

# Employee Engagement

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## **Employee Engagement on Behavioral Performance: Study on public organization in Bandung, Indonesia.**

### **Abstract**

The demand for adapting new skills is an essential factor for employees to continue to be able to compete competitively. This research aims to determine employee commitment to Behavioral Performance. Researchers conducted a survey of government agency employees to test the influence of employee commitment on Behavioral Performance, conducting first-order and second-order tests. The research respondents were 87 employees at three government agencies in Bandung. The research results indicate that employees firmly commit to improving Behavioral Performance. The research implications suggest that government agencies should provide opportunities for employees to increase their commitment by adopting new skills, strengthening employee commitment through relevant direction strategies, providing constructive feedback, and emphasizing the consequences if duties and obligations are not fulfilled to provide optimal performance.

Keywords: Employee Engagement; Behavioral Performance; public organization.

### **Introduction**

Currently, technological advances such as artificial intelligence, robotics, the Internet of Things, and others, which constitute the era of the Fifth Industrial Revolution, have significantly influenced the world of work, opening up many new opportunities. Big challenges also await workers at all levels. (Prassida & Asfari, 2022; Noble, Mende, Grewal & Parasuraman, 2022; Leng et al., 2022)

One of the most significant problems is the disruption of existing job roles and the need to learn new skills faster than before. When manual and administrative work can be automated, workers must be able to handle more creative responsibilities by solving problems that machines cannot solve. (Poláková et al., 2023; Ammirato et al., 2023; Fareri, Aprea, Mulas & Alonso, 2023) Completing this work requires a commitment to continuous learning, either through online courses, on-the-job training, or external skills enrichment programs.

Employees must adapt to collaborative workflows between humans, robots, algorithms, and other digital devices. Today's technologies can expand workers' capabilities and require understanding how to collaborate most effectively with these new "colleagues," which involves adapting to supervisory roles or managing automated systems. (Gumbo, Twinomurinzi, Bwalya & Wamba, 2023; Rana & Rathore, 2023)

Employees also face pressure to adapt their identities and values to an environment where jobs and careers are more flexible and task-flexible. With automation, employees need the

resilience to switch roles and industries if necessary, have a growth mindset, and accept change. (Saleem, Dhuey, White & Perlman, 2024) Although these changes bring difficulties, they also create opportunities to develop new and more challenging types of work. (Fareri, Apreada, Mulas & Alonso, 2023) By preparing themselves proactively through training and readiness to handle responsibilities between humans and machines, workers can develop and lead the organization to produce optimal performance. (Didier, 2024)

For this reason, employees need to continuously improve their digital competence through various training programs. Employees must learn new skills such as handling automation systems, social media, and extensive database management. (Yalenios & d'Armagnac, 2023) Building a collaborative network with related parties, such as academics, startups, and the community, can produce innovations to improve services. (Boyer & Kokosy, 2022; Sidharta, Priadana & Affandi, 2019) Adjust business processes to remain focused on public needs even when using technology. (Didier, 2024) For example, by providing a choice of online and offline services. Organizations also need to strengthen the culture of creativity and innovation within the organization by creating idea incubator programs and incentives for employees who contribute to improving services. (Manik et al., 2023) It can encourage employee flexibility in handling role changes by providing opportunities to develop new skills through regular job rotation. The organization's expectations for employees are to adapt quickly to changing times while continuing to prioritize the interests of society in every policy and service provided.

To create the best performance amidst various challenges, employees must have a strong commitment, such as a commitment to continuous learning. (Olafsen, Nilsen, Smedsrud & Kamaric, 2021; Peng, Li, Wang & Lin, 2021) They must be ready to develop new skills and deepen their knowledge by participating in various training. (Park & Park, 2021) Collaboration between employees and between agencies will be beneficial in completing increasingly complex work. Employees need an open mindset to try new ways of completing tasks and improving service. (Errida & Lotfi, 2021; Demerouti, Soyer, Vakola & Xanthopoulou, 2021) Performance achievement targets must continue to be prioritized despite changing business processes and remain in the public interest in every decision and step taken, as the willingness to adapt to changes in the work environment and the roles played are also important factors in achieving good performance.

