

The Role of Organizational Commitment in Moderating the Effect of Job Satisfaction on Employee Performance Through Work Engagement at The National Population and Family Planning Agency (BKKBN) of Banda Aceh

Rahimatul Aini¹, M. Shabri Abd. Majid², & Muliati Usman³

^{1,2,3} Management Department, Universitas Syiah Kuala, Indonesia

DOI - <http://doi.org/10.37502/IJSMR.2025.8717>

Abstract

This study investigates the role of organizational commitment in moderating the relationship between job satisfaction and employee performance through work engagement at the National Population and Family Planning Agency (BKKBN) of Banda Aceh. The population for this research comprises all civil servants (ASN) at the Agency, totaling 654 ASNs, while the sample includes 220 respondents. The analytical method employed is Structural Equation Modeling (SEM). The results indicate that job satisfaction positively affects work engagement, job satisfaction also positively affects employee performance, and work engagement further positively affects employee performance. Additionally, organizational commitment is shown to influence employee performance. Importantly, work engagement mediates the impact of job satisfaction on employee performance, while organizational commitment moderates the impact of job satisfaction on employee performance.

Keywords: Employee Performance, Work Engagement, Organizational Commitment, Job Satisfaction

1. Introduction

In today's dynamic environment, the government plays a strategic role in managing population control and implementing sustainable family planning. This aligns with the Presidential Instruction regarding the Optimization of Quality Family Village Implementation. The regional office of the National Population and Family Planning Agency of Banda Aceh (BKKBN Banda Aceh) is responsible for executing programs aimed at enhancing the quality of life and family welfare. These programs include education on the importance of family planning, the provision of contraceptive services, and initiatives that support maternal and child health, family economic empowerment, and social welfare. Additionally, the BKKBN Banda Aceh coordinates local efforts related to population and family planning policies to improve government performance through efficient and effective public services.

The performance of BKKBN Banda Aceh employees is influenced by how central government policies and programs are implemented at the provincial level. Employees who understand and are actively involved in program implementation tend to perform better, as they feel a strong sense of responsibility and recognition of their vital role in achieving organizational goals. Employee performance is a crucial factor in realizing organizational objectives. Good performance reflects the achievement of work outcomes in line with assigned duties and responsibilities, thereby supporting the vision, mission, and goals of the organization.

Performance is closely related to factors such as job satisfaction (Al-dalahmeh et al., 2018); (Ehmann et al., 2024); (Maarif et al., 2024); (Tafese Keltu, 2024), work engagement (Ehmann et al., 2024); (Manalu et al., 2021), and organizational commitment (Al-fakeh et al., 2020); (Teck-Hong & Yong-Kean, 2012). Based on interviews with 31 employees of BKKBN Banda Aceh, issues related to job satisfaction, engagement, and organizational commitment reflect common challenges faced by public sector organizations, especially those working in population programs. Employees who feel underappreciated or excluded from decision-making processes tend to have low levels of job satisfaction and engagement. Those who believe the organization does not support their professional development may lose motivation and long-term commitment. Since BKKBN is highly dependent on government policies, changes in population-related policies or budget allocations may affect organizational stability and create uncertainty among employees, which in turn impacts their performance.

A preliminary survey on employee performance at BKKBN Banda Aceh shows an average score of 3.38. Since this is below the standard threshold of 3.40, employee performance is perceived as suboptimal, especially on the indicator: “I successfully plan my work to finish it on time.” Regarding job satisfaction, the average score is 3.02, also below 3.40, indicating dissatisfaction—particularly with the indicator: “I have the opportunity for promotion or career advancement.” Similarly, the average score for work engagement is 3.18, which is also perceived as inadequate, with concerns centered on the indicator: “I can work with full concentration without being disturbed.” On the other hand, organizational commitment scores an average of 3.42, slightly above the threshold. However, some indicators, such as “This organization has a great personal meaning to me,” still show weak perceptions. These findings suggest that BKKBN Banda Aceh employees face various challenges affecting their performance, particularly regarding organizational retention, self-confidence, and commitment. One of the main challenges is the lack of better career opportunities, which demotivates employees from growing within the organization. This often leads to low confidence and commitment, as they feel there are limited prospects for career advancement. Additionally, salary levels and workplace conditions also impact employee motivation, which affects the quality and quantity of work output. Employees tend to feel unappreciated in unsupportive work environments, which hampers their ability to deliver optimal public service. Furthermore, despite the desire to contribute more, organizational issues and a lack of internal discussion hinder employees from realizing their full potential. Inadequate leadership support makes employees feel undervalued, reducing their ability to face challenges. When employees feel no emotional attachment to or meaning in the organization, it becomes difficult for them to focus on tasks or find fulfillment in their work. As a result, even after completing tasks, they often lack the motivation or recognition to feel accomplished. To improve performance, internal communication, growth opportunities, and employee welfare must be enhanced to strengthen employees' connection and commitment to organizational goals.

