

Serial Mediation Function Employee Engagement and Organizational Commitment on the Effect of Leadership Style and Workplace Wellbeing on Employee Performance



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ABSTRACT: The purpose of this study was to analyze the serial mediation function of employee involvement and organizational commitment on the influence of leadership style and workplace well-being on employee performance at the Satpol PP and WH offices in the South Aceh Regency. The population in this study were all employees of the Satpol PP and WH offices of South Aceh Regency, amounting to 110 people. The sampling technique used for data collection was carried out a census sampling technique, namely, the entire population was sampled. Data processing was carried out using SPSS and ADOs software using the structural equation model (SEM) technique. The results showed that of the six tested direct hypotheses, all of them showed a significant effect, except for one hypothesis. although the magnitude of the coefficient differs from one hypothesis to another. The insignificant effect is between the influence of leadership style on employee performance.

KEYWORDS: Serial Mediation, Employee Engagement, Organizational Commitment, Leadership Style, Workplace Wellbeing, and Employee Performance

1. BACKGROUND

The quality of ASN is always associated with the quality of public services it provides to the community. On the other hand, the system of public service delivery can be one of the supporting factors in how to overcome the current challenges in a government organization. It can also be a measure of how far the government is in achieving its goals and targets in the related development sector, as well as a reflection of how efficient the government is in managing its duties. However, in this case, standardizing the public service system in government institutions is not an easy task. Many factors have a significant influence on the public service delivery system. These factors start from the model and approach adopted, as well as various factors such as culture, political institutions, values, and norms for providing public services. Apart from these factors, The level of economic development also contributes significantly to the availability of technical and financial resources to finance public service spending. In addition, other factors that affect the system of public service delivery include national policies, and reforms carried out and currently underway in the realm of the public service delivery system.

In the Indonesian context, there are indications that the performance of ASN is still categorized as weak. This is supported by the facts obtained from the results of the talent pool conducted by the National Civil Service Agency (BKN) to thousands of ANS in Indonesia which showed results below expectations. The Minister of State Apparatus Empowerment of the Republic of Indonesia stated that there are still many ASN in the regions whose performance scores are dominated by C. For this reason, the Minister of Panic invites regional heads to seriously improve the qualifications of ASN in their regions.

A similar phenomenon also occurs among ASN who work at the Satpol PP and Wilayahatul Hisbah Offices, South Aceh Regency. Throughout 2020, its performance has not fully achieved the desired target. Of the 3 (three) main indicators targeted, only 1 has met the 100% achievement target, namely the enforcement of regional regulations. Two other main indicators, namely the enforcement of the Islamic Sharia qanun, namely the Comparison of the Number of Linmas with TPS, have not yet reached the target. Each only reached 90% and 86% of the 100% targeted (Lakip Satpol PP 2021).

Organizational commitment (OC) is one of the factors that determine the level of Employee performance (EP). This is in line with the results of research conducted by Garg, N. (2017) found a relationship between OC variables and Performance. OC reflects the close relationship between subordinates and their superiors, including sharing opinions about negative or positive matters of their organization. Many concepts have explained the meaning of OC, including affective, ongoing, and normative.

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Normative commitment is the feeling that exists in the employee about the good things that exist in his organization, including being part of his organization is the best thing he gets. Although we know that commitment itself can be caused by many things as well as the level of commitment from one individual to another can be very different. In addition to organizational commitment, employee performance is also strongly influenced by leadership style. The influence of these two variables has been proven by the results of research conducted by Razak et al. (2018). Leadership style is a trait or character shown by a leader when they carry out their functions as leaders. This leadership style plays a very important role in directing subordinates to follow their directions.

Another variable that theoretically can affect employee performance is workplace well-being (WWB). This opinion was expressed by Nielsen, et al. (2017) and Ogonnaya et al. (2019). WWB is a feeling of well-being felt by employees in carrying out their activities at work. Although many people see that welfare is difficult to measure, in many cases if an employee does not get proper recognition and attention from his superiors for all the achievements he has achieved, it will make the employee feel uncomfortable at work.