(Li, Sun, Tao & Lee, 2021; Chen, Liu & Zhou, 2024) Research by Safavi, K., & Kalis, B. (2019) found that 78% of executives admitted difficulty managing change in their companies because employees were often unprepared to face it.

Based on identifying existing problems, the formulation of this problem is how employee work commitment influences behavioral performance.

## Method

Researchers used a survey approach to answer the problem of the influence of employee work commitment on behavioral performance. The research subjects were employees who worked in three

government agencies, with a sample size of 87 respondents. Data analysis used partial least squares. Test criteria refer to AVE values > 0.5 and reliability > 0.7.

Researchers will test the Employee Engagement variable, a human resources (HR) concept that describes workers' enthusiasm and dedication towards their work. Engaged employees care about their work and the company's performance and feel that their efforts make a difference.

The Behavioral Performance variable, behavior-based performance management, is the opposite of results-based performance management. It is characterized by strict monitoring and direction by management, the use of subjective evaluation by management to evaluate employee performance, and employees receiving a fixed salary. Performance Behavior means a measurable relationship is made between an outcome and the behavior required to achieve that outcome. It determines and measures the behaviors necessary to achieve desired outcomes.

The Employee Engagement research instrument refers to the ISA Engagement Scale developed by Soane et al. (2012) and validated by Sidharta (2019). It consists of 9 items to measure Employee Engagement and three dimensions: Intellectual, Social, and Affective. The employee behavioral performance variable uses the Performance Management Behavior Questionnaire (PMBQ), which was developed by Kinicki, Jacobson, Peterson, and Prussia (2013) and has been validated by Sidharta (2018) with a total of 27 research instruments. The instrument consists of 5 dimensions: Process of goal setting, Communication, Feedback, Coaching, and Providing consequences.

Data testing first calculates the loading factor of the research instrument and then calculates the validation and reliability values. After that, the researcher carried out first-order and second-order tests to determine the results of the data analysis that the researcher would present in the discussion.

## Result and Discussion

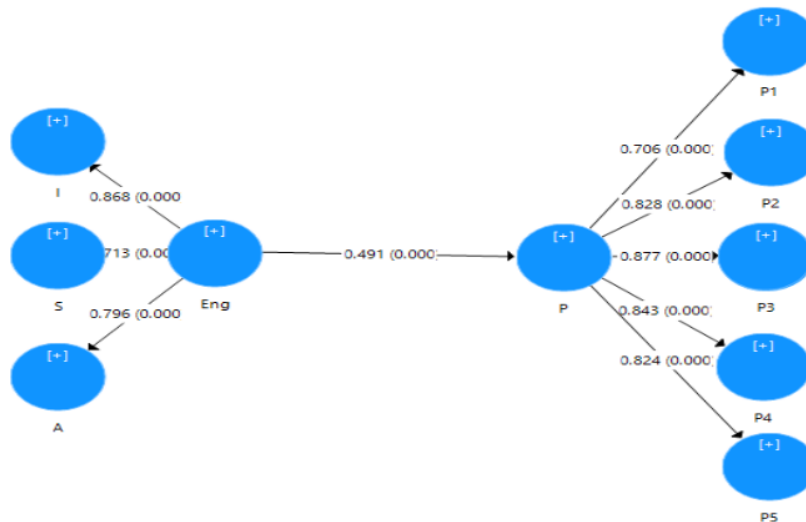
The results of validity and reliability calculations show values that are by the test criteria, namely AVE value > 0.5 and Reliability value > 0.7, as seen in Table 1 below;

