

Effect of Employee Engagement and Continuance Commitment On Employee Performance

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Abstract

This study aims to create a system according to the needs of collectors, optimize the input of visit reports that can be accessed on each collector's cellphone and there is information on the results of bills from each collector both from the results of daily bills and the final results of billing and TL (Team Leader) can monitor collector visits via GPS tracking. The benefits of this research can be a solution to the problem of collector visits and help the Team Leader of PT. Bank Central Asia Tbk so that work becomes more effective and can make it easier for collectors to input visit reports. Descriptive research method with data collection techniques, interviews with the authorities. The location of this research is in Bank Central Asia (BCA), especially in the credit card billing section. The result of the research is the development of a GPS tracking-based credit card debt collector visit report system to make it easier for Team Leaders to monitor and optimize collector time to perform in the field.

Keywords: *employee engagement, continuance commitment, employee performan*

Introduction

Human Resources in government agencies need to improve good institutional governance as well as governance in the organization. In terms of improving the quality of organizational governance, it is required to increase the state apparatus optimally. HR which is one of the main drivers in carrying out services to the public is expected to have a major impact on increasing satisfaction with services provided to the community. (Alosani, Al-Dhaafri & Abdulla, 2020). Good governance requires comprehensive direction carried out by state officials as policy holders. Therefore, policy holders need to pay attention to the existing human resources in government agencies as an important asset that contributes to the sustainability of quality services. (Jabłoński, 2018).

Along with the times and technology, there is a shift in the perspective of employees in completing their work optimally. (Joshi & Islam, 2018) This shift started with the COVID-19 pandemic which imposed work from home (WFH) which then occurred during the second wave of the COVID-19 pandemic, implementing work from anywhere (WFA). Human resources which are important assets for government agencies need to improve their skills in relation to completing work that changes orientation to work results. (Daraba, Wirawan, Salam & Faisal, 2021) This change requires HR to always learn new things in facing challenges related to completing work when undesirable conditions occur. (He, Zhang & Li, 2021) In addition, human resource management has several

operational functions, one of which is related to the protection of the physical, mental and emotional conditions of employees.

One of the scopes of Bureaucratic Reform is to create quality human resources who have high integrity in their work by upholding professionalism and moral values that are thick with honesty, loyalty, commitment, and maintaining personal integrity. (Turner, Prasojo & Sumarwono, 2022). So that it is expected to be able to create national cadres with human resources who have high productivity and are responsible for the mandate of the work received. The performance of implementing government agencies is demanded by competitors and feedback on the implementation of each agency is needed to prepare policies in order to respond to global competition faced by the government. (Falco & Kleinhans, 2018). For this reason, each work assessment is also an activity that can provide information as feedback. This information is to maintain or improve decisions and policies, in this case the company is also required to develop the human resources of its employees, as the development of competence and knowledge by providing training and education. (Mergel, Gong & Bertot, 2018).

Employee engagement is a condition where the individual has a positive attitude or behavior towards his work and the organization in which he is located. (Sun & Bunchapattanasakda, 2019). This positive behavior can be indicated by the feeling of having high spirits, having

dedication to his work and in carrying out the work he feels

he has his own preoccupation. (Schaufeli, Salanova, Gonzalez-Romá & Bakker, 2002) So it can be said that the positive behavior is expected to achieve organizational goals. Individual behavior that is indicated to have a high level of attachment will have a concern for the organizational environment, be enthusiastic about work, be able to work together with other employees, speak positively about the organization and do beyond the expectations of the organization. (Yongxing, Hongfei, Baoguo & Lei, 2017) Engagement is the self-utilization of members of an organization for their work roles by using and expressing themselves, both physically, cognitively and emotionally while carrying out their roles in the organization. The results of the meta-analysis conducted by Mackay, Allen & Landis (2017) show that high employee engagement has an impact on employee performance.

It is suspected that the low performance of employees is influenced by employee commitment. Research conducted by Grego-Planer (2019) indicates that there is an effect of commitment on increasing employee performance productivity by 17% in public organizations in Poland. Nica, Potcovaru & Mirică (2017) show that increased employee commitment will carry out their duties well. With a strong commitment is one of the goals to be achieved by the organization. There are three dimensions of commitment, namely affective, normative and continuance commitment. This study focuses on continuance commitment because it is suspected to have a close relationship with employee engagement.

Based on the background and the above phenomena, the researcher formulates the problem of the effect of employee engagement and continuance commitment on performance.

Method

In accordance with the research objective, namely to determine the magnitude of the effect of employee engagement and continuance commitment on performance, the researchers used a survey approach to the respondents who had been determined.

This research was conducted in two government agencies in the city of Bandung for 4 (four) months. The population in this study is in two government agencies in the city of Bandung. The sample in this study amounted to 71 people. The

results of data recapitulation show that most of the respondents are male, with a predominant age of 30-40 years, and respondents with a dominant tenure of 5-10 years.