Conceptually, in this study, employee involvement mediates the effect of leadership style and workplace well-being on employee performance and organizational commitment at the Satpol PP and WH offices in the South Aceh Regency. While high employee engagement does lead to improved job performance, findings reveal that it can also lead to workers becoming more territorial in their work, sharing less information in the workplace, or truly unethical behavior (Wang, et al. 2019). Therefore, this study tries to accommodate some of the facts found by Wang et al (2019) which state that there is a tendency to share information among employees who have high engagement in a company or organization. In addition, employee engagement initiatives are now also considering internal communication channels. They give employees choices. The employee engagement software used allows the company to personalize its approach by offering communication channels to suit individual preferences so that in practice the employee engagement that is expected to trigger performance improvements can be implemented (Erden, NS 2019).

2. LITERATURE REVIEW

2.1 Leadership Style

The results or findings of a study conducted by Batista-Taran, (2013), found a relationship between leadership style (LS) on employee engagement (EE) significantly. LS is a leader's method of providing direction, implementing the plan, and implementation of the plan as well as motivating subordinates to carry out the plan. Some previous researchers have discussed this LS and its relation to the role of the leader in politics, business, or other fields. So, the better the leadership style that is applied and the more well-being able employees are with the characteristics and leadership style being implemented, the more their employee engagement will be. Research conducted by Razak, et al. (2018) proves the influence of leadership style on employee performance.

H1: The Influence of Leadership Style (GP) on Employee Engagement (GT)

H3: The Influence of Leadership Style (GP) on Employee Performance (GK)

2.2 Workplace Wellbeing

Research conducted by Robertson, (2010) found the influence of WWB on Employee Engagement. Workplace Well-being is concerned with all aspects of work life that contribute to employee well-being at work. Well-managed worker well-being will significantly raise the level of employee involvement from employees who work in the company. Research conducted by Nielsen, K., et al. (2017) proves the influence of workplace well-being on employee performance. WWB or employee well-being at work is the way employees work, expectations, and the workplace affects their overall health and happiness. Employees may not feel well, even when the company treats them like gold. Even when organizations have clear goals or when they are paid money, bonuses, and titles. Investing in employee well-being can lead to increased resilience, better employee engagement, reduced absenteeism due to illness, and higher performance and productivity. To get real benefits, the priority of employee well-being must be integrated throughout the organization, embedded in its culture, leadership, and resource management.

H2: The Effect of Workplace Wellbeing on Employee Engagement

H4: The Effect of Workplace Wellbeing on Employee Performance

2.3 Employee Engagement

Research conducted by Aktar, (2018) proves the influence of KK on Organizational Commitment (KO). Employee involvement will increase job satisfaction. The company is aware of that. Currently, although there are various customer complaint services available using digital equipment, handling customer complaints, for example, still requires solutions that are carried out by humans, and are not completely dependent on machines. Therefore, employee involvement is very necessary to maintain the level of satisfaction of customers who complain. Failure to retain these talented employees can have a significant impact: downsizing can erode customer

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satisfaction while increasing operating costs. Each new agency recruitment is estimated to cost \$10,000 to \$20,000 for training, direct hiring costs, and lost productivity during upgrades. Therefore, maintaining the level of employee involvement will have an impact on the organizational commitment which will ultimately provide added value to the quality of services provided to the communities it serves.

H5: The Effect of Employee Engagement on Organizational Commitment

2.4 Effect of Organizational Commitment

Studi about OC has been performed by Kawiana, et al. (2018) and has proven a link between OC and EE. The OC itself in many studies straightforwardly describes the partiality of subordinates towards superiors and the sharing of the same opinion about their organization both positive and negative. Another explanation about OC is said to be the problem that arises in the employee's stay in the organization and feels that the organization is the right place for him in developing a career. The higher the OC that the employee has, the better the performance that will be carried out by the employee in helping the organization achieve its goals.