Table 1. Construct validity and reliability

| Item | E1    | E2    | E3    | P1    | P2    | P3    | P4 | P5 | CA    | AVE   |
|------|-------|-------|-------|-------|-------|-------|----|----|-------|-------|
| E1.1 | 0,893 |       |       |       |       |       |    |    | 0,880 | 0,807 |
| E1.2 | 0,924 |       |       |       |       |       |    |    |       |       |
| E1.3 | 0,878 |       |       |       |       |       |    |    |       |       |
| E2.1 |       | 0,901 |       |       |       |       |    |    | 0,786 | 0,824 |
| E2.2 |       | 0,914 |       |       |       |       |    |    |       |       |
| E3.1 |       |       | 0,810 |       |       |       |    |    | 0,793 | 0,709 |
| E3.2 |       |       | 0,907 |       |       |       |    |    |       |       |
| E3.3 |       |       | 0,805 |       |       |       |    |    |       |       |
| P1.1 |       |       |       | 0,862 |       |       |    |    | 0,726 | 0,650 |
| P1.2 |       |       |       | 0,830 |       |       |    |    |       |       |
| P1.4 |       |       |       | 0,720 |       |       |    |    |       |       |
| P2.4 |       |       |       |       | 0,789 |       |    |    | 0,843 | 0,681 |
| P2.5 |       |       |       |       | 0,876 |       |    |    |       |       |
| P2.6 |       |       |       |       | 0,852 |       |    |    |       |       |
| P2.9 |       |       |       |       | 0,779 |       |    |    |       |       |
| P3.1 |       |       |       |       |       | 0,768 |    |    | 0,842 | 0,615 |
| P3.2 |       |       |       |       |       | 0,813 |    |    |       |       |
| P3.3 |       |       |       |       |       | 0,842 |    |    |       |       |
| P3.4 |       |       |       |       |       | 0,787 |    |    |       |       |

|      |  |  |  |  |  |       |       |       |       |       |
|------|--|--|--|--|--|-------|-------|-------|-------|-------|
| P3.5 |  |  |  |  |  | 0,704 |       |       |       |       |
| P4.1 |  |  |  |  |  |       | 0,881 |       | 0,871 | 0,726 |
| P4.2 |  |  |  |  |  |       | 0,892 |       |       |       |
| P4.3 |  |  |  |  |  |       | 0,907 |       |       |       |
| P4.4 |  |  |  |  |  |       | 0,715 |       |       |       |
| P5.1 |  |  |  |  |  |       | 0,780 | 0,811 | 0,638 |       |
| P5.2 |  |  |  |  |  |       | 0,820 |       |       |       |
| P5.3 |  |  |  |  |  |       | 0,782 |       |       |       |
| P5.4 |  |  |  |  |  |       | 0,813 |       |       |       |
| EE   |  |  |  |  |  |       |       |       | 0,855 | 0,501 |
| BP   |  |  |  |  |  |       |       |       | 0,934 | 0,548 |

Table 1 above can be described as follows. Figure 1 shows the overall measurement indicators, showing an AVE value  $>0.5$  and Reliability  $>0.7$ , which indicates that the research instrument is valid and reliable.



The Intellectual instrument has a high loading value (0.893, 0.924, 0.878) and adequate reliability (0.880). The AVE value (0.807) reaches the minimum limit of 0.5, so this instrument can be considered valid. The Social instrument has a high loading value (0.901, 0.914) and quite good Reliability (0.786). The AVE value (0.824) exceeds the minimum limit of 0.5, so this instrument can be considered valid. The Affective instrument has relatively high loading values (0.810, 0.907, 0.805) and adequate Reliability (0.793). The AVE value (0.709) is above the minimum limit of 0.5, so this instrument is valid.

The Process of goal setting instrument has relatively high loading values (0.862, 0.830) and good Reliability (0.726). Apart from that, the AVE value (0.650) is also above the minimum limit. Therefore, this instrument is considered valid. The Communication instrument has a high loading value (0.789, 0.876, 0.852, 0.779) and adequate reliability (0.843). Moreover, the AVE value (0.681) is above the minimum 0.5, so this instrument is valid. The Feedback instrument has relatively high loading values (0.768, 0.813, 0.842, 0.787, 0.704) and adequate

Reliability (0.842). Moreover, the AVE value (0.615) is above the minimum 0.5, so this instrument is valid. The Coaching Instrument has a high loading value (0.881, 0.892, 0.907) and adequate reliability (0.871). This instrument is valid because the AVE value (0.726) is above the minimum limit of 0.5. The Providing Consequence instrument has relatively high loading values (0.780, 0.820, 0.782, 0.813) and good Reliability (0.811). The AVE value (0.638) is above the minimum limit of 0.5, so this instrument is also valid. The instrument meets the overall validity and reliability criteria based on the analysis above.