This research is based on the research objective to obtain an overview of employee engagement, continuance commitment, and employee

performance. The research variables set are as follows:

Employee engagement is then notated (X1), using the Utrecht Work Engagement Scale (UWES) instrument developed by Schaufeli, Salanova, Gonzalez-Romá & Bakker (2002) and validated by Sidharta (2018). The continuance commitment is then notated (X2), using an instrument developed by Allen & Meyer (1996) and validated by Neves, Graveto, Rodrigues, Marôco & Parreira (2018). Employee performance which is then notated (Y) using indicators developed by Aguinis (2019) and Aguinis & Burgi-Tian (2021).

The data collection method used in this research is the survey method, namely the technique of collecting and analyzing data in the form of opinions from the subjects studied through the distribution of questionnaires. The questionnaire is intended to seek primary data about employee engagement, continuance commitment, and employee performance. The research instrument in the form of a questionnaire uses a scale of five categories and each is given a weight from one to five positive statements. Primary data, namely data obtained directly from the respondents were collected using a questionnaire and a Likert scale with the rating method.

The analytical technique used in this study is path analysis which is intended to determine the correlation coefficient between the independent variables (X1 and X2), and the path coefficient of the independent variable (X) to the dependent variable (Y) and the coefficient of determination (r^2) and epsilon are other factors outside the variables studied.

Result and Discussion

From the reliability test, it can be seen that each measurement instrument is

reliable, the minimum acceptable reliability limit is above 0.70 and the correlation level is above 0.30. The recapitulation of the level of validity and reliability of the research instrument question items is presented in the following table: Table 1. Validity and Reliability Test Results

Item	Validity	Item	Validity	Item	Validity
X ₁ 1	641	X ₁ 1	775	y 1	548
X ₁ 2	748	X ₁ 2	572	y 2	542
X ₁ 3	501	X ₁ 3	720	y 3	517
X ₁ 4	731	X ₁ 4	631	y 4	548
X ₁ 5	726	X ₁ 5	670	y 5	463
X ₁ 6	595	X ₁ 6	613	y 6	537
X ₁ 7	641	X ₁ 7	677	y 7	531
X ₁ 8	556	X ₁ 8	773	y 8	402
X ₁ 9	785			y 9	442
X ₁ 10	728			y 10	530
X ₁ 11	526			y 11	579
X ₁ 12	741			y 12	568
X ₁ 13	641			y 13	425
X ₁ 14	748			y 14	462
X ₁ 15	501			y 15	542
X ₁ 16	731				
X ₁ 17	726				
Reliability	0,868		0,875		0,807

Based on the table 1,

information is obtained regarding the level of validity of which items are declared valid and used for research. The complete test results can be seen in the appendix. From the test results, it was found that all statement items in the questionnaire were selected items (Valid). From the data above the variable (X1) is 0.868 with high reliability criteria, variable (X2) is 0.807 with high reliability criteria, variable (Y) is 0.868 with high reliability criteria.

From the calculation results, it can be concluded that there is a relationship between employee engagement variable (X1) and continuance commitment (X2) with a value of 0.503, and has a moderate level of relationship. The results of the X1 and X2 correlation calculations are significant because the p-value of 0.00 is smaller than 0.05.

From the calculation results, it is known that employee engagement (X1), continuance commitment (X2) on employee performance (Y) as a whole shows 0.720 and 0.280 as epsilon. To find out the results of further research can be described as path analysis. Image path analysis can be seen in Figure 1.

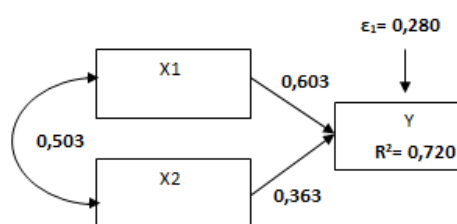


Figure 1. Path Analysis

The results of the calculation of the path analysis results with the path coefficient of employee engagement (X1) is 0.603 and the path coefficient of continuance commitment (X2) is 0.363. By paying attention to Figure 1 above, the following structural equation can be obtained:

$$Y = 0,603X_1 + 0,363X_2 + \epsilon = 0,280$$

Where is

X1 = employee engagement

X2 = continuance commitment

Y = employee performance

ϵ = Unexamined variable affecting performance
From the results of these equations, it is known that the direct effect with path analysis can be known by calculating the coefficient by squaring the beta results. The indirect effect is obtained from the results of the calculation of the beta coefficient which is multiplied by the correlation value between variables and the multiplication of the results of the related variable beta coefficient. The results of the calculation can be seen in table 2 below:

Table 2. The Direct Effect and Indirect

Variables	Direct Effect	Indirect Effect		Total Indirect Effect	Total
		Employee engagement	Continuance commitment		
Employee engagement	0,363		0,111	0,111	0,474
Continuance commitment	0,135	0,111		0,111	0,246
Total Effect					0,720

Paying attention to the calculations in table 2, it is known that there is a direct or indirect influence on employee engagement and continuance commitment variables on employee performance. The total effect of employee engagement and continuance commitment on employee performance is 72% and epsilon is 28%. Meanwhile, the direct or indirect effect of employee engagement on employee performance is 47.4% and the direct or indirect effect of continuance commitment on employee performance is 24.6%.