H6: The Effect of Organizational Commitment on Employee Performance

2.5 Employee Performance

Employee performance plays a very important role in contributing to increasing the competitiveness of the company. Therefore the company will pay great attention to making it happen (Mangkunegara 2007). The same is true for public organizations. Increasing employee performance will encourage the organization to achieve its organizational goals (Mangkunegara 2007). We can say that employee performance is the key to ensuring an organization remains healthy and sustainable in a constantly changing organizational environment. Failure to develop employees will have an impact on decreasing their performance. Many factors are indicated to affect employee work including employee involvement, well-being in the workplace, organizational commitment, and leadership style (Robert 2005).

2.6 Research Model

The model in this study is shown in Figure 1 below.

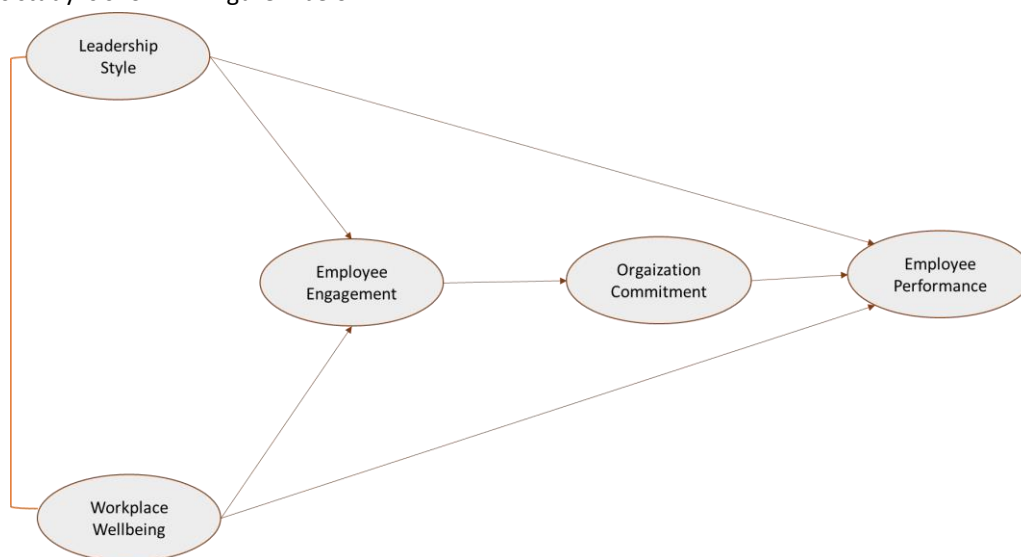


Figure 1. Research Framework

3. RESEARCH METHOD

The population in this study were all employees of the Satpol PP and WH offices of South Aceh Regency, amounting to 110 people. Determination of the sample is done using a saturated sample or census. This means that all employees or employees at this institution are used as samples. Secondary data collection is carried out through literature reviews as well as from publications that have been carried out by various institutions related to this employee performance review. While primary data was collected by filling out questionnaires and interviews. Data processing was carried out using SPSS and Amos software using the structural equation model (SEM) technique.

Employee Performance Measurement uses 5 indicators adopted from Mathis, Robert L, and John H. Jackson, (2017). For measurement employed involvement used 7 items taken from Thomas (2007). Measurement of Organizational Commitment uses 3 indicators from the work of Allen and Mayer in Robbins (2012). For leadership style, 7 indicators are used from Priarso, MT,

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Diatmono, P., & Mariam, S. 2019). Lastly, for WWB using 6 indicators from Pradhan, RK, & Hati, L. (2019). Testing the causality hypothesis was carried out using a structural equation model with criteria $CR > 1.960$ and $P < 0.05$.