The results of the path analysis calculation also show the effect of first-order testing. The test results show overall significance in both the Intellectual, Social, and Affective dimensions. Likewise, the Behavioral Performance variable is indicated to be significant for the Process of goal setting, Communication, Feedback, Coaching, and Providing consequence dimensions. Table 2 shows the overall results of first-order and second-order testing.

Tabel 2. Path value

| Path                          | Path Value | STDEV | T Statistics | P Values | Note  |
|-------------------------------|------------|-------|--------------|----------|-------|
| EE -> Affective               | 0,796      | 0,043 | 18,626       | 0,000    | Sign. |
| EE -> Intellectual            | 0,868      | 0,032 | 27,234       | 0,000    | Sign. |
| EE -> Social                  | 0,713      | 0,076 | 9,402        | 0,000    | Sign. |
| BP -> Process of goal setting | 0,706      | 0,064 | 11,012       | 0,000    | Sign. |
| BP -> Communication           | 0,828      | 0,049 | 17,008       | 0,000    | Sign. |
| BP -> Feedback                | 0,877      | 0,027 | 32,373       | 0,000    | Sign. |
| BP -> Coaching                | 0,843      | 0,031 | 27,204       | 0,000    | Sign. |
| BP -> Providing consequence   | 0,824      | 0,045 | 19,045       | 0,000    | Sign. |
| EE -> BP                      | 0,491      | 0,099 | 4,963        | 0,000    | Sign. |
| EE -> Process of goal setting | 0,277      | 0,099 | 2,806        | 0,000    | Sign. |
| EE -> Communication           | 0,463      | 0,101 | 4,565        | 0,000    | Sign. |
| EE -> Feedback                | 0,492      | 0,084 | 5,838        | 0,000    | Sign. |
| EE -> Coaching                | 0,417      | 0,100 | 4,175        | 0,000    | Sign. |
| EE -> Providing consequence   | 0,417      | 0,088 | 4,749        | 0,000    | Sign. |

Table 2 shows that the path value of the research constructs tested as a whole indicates to be significant, where the second-order test of employ commitment significantly influences Behavioral Performance, with a path value of 0.491, a T statistic of 4.963, and a p-value of 0.000. More in-depth testing is shown in Figure 2 below:

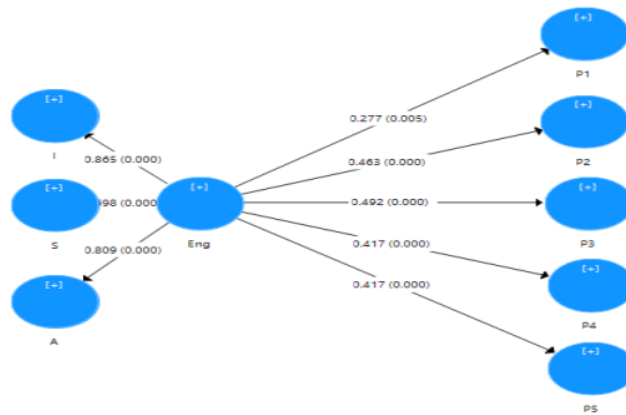


Figure 2. Path value

The influence of work commitment on the Dimensions of goal setting, Communication, Feedback, Coaching, and Providing consequences shows significant results. Next, the researcher will describe the results on the dimensions of Performance Management Behavior that have been proven to be significant. These dimensions are goal setting, Communication, Feedback, Coaching, and Providing consequences.

Process of goal setting: Employee commitment is indicated to achieve the goals set by the agency. The results align with research by Itzhakov & Latham (2020), showing that the laboratory experiment goal-setting approach affects performance. Research by Pradhan, Bhargava, Bamel & Sharma (2022) and Latham (2020) also shows work improvement with goal orientation. A leader with high-performance management compared to traditional managers, who has a better understanding of their staff and quickly understands their thoughts and motivations, can drive the achievement of organizational goals.

