	0.936
Organizational Commitment ↔ Employee Motivation	0.704	10.285
Chi-Square = 15.870	GFI = 0.980	NFI = 0.985
Df = 2, p = 0.000	AGFI = 0.901	IFI = 0.987
Chi-Square/ Df = 7.935	CFI = 0.987	TLI = 0.961

Based on Table 2, the research hypothesis was supported. EE fully mediated the influence of EM and OC on EP. EM and OC influence each other. This was indicated by the Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Comparative-Fit Index (CFI), Index (TLI) value greater than 0.90 and a low Chi-Square value (Byrne, 2016). In other words, the model fit the existing data. The results of model testing can be described as shown in Figure 1 below.

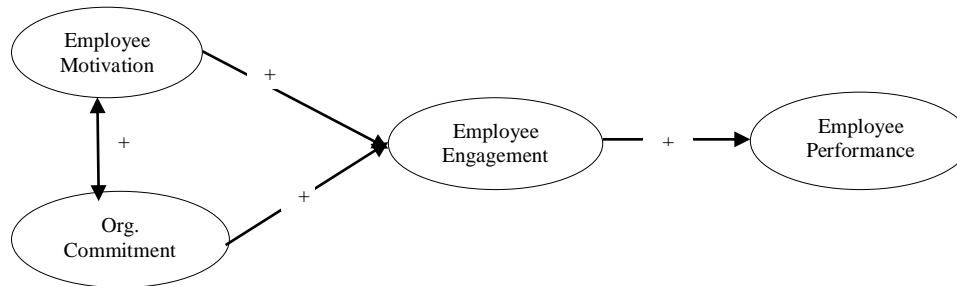


Figure 1. Relationship Model between Fixed Research Variables with Data

## 5. DISCUSSION

The main objective of this study was to examine EE as a mediating variable in the model of the relationship between EM and OC on EP. This study found that EE was a mediating variable between motivation and work attitude with performance as the dependent variable to be achieved. The results of this study are consistent with several previous studies (e.g., Davis et al., 2021; Yalabik et al., 2013). EE is an important controller of organizational activities because it affects employee morale and productivity and the reason why employees stay in the organization. EE includes the meaning and availability of oneself physically, emotionally, and cognitively in the organization so as to encourage employees to improve their performance. This supports previous studies (e.g., Barkker & Xanthopoulo, 2013; Bedarkar & Pandita, 2014; Caesario & Chamber, 2017; Rees et al., 2013; Yalabik et al., 2013).

Furthermore, the results of this study also support the effect of EM on EE. EM has indeed been shown to be related to EE (Bergstrom & Garcia, 2016). Motivated individuals will involve and engage themselves physically, emotionally, and cognitively to the organization. The results of this study support previous studies that have proven that EM has an effect on EE (e.g., Ghosh et al., 2020; Kordbacheh et al., 2014; Shimazu et al., 2016). The results of this study also support several previous researchers, that EM can increase EP through EE (Cerasoli et al., 2014; van den Broek et al., 2016).

In addition to EM and OC which have an effect on EE, the results of this study found that EM and OC are two variables that influence each other. Several previous studies have shown that commitment is an important component of motivation and is a motivational phenomenon (Altindis, 2011). Committed employees must be motivated to contribute to the organization. Vice versa, employees who are motivated to work in the organization must have a high commitment to remain in the organization. Therefore, both commitment and motivation are important components in work.

The results of this study also support previous research that OC is associated with EE (e.g., Cesario & Chambel, 2017; Hanaysha, 2016; Simbula & Gugliemi, 2013). Committed employees naturally want to be involved and engaged in organizational activities so that they can be more



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productive. The relationship between OC and EE has received a lot of support both theoretically and empirically (Field & Buitendach, 2011; Steger et al., 2012). Some researchers found that EE had an effect on OC (e.g., Hanaysha, 2016; Rameshkumar, 2019; Shoko & Zinyemba, 2014), but other researchers found that OC had an effect on EE (e.g., Davis et al., 2021; Yalabik et al., 2013). The results of this study reinforce the findings of previous studies that OC affects EE (e.g., Davis et al., 2021; Yalabik et al., 2013). This encourages organizations to continuously increase motivation and build commitment within the company so as to form physical, emotional, and cognitive engagement and involvement in the company. Employee engagement and involvement can encourage employees to be more productive so that their performance gets better.

## **6. CONCLUSION**

This study examines the mediating role of EE in the relationship between EM and work attitudes as measured by OC and EP. This research provides several contributions. First, EE mediates the impact of EM and OC on improving EP. Second, EM and OC are two different but mutually influential constructs. Third, the EM and OC variables are two important variables that must be developed by the organization in order to increase employee involvement and engagement in the organization, which in turn can improve EP.

The results of this study have implications for managerial practice that in order to improve employee performance, it is necessary to increase employee motivation, commitment and work engagement. Companies must motivate employees by understanding the needs of employees and the company, so there is harmony between the two.

There are several limitations in this study which open up opportunities for further research. First, this study uses self-assessment which can lead to confusion due to common method bias (Jordan & Troth, 2020). Second, longitudinal data will be better than cross-sectional as in this study, especially in testing mediating variables (Podsakoff et al., 2012). Third, this research was conducted on manufacturing companies only, so generalizations cannot be made to other companies, such as services or various types of small industries. This is because there are various internal individual factors such as personality characteristics or external factors such as working environmental conditions that affect the variables used in this study (Alfes et al., 2012).

Future research on the same topic still needs to be done and is expected to use other ratings, especially in assessing the employees' performance. Company diversity is also required, and data collection for the dependent variable can be done at intervals from data collection for the independent variable.

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