4. RESEARCH RESULTS

4.1 Characteristics of Respondents

The respondent's profile is dominated by those who are male. Then when viewed from the aspect of age, the age group of 30-39 is the group with the highest number compared to other age groups. This has a positive connotation because the range in this age group is considered the productive age group. When compared to those who are married and unmarried, the married age group is the majority. This is also good because they will have higher responsibilities for their work. Meanwhile, from the aspect of education, they have an average bachelor's level education. This number is greater than the group with lower education such as High School or Diploma. From the aspect of working time,

4.2 Research Instrument Tests

a. Validity test

A validity test is conducted to measure how valid each indicator is in representing each variable. If it turns out that there are indicators that are not valid, they will be eliminated and only valid indicators will be maintained. Validity testing is carried out using discriminant validity techniques.

Table 1. Discriminant Validity

	Convenience	Leadership	Involvement	Performance
Leadership	0.868			
Involvement	0.819	0.771		
Performance	0.854	0.746	0.839	
Commitment	0.853	0.83	0.851	0.854

If the value of Discriminant Validity < 0.70 there is a tendency that there is a correlation between the two variables. In the table above, all the values of the difference in validity between the two variables are > 0.70 so it can be concluded that there is no correlation between the variables involved in this study

4.3 Confirmatory Factor Analysis (CFA)

CFA is part of Structural Equation Modeling (SEM) analysis. SEM is an analytical model that can solve research problems involving multivariate variables simultaneously. This analysis was carried out after analyzing the measurement model through the Confirmatory Factor Analysis (CFA) test. From the results of the CFA test, it is known that there is one indicator in the variable of job competence, namely the X2.4 indicator which has a loading factor value of 0.5 so the indicator is not included in the next test. SEM analysis was carried out by testing the significance of causality through the regression cohesion test.

Table 2. Confirmatory Factor Analysis

			Estimate
x11	<---	Leadership	,496
x12	<---	Leadership	,634
x13	<---	Leadership	,631
x14	<---	Leadership	,742
x15	<---	Leadership	,673
x16	<---	Leadership	,791
x17	<---	Leadership	,751
y11	<---	Involvement	,711
y12	<---	Involvement	,801
y13	<---	Involvement	,759
y14	<---	Involvement	,823
y15	<---	Involvement	,836

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			Estimate
y16	<---	Involvement	,474
y17	<---	Involvement	,271
x29	<---	Convenience	,668
x28	<---	Convenience	,657
x27	<---	Convenience	,693
x26	<---	Convenience	,808
x25	<---	Convenience	,753
x24	<---	Convenience	,820
x23	<---	Convenience	,795
x22	<---	Convenience	,785
x21	<---	Convenience	,674
z1	<---	Performance	,674
z2	<---	Performance	,828
z3	<---	Performance	,783
z4	<---	Performance	,785
z5	<---	Performance	,783
y21	<---	Commitment	,815
y22	<---	Commitment	,826
y23	<---	Commitment	,649

From the table above, it can be seen that 3 indicators did not pass the validation test because their values were below the cut-off value. Thus the indicators x11, y16 and y17, and a11 and these must be eliminated

4.4 Goodness of Fit

Based on the results of the SEM analysis, it is known that the goodness of fit index value is still problematic. For GFI, RMSEA TLI, and IFI, have exceeded their respective limit values. However, CMIN/DF and AGFI still do not meet the criteria. Therefore, model resification is still needed. After resizing the model by adding a covariance line to the items that have the largest MI value, the results met expectations. The goodness of fit value can be seen in Table 1 and the results of the structural equation modeling analysis can be seen in the following table.