Communication: It is indicated that employee commitment can be carried out effectively to achieve the tasks they carry out. The results of this researcher support research by Aloudah, Carballo-Penela & Ruzo-Sanmartín (2022) showing that communication practices play a crucial role in increasing employees' readiness for change, and enhancing employees' commitment and performance. Likewise, research by Chanda & Goyal (2020) shows that employee commitment to effectively communicating information can improve organizational performance. Communication as a tool in performance management can create a reciprocal relationship between managers and members, which facilitates understanding of the demands and expectations of the organization and employees and the transfer of requests due to feedback that occurs within the organization. So that employee demands from management or the organization can be more effective.

Feedback: It is indicated that employee commitment can also provide feedback on the results of the tasks they complete, which can provide input for improving and achieving better performance. These results are from research by Jung, Kang & Choi (2020) showing the relationship between performance and behavior providing task feedback. Zhenjing et al. (2022) show the relationship between employee commitment levels and boosted employee

performance through behavioral environmental factors such as task feedback. Better employee performance results in more interactions. Therefore, managers can spend more time cultivating trusting relationships among their subordinates, as this can benefit employee performance and achievement levels.

Coaching: Employee commitment also indicates the leader's role in providing direction relevant to the employee's duties and obligations. The results align with research by Ribeiro et al. (2020), showing the relationship between coaching skills and improving employees' performance. Likewise, research by Pham et al. (2020) and Sharma et al. (2021) shows the relationship between training and improving employees' performance via employee environmental commitment. One must consistently provide appropriate feedback to everyone working with them in a team to improve their behavior and performance continuously. Good direction can produce adequate performance that aligns with the organization's expectations.

Providing consequences: Employee commitment also indicates consequences if employees do not carry out their duties and obligations, meaning that employees are aware of consequences if they do not achieve the targets set by the agency where they work. The results align with research by Na-Nan, Kanthong, Joungrakul & Smith (2020) showing the relationship between employee commitment and task consequences improving employees' performance. Likewise, research by Raub, Borzillo, Perretten & Schmitt (2021) and Hirschi & Spurr (2021) shows the relationship between employee commitment and consequences for work attitudes and performance. Laissez-faire leadership is the absence of direct leadership, the handover of leadership responsibilities where no decisions can be made, decisions are delayed, and feedback is minimal. In contrast, performance management should not only be active but should also be able to reward performance that meets and exceeds employee expectations.

The results of this research show that employee commitment plays a vital role in achieving the goals set by the agency through effective performance management. This research shows that work commitment significantly influences performance management dimensions, such as the Process of goal setting, Communication, Feedback, Coaching, and Providing consequences. Paying attention to and increasing employee commitment can help achieve organizational goals through effective performance management.

## Conclusions

Employee commitment plays a vital role in achieving the goals set by the agency where they work. This commitment influences the effectiveness of task execution, provides valuable feedback, and shows the leader's influence in providing relevant direction. Employee commitment also indicates an awareness of the consequences if duties and obligations are not fulfilled. However, this study has several limitations that need to be noted.

This research only focuses on predicting employee behavior in the post-COVID-19 pandemic period. Therefore, the findings and conclusions may not generally apply to normal conditions before the pandemic. In different situations, other factors can also influence employee commitment.



Furthermore, this research only uses a partial sample from government agencies. These results suggest that the generalization of findings must be done cautiously. Variability between government agencies and situational uniqueness may influence research results. Therefore, further research involving more representative samples from various government agencies is needed to expand understanding of the factors that influence employee commitment.

Nevertheless, the results of this research provide important insight into the importance of employee commitment in achieving government agency goals. Recommendations based on these findings are the importance of strengthening employee commitment through relevant directing strategies, providing constructive feedback, and emphasizing the consequences if tasks and obligations are not fulfilled. It is also necessary to pay attention to other factors that can influence employee commitment, such as a supportive work environment, organizational justice, and career development.

In conclusion, employee commitment has an essential role in achieving the goals of government agencies. However, this study has limitations due to its focus on the post-COVID-19 pandemic period and the use of a limited sample. Recommendations include strengthening commitment through relevant guidance strategies and constructive feedback. It is also essential to consider other factors that influence employee commitment. Further research with more representative samples is needed to expand this understanding.

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