The results of the study show employee engagement, continuance commitment and employee performance. Furthermore, it explains that the variable of employee engagement and continuance commitment has an effect on employee performance. The results of this study are expected to contribute data to make further improvements, especially for government agencies. Furthermore, for the next researcher, it is proven that performance is influenced by employee engagement and continuance commitment.

Judging from the results of the path analysis calculation, it is known that employee engagement has a significant effect on employee performance. This condition indicates high morale, supported by attention to the work he does and a sense of pleasure in completing tasks in an impact on improving employee performance. Based on the respondent's exposure to the employee's performance in the fairly good category, this means that the state of the employee's performance is good. Employee performance shown through Generating ideas at work, Number of jobs in a certain period, Number of types of work carried out and Work

processes and working conditions are still inadequate. Whereas quality performance is very supportive of the overall performance of employees. Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Furthermore, the results of Diamantidis & Chatzoglou's research (2019) shows that several factors that can affect individual performance within the organization such as high commitment, also indicated by the passion and positive behavior of employees showing increased work effectiveness which has an impact on employee productivity.

The reality on the ground is that employees have a high frequency of work to be completed, the quality of service work, understanding of work assignments, service creativity, team work, loyalty to work, initiative towards work, and the quality of self-ability are considered good. However, it still needs improvement in terms of the administration of work results, employees are still weak in managing their work documentation. For this reason, it is necessary to develop a combination of competency roles as executor, manager and person in charge for improving performance.

The influence of employee engagement gives the largest contribution compared to continuous commitment, this shows that the role of employee engagement in providing employee performance is very dominant. The results of this study support the research conducted by Cesário & Chambel (2017) which proves that employee engagement affects employee performance. The same thing was expressed by Nazir & Islam (2017) which states that employee engagement is one of the factors that have an impact on improving employee performance.

Referring to the results of path analysis calculations, it is known that continuance commitment has a significant effect on employee performance. This condition indicates that the behavior that continues to carry out their duties accompanied by adequate compensation will encourage employees to produce good performance. The results of the study are in line with the results of Basit's research (2019) shows that continuance commitment in making effectiveness in completing tasks and responsibilities within the organization. This means

that continuance commitment is based on the achievement of the task given to him by comparing the satisfaction of the rewards he gets. The better the economic rewards obtained by

employees, the more their continuance commitment will increase which has an impact on increasing employee performance.

The simultaneous effect of employee engagement and continuance commitment on performance has been shown to be significant. Employee engagement has the most dominant influence on employee performance. Employee engagement on exposure to respondents' answers is in the good category. Likewise with continuance commitment which is in the good category. This condition is evidenced by the significant influence of employee engagement and continuance commitment on employee performance. This finding indicates that the existence of a strong employee engagement and supported by the continuance commitment as evidenced by the positive behavior of employees will have an impact on work effectiveness. With the effectiveness of work can increase employee productivity so that organizational goals can be achieved properly. The results of this study are in line with the results of research by Lolitha & Johnson (2015) which proves that there is a positive relationship between employee engagement and continuance commitment as well as research by

Lambert, Qureshi, Frank, Klahm & Smith (2018) and also by Yongxing, Hongfei, Baoguo & Lei (2017) which shows a significant influence on employee performance.

Conclusions

Based on the results of the discussion, the following conclusions can be drawn based on the exposure of respondents regarding employee engagement in the fairly good category. Based on the respondent's exposure to continuance commitment, it is in the fairly good category. This means that employees' awareness of employees in doing their jobs and sense of responsibility for their duties is still inadequate. Based on the respondent's exposure to the employee's performance in the fairly good category, however, there are still weak aspects, namely: employees do not prioritize cooperation with co-workers, this shows that employees have not been able to understand duties and responsibilities in carrying out their duties and the lack of good cooperation between employees in carrying out their work. Employee engagement and continuance commitment proved to have a significant effect on employee performance. In addition to these two variables, based on phenomena in the field, there are still many factors that influence employee

performance but were not examined in this study. Employee engagement and continuance commitment affect employee performance. The phenomenon that occurs is that employee commitment is still not optimal so it is necessary to increase employee awareness both by leaders and colleagues. This study only examines employee engagement and continuance commitment, for that further research is needed because there are many other factors that can affect employee performance, such as work climate, work environment, competence and other factors that have not been studied.

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