Table 3. Evaluation of Criteria for Goodness of Fit Indices

The goodness of Fit Index	Cut of Value	The calculation results	Information
CMIN/DF	<2	1,771	Fit
RMSEA	0.08	0.066	Fit
GFI	0.90	0.900	Fit
AGFI	0.90	0.887	Marginal Fit
TLI	0.90	0.926	Fit
IFI	0.90	0.915	Fit

All indicators tested for the feasibility of the model have exceeded the required threshold value so that the model can be said to be fit and can be continued in the next data processing.

4.5 Direct Hypotheses Testing with Structural Model

Table 4. Results of Structural Equation Modeling Analysis

			Estimate	SE	CR	P	Label
Involvement	<---	Convenience	,746	,157	4,741	***	,462
Involvement	<---	Leadership	,715	0.060	11,887	***	,444

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			Estimate	SE	CR	P	Label
Commitment	<---	Involvement	,715	0.059	11,880	***	,941
Performance	<---	Commitment	,362	,082	4,411	***	,498
Performance	<---	Leadership	-,072	,103	-,698	,485	,081
Performance	<---	Convenience	,494	,117	4,217	***	,554

4.6 Direct Hypothesis Testing

The influence of LS on EE shows a CR value of 11,870 and a probability of ***. The two values obtained have met the requirements for the acceptance of H_a , namely the CR value greater than 1.96 and the probability less than 0.05. So the influence of LS on EE is significant. The magnitude of the coefficient of the influence of LS on employee involvement is 0.444 or 44.4%. Thus, if you want to increase engagement, it can be done by improving your LS, especially through indicators. Leaders always emphasize mutual trust between superiors and subordinates who have the highest average value (4.48) among other indicators of this variable.

The effect of WWB on EE shows a CR value of 4.741 and with a probability of ***. Thus it can be stated that the Effect of WWB on EE is significant. This means that if you want to increase EE, WWB must be increased according to the direction desired by the employee, including providing a way for employees to score achievements. After all, often their motivation can be sourced from awards obtained because they excel. My work is often a source of motivation that has the highest average value (4.32). The influence of EE on OC shows a CR value of 11,880 and a probability of ***. Therefore, the effect of EE on OC is significant. The magnitude of the coefficient of EE Effect on OC is 0.941, which means that every increase in one unit of EE will increase OC by 94.1%. The effect of OC on Employee Performance shows a CR value of 4.411 and with a probability of ***. Therefore, the effect of OC on employee performance is significant. The magnitude of the coefficient of the Effect of OC on Employee Performance is 0.498 so the impact caused by OC on improving Employee Performance will be affected by 49.8%. The magnitude of the coefficient of EE Effect on OC is 0.941, which means that every increase in one unit of EE will