Job satisfaction reflects an individual's perception of their work, manifesting as feelings of pleasure or dissatisfaction. Factors such as work conditions, peer relationships, rewards, and both physical and psychological environments all influence satisfaction. Emotionally, satisfaction arises as a positive response to enjoyable work experiences. Satisfied employees tend to be more enthusiastic, positively impacting performance. Studies by (Maarif et al., 2024) and (Tafese Keltu, 2024) confirm a significant influence of job satisfaction on performance, though this contrasts with findings from (Atturizky & Muhammad Ekhsan, 2024). Work

engagement has also been shown to play a vital role in enhancing employee performance. When individuals are emotionally, cognitively, and physically engaged in their jobs, they display high energy, dedication, and focus in task completion. (Seprianto, 2021) confirms that engagement directly impacts job satisfaction and contributes to better performance. Similarly, (Manalu et al., 2021) argue that emotional and intellectual involvement in work fosters loyalty, initiative, and a desire to grow ultimately benefiting organizational performance. Moreover, work engagement serves as a mediator in the relationship between job satisfaction and performance. Satisfied employees tend to be more engaged, which then leads to improved performance. Research by (Kusuma, 2021) and (Alemu & Sorsa, 2024) supports the mediating role of engagement. Additionally, organizational commitment acts as a moderating factor. (Al-fakeh et al., 2020) found that higher levels of commitment strengthen the positive impact of job satisfaction on performance. Employees who feel aligned with organizational goals are more likely to translate satisfaction into optimal work results.

2. Literature

2.1. Employee Performance

Employee performance refers to how well an individual or a group completes their tasks within an organization, taking into account aspects of effectiveness, efficiency, and the quality of work outcomes. It reflects an individual's ability to fulfill assigned responsibilities and the extent to which those achievements align with organizational standards and targets (Zhang et al., 2020). In other words, employee performance indicates the degree of success an individual attains in optimally carrying out their duties within the scope of their job (Gong et al., 2019).

2.2. Job Satisfaction

Job satisfaction is the degree to which employees feel connected to the organization's goals and mission, as well as the extent to which they perceive their work as important and meaningful. It also includes evaluations of management, organizational culture, and opportunities for personal development (Suleman & Hussain, 2018). Job satisfaction reflects the level at which individuals feel engaged, motivated, and valued in their work. It involves assessments of working conditions, work-life balance, recognition, and career advancement opportunities (Tafese Keltu, 2024).

2.3. Work engagement

According to (Schaufeli et al., 2002), work engagement reflects employees' intense and positive engagement in their work. It differs from employee engagement, which emphasizes emotional attachment to the organization as a whole. Work engagement focuses on employees' day-to-day experience in performing their tasks and can have a direct impact on both individual and organizational performance. Work engagement is a state in which employees feel fully immersed in their jobs, channeling their physical, emotional, and cognitive energy to carry out workplace tasks. This engagement involves intrinsic motivation that drives employees to perform better (Ghani et al., 2023).

2.4. Organizational Commitment

Organizational commitment plays a crucial role in shaping employee work behavior, enhancing productivity, and ensuring workforce sustainability in the long term. Employees with a high level of commitment typically exhibit enthusiasm, dedication, and a strong drive to contribute

positively to the achievement of organizational goals (Thao et al., 2024). This commitment reflects a strong emotional and psychological bond between individuals and their workplace. Additionally, organizational commitment can also arise from rational considerations, such as the potential risks or losses associated with leaving the organization, including the time, effort, and reputation already invested (Din et al., 2024).