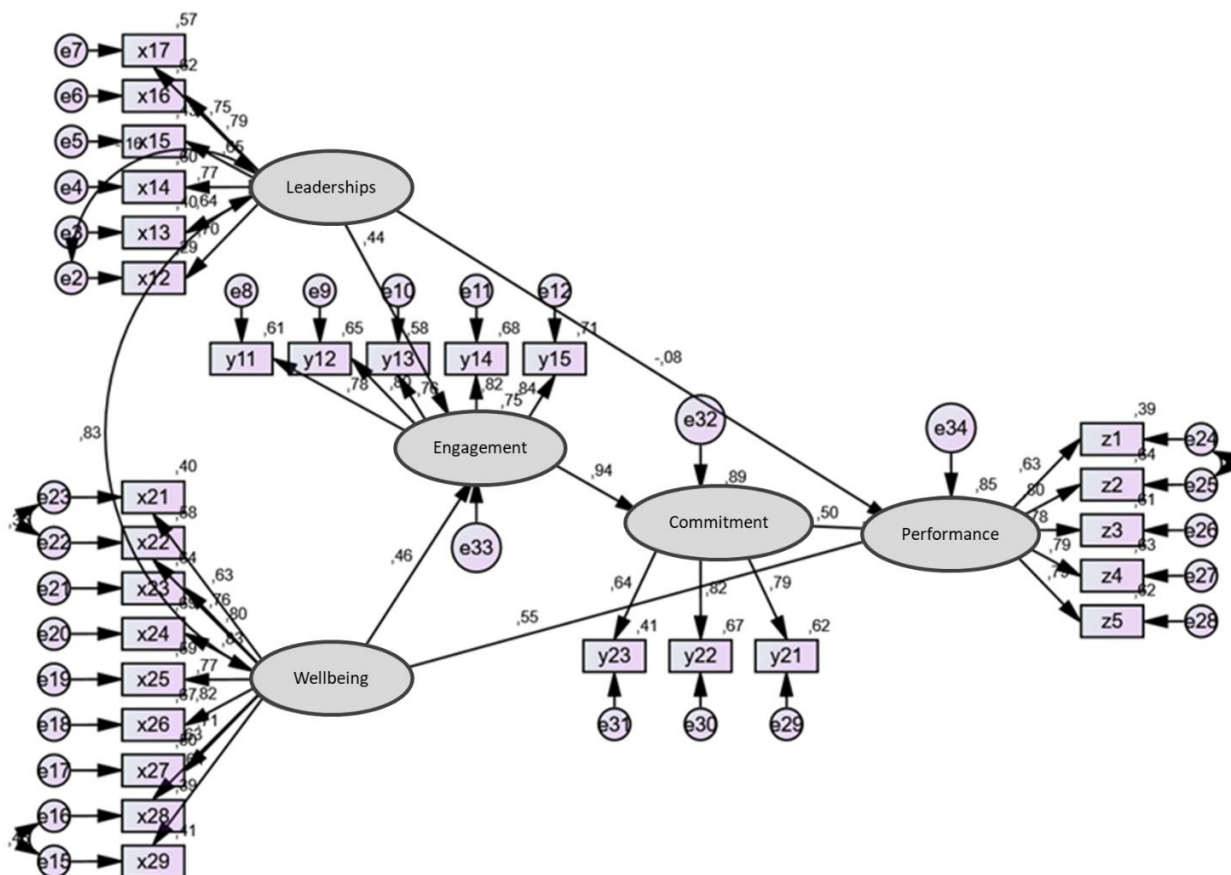


Figure 2. Structural Model

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Increase OC by 94.1%. The effect of OC on Employee Performance shows a CR value of 4.411 and with a probability of ***. Therefore, the effect of OC on employee performance is significant. The magnitude of the coefficient of the Effect of OC on Employee Performance is 0.498 so the impact caused by OC to improve Employee Performance will be affected by 49.8% The magnitude of the coefficient of EE Effect on OC is 0.941, which means that every increase in one unit of EE will increase OC by 94.1%. The effect of OC on Employee Performance shows a CR value of 4.411 and with a probability of ***. Therefore, the effect of OC on employee performance is significant. The magnitude of the coefficient of the Effect of OC on Employee Performance is 0.498 so the impact caused by OC to improve Employee Performance will be affected by 49.8% The effect of OC on Employee Performance shows a CR value of 4.411 and with a probability of ***. Therefore, the effect of OC on employee performance is significant. The magnitude of the coefficient of the Effect of OC on Employee Performance is 0.498 so the impact caused by OC to improve Employee Performance will be affected by 49.8% The effect of OC on Employee Performance shows a CR value of 4.411 and with a probability of ***. Therefore, the effect of OC on employee performance is significant. The magnitude of the coefficient of the Effect of OC on Employee Performance is 0.498 so the impact caused by OC to improve Employee Performance will be affected by 49.8%

The influence of LS on employee performance shows a CR value of 0.698 and a probability of 0.485. Then the influence of LS on employee performance is not significant. The coefficient of the influence of LS on employee performance is 0.081, which means that each increase in one unit of better perception of the LS variable will have an impact on increasing employee performance by 8.1%. A coefficient number is so small that it is said to have no significant effect. The effect of WWB on Employee Performance shows a CR value of 4.217 and with a probability of ***. Therefore, the influence of WWB on Employee Performance is significant.

4.7 Indirect Hypothesis Testing

In this model, the influence of the Workplace on Employee Performance through the mediation sequence of Employee Engagement and OC can be seen as follow:

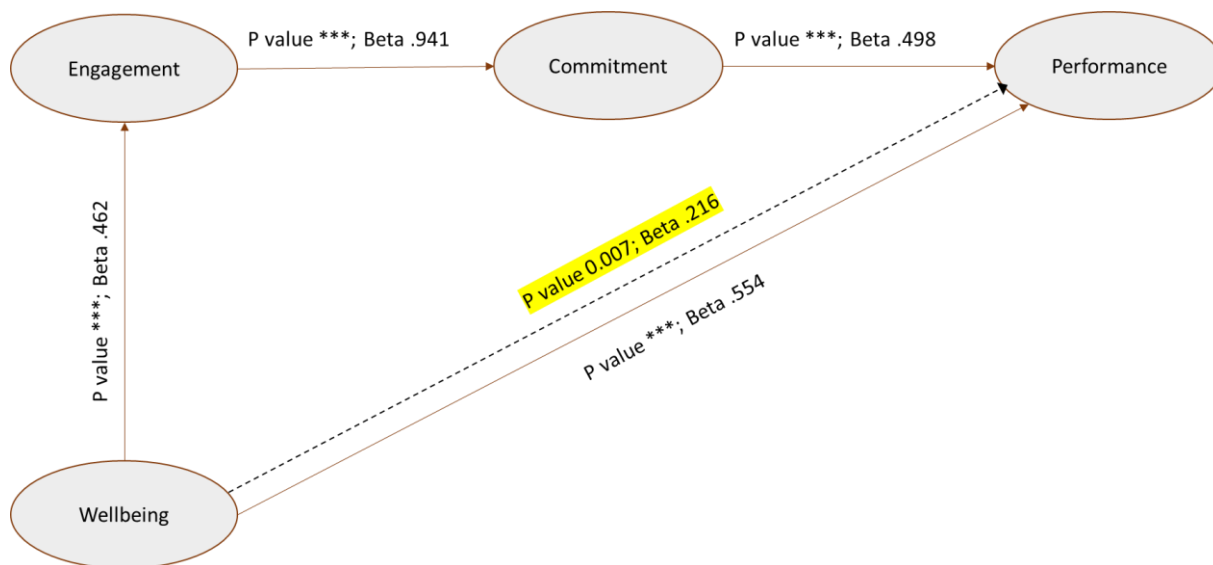


Figure 4.7. The Influence of Workplace Being on Employee Performance through the mediation sequence of Employee Engagement and Organizational Commitment

In figure 4.7, it can be seen that the indirect effect of Workplace well-being on Employee Performance through the mediation sequence of Employee Engagement and OC is significant ($P = 0.07 < 0.0$). The magnitude of the coefficient of influence is 21.6%. Since both direct and indirect effects are significant, they are related to the effect of Workplace well-being on Employee Performance through the mediating sequence of Employee Engagement and Organizational Commitment, the role of Employee Engagement and OC is partial mediating. The second indirect hypothesis testing is the influence of leadership style on employee performance through the mediation sequence of Employee Engagement and Organizational Commitment