3. Method

The population for this study consisted of all State Civil Apparatus (ASN) employees at BKKBN Banda Aceh, totaling 654 respondents. The sample size determination was based on the guidelines provided by (Hair et al., 2018), which suggest that the number of samples should be adjusted according to the number of indicators, multiplied by a factor of 5 to 10. Since this study includes 22 indicators, the required sample size is calculated to be 220. The research model was analyzed using Structural Equation Modeling (SEM) with the AMOS software. The hypotheses to be tested in this research are :

- H1 : satisfaction influences employee performance
- H2 : satisfaction influences engagement
- H3 : engagement influences employee performance
- H4 : commitment influences employee performance
- H5 : engagement mediates the satisfaction influence on employee performance
- H6 : commitment moderates the satisfaction influence on employee performance

4. Result and Discussion

4.1. Direct Influence

The result for the complete structural model analyzed is shown in Fig. 1.

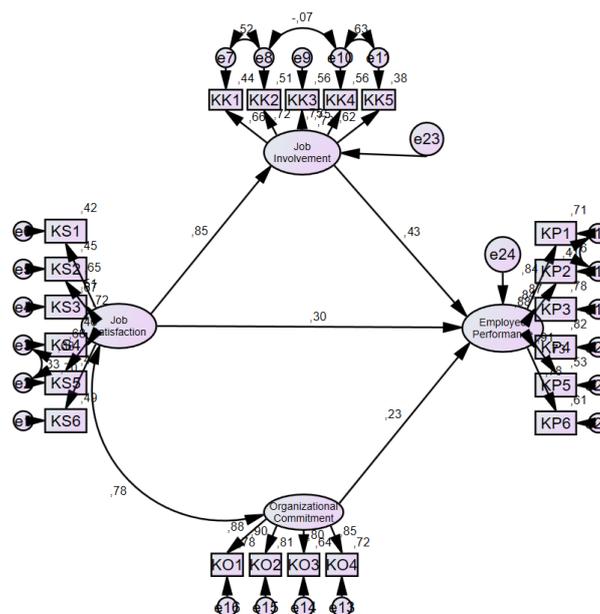


Figure 1. Direct Influence Structural Test

The direct influence test result is as in Table 1 below.

Table 1. Direct Influence Test Result

Influence			Estimate	SE	CR	P
Work Engagement	<---	Job satisfaction	0.854	0.104	8.131	0.000
Employee Performance	<---	Organizational Commitment	0.231	0.071	2.519	0.014
Employee Performance	<---	Job satisfaction	0.302	0.182	2.937	0.000
Employee Performance	<---	Work Engagement	0.434	0.108	4.736	0.000

The discussion for Table 1 is revealed below.

H1 : satisfaction on employee performance

The result test shows that satisfaction has a significant positive influence on employee performance, with CR 2.937 and significance 0.000. The magnitude of the effect of 30.2% indicates that the higher the job satisfaction, the higher the performance shown by employees. This finding is consistent with the studies of (Maarif et al., 2024) and (Tafese Keltu, 2024), although different from the results of (Atturrizky & Muhammad Ekhsan, 2024). In general, employees who are satisfied with aspects such as salary, work environment, and career opportunities tend to show higher motivation, loyalty, and performance because of a sense of ownership of their work (Garg et al., 2018); (Al-dalahmeh et al., 2018). Job satisfaction includes various aspects such as rewards received, supportive working conditions, relationships with coworkers and superiors, and career development opportunities. When these elements are met, employees will feel appreciated and motivated to provide optimal contributions. This is in line with a number of findings from previous studies stating that job satisfaction can encourage employee loyalty and work enthusiasm, although there are also several studies that show different results. In other words, employees who feel comfortable and satisfied at work are more likely to show loyalty and initiative in completing their work. A sense of belonging to the organization also grows along with increasing job satisfaction, thus encouraging positive work behavior and having a direct impact on improving performance. Therefore, increasing job satisfaction can be an important strategy for organizations in building a productive and highly committed workforce.