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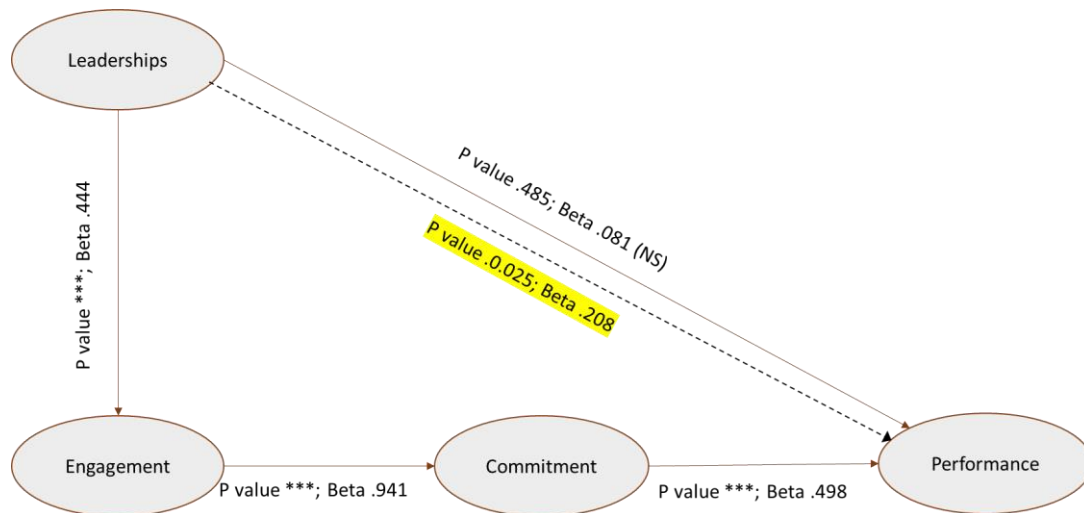


Figure 4.7. The Influence of Leadership Style on Employee Performance through the mediation sequence of Employee Engagement and Organizational Commitment

The picture above shows that the indirect influence of leadership style on employee performance through the mediation sequence of Employee Engagement and OC is significant ($P=0.025 < 0.05$). The magnitude of the coefficient of influence is 0.208 or 20.8%. Since the direct effect is not significant and the indirect is significant, it is related to the influence of leadership style on employee performance through the mediation sequence of Employee Engagement and Organizational Commitment, the role of the mediating variable of Employee Engagement and OC is fully mediating.

4.8 Managerial Implications

The proof of the hypothesis has been carried out and the results have come out, although not all of the hypotheses developed have been proven to be significant. Of the six tested direct hypotheses, all of them showed a significant effect, except for one hypothesis, although the magnitude of the coefficients differed from one hypothesis to another. The insignificant effect is between the influence of leadership style on employee performance.

Several take-out points related to the practical implications of the findings of this study include the variable that is considered the most important for leaders to improve employee performance is employee engagement because this variable has the largest magnitude of influence on employee performance compared to other variables, namely 0.941 or 94.1%. If we go deeper and look at the measurement items that make up the employee engagement variable, it turns out that the item employees always think of new ways to work more effectively is one of the highest scores compared to other indicators. This means that employees appreciate and like innovation to make the completion of work faster. Based on these findings, in the future, the leadership of the Institute can provide greater space for movement within the institution to stimulate the emergence of innovations in completing work. Institutions that are driven by innovation will always continue to outperform compared to similar institutions. Thus the achievement of employee performance that is considered problematic so far can be immediately solved.

Meanwhile, from the indirect effect of the 2 tested sequence mediation hypotheses, both of them showed significant results. Even on the influence of leadership style on employee performance through the mediation sequence of Employee Engagement and Organizational Commitment. The role of the mediating variable together forms a full intervention, which means it is very important in contributing to improving employee performance.

5. CONCLUSION

After going through a series of tests, it turns out that all variables included in the research model have a significant effect, except for the influence of Leadership Style on Employee Performance which is not significant. Likewise, the indirect effect involves two hypotheses. Both showed significant results even though the role of serial mediation of Employee Engagement and Organizational Commitment was different between one indirect hypothesis and the other indirect hypothesis, namely partial mediation in the first hypothesis and full mediation in the second hypothesis, which means serial mediation of Employee Engagement and Organizational Commitment will be more meaningful in the second hypothesis. The effect of Workplace Being compared to the Effect of Leadership Style on Employee Performance.

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