H2 : satisfaction on work engagement

The result shows that satisfaction has a significant positive influence on work engagement, with CR 8.131 and significance 0.000, and an influence contribution of 85.4%. This means that a high level of satisfaction will increase the active participation of employees in their work. Previous studies (Riyanto et al., 2021); (Garg et al., 2018) confirmed that job satisfaction contributes to creating a sense of emotional engagement to the organization. A supportive work environment and rewards for performance increase a sense of belonging, so that employees are more fully involved in carrying out their duties. Work engagement in this context reflects the active participation, enthusiasm, and full attention of employees towards their work.

Employees who are satisfied with their work will be more motivated to take initiative, take responsibility, and show dedication to organizational goals. A positive work environment also encourages the growth of mutual trust and emotional attachment, which strengthens employees' desire to contribute optimally. This finding is in line with several previous studies that highlight the importance of job satisfaction as a foundation for work engagement. Factors such as performance recognition, leadership support, and an inclusive work environment have been shown to strengthen the psychological bond between employees and the organization. Thus, creating satisfactory working conditions not only impacts employee loyalty but also directly increases their active participation in every work process.

H3 : engagement on employee performance

Work engagement has been shown to have a significant positive impact on employee performance, with CR 4.736 and significance 0.000, and an influence of 43.4%. This shows that the higher the level of engagement, the better the work results achieved. Research by (Prentice et al., 2023) and (Sugianingrat et al., 2018) states that employees who are actively involved tend to be more motivated, responsible, and proactive in completing tasks. Engagement creates a sense of ownership, which triggers increased creativity, accuracy, and overall work quality. Work engagement reflects the extent to which employees give attention, energy, and commitment to their roles and responsibilities. Employees who are truly engaged tend to demonstrate high morale, a strong sense of responsibility, and a desire to complete their work to the best of their ability. They are also more adaptable to organizational demands, show initiative, and are able to develop creative solutions to work challenges. Previous research also supports this finding, where work engagement plays an important role in creating a sense of belonging to work and the organization. This sense of belonging encourages employees to work more carefully, maintain the quality of work results, and provide maximum contribution to achieving organizational goals. Therefore, creating an environment that supports work engagement is an important strategy in building superior and sustainable employee performance.

H4 : commitment on employee performance

Organizational commitment has a significant positive effect on employee performance, with CR 2.519 and significance 0.014, and the magnitude of the influence reaches 23.1%. This means that the higher the employee's commitment to the organization, the greater the performance contribution given. Previous studies (Atturizky & Muhammad Ekhsan, 2024); (Mustapa & Mahmood, 2016); (Maarif et al., 2024) confirm that commitment, both due to emotional attachment and rational reasons such as compensation and career opportunities, encourages employees to remain productive and loyal in carrying out their roles in the organization. Commitment reflects the extent to which employees feel emotionally and rationally attached to their workplace. When individuals have high levels of loyalty to an organization—whether because they feel valued, have a sense of alignment with their values, or see long-term prospects—they tend to demonstrate higher levels of morale and take responsibility for the tasks at hand. In many cases, commitment also fosters discipline and a desire to contribute to shared success. Previous studies support this finding, which confirms that employee commitment is one of the main drivers of work productivity. Both affective commitment which stems from a sense of belonging, and ongoing commitment due to rational considerations such as job security or development opportunities, both play a role in

maintaining organizational stability and performance. Therefore, organizations need to strengthen relationships with employees through open communication, fair reward systems, and the creation of a supportive work climate so that employee commitment continues to grow and has a positive impact on performance.

4.2. Mediation Influence

H5 : engagement mediates the satisfaction influence on employee performance

The results of the mediation test using the Sobel test are presented in Table 2 below.

Table 2. Mediation Influence Test

Test Results	Statistics Test	Standard Error	P-Value
Sobel	4,281	0.107	0,000
Aroian	4,257	0.107	0,000
Goodman	4,304	0.106	0,000

The test results from the Sobel test revealed a t-statistic 4.281, with significance 0.0003. These findings indicate a significant indirect effect between satisfaction and employee performance through the mediation of engagement. Therefore, we can conclude that engagement plays a crucial role in the satisfaction influence on performance. This suggests that job satisfaction not only directly influences performance but also impacts it indirectly by enhancing employee engagement in their work. These findings strengthen the evidence that work engagement plays an important role in bridging the satisfaction influence on employee performance. Although satisfaction still has a direct influence on performance, some of that influence is channeled through work engagement as an intermediary pathway. In this context, work engagement functions as a psychological mechanism that transforms satisfaction into real action in the form of more optimal work contributions. When employees feel satisfied with aspects of their jobs—such as recognition, relationships with coworkers, and opportunities for growth—they are more likely to engage in their daily work activities. Engagement is not just about physical presence, but also emotional commitment, enthusiasm, and a full focus on the responsibilities at hand. Engaged employees are more likely to perform at a high level and deliver better results.

These results are in line with a number of previous studies stating that engagement can strengthen the relationship between satisfaction and increased individual and performance. Research from (Al-dalalmeh et al., 2018) and (Riyanto et al., 2021) shows that employees who feel satisfied and involved in their work tend to be more productive, innovative, and loyal to the organization. The same thing was stated by (Davies et al., 2018), who stated that work engagement can trigger positive initiatives in completing tasks efficiently and creatively. Therefore, increasing job satisfaction alone is not enough if it is not accompanied by a strategy to strengthen employee engagement. Organizations need to create a work environment that supports active participation, provides space for employees to develop, and builds healthy two-way communication. In this way, high job satisfaction will optimally contribute to engagement, which in turn drives the achievement of employee performance as a whole.

4.3. Moderation Influence

H6 : commitment moderates the satisfaction influence on employee performance

Testing the moderation effect in this study was to see the moderation effect of commitment on the influence of satisfaction on employee performance, which can be seen in Figure 2 below.

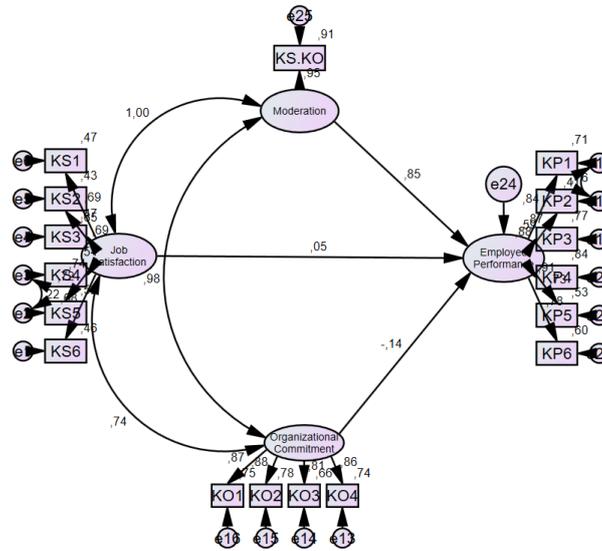


Figure 2. Moderation Influence Structural Test

Figure 2 provides the detailed result that is shown in Table 3 below.

Table 3. Moderation Test Result

Influence			Estimate	SE	CR	P
Employee_Performance	<---	Organizational Commitment	-.130	.110	-1.176	.240
Employee_Performance	<---	Job satisfaction	.057	.115	.496	.620
Employee_Performance	<---	Moderation	.142	.021	6.692	***

The analysis presented in Table 3 demonstrates that commitment significantly moderates the satisfaction influence on employee performance. The significance 0.000 (which is less than 0.05) and the CR 6.692 (greater than 1.96) indicate that this moderation effect is strong and unlikely to be a coincidence. Moreover, the moderation effect size of 14.2% suggests that when employees have a higher commitment to the organization, the positive impact of job satisfaction on their performance increases. This finding supports the sixth hypothesis (H6) in the study, which states that commitment is able to strengthen the satisfaction influence on performance. The moderation that occurs can be categorized as pure moderation, because the interaction effect appears directly and significantly without the main influence of the moderator variable on the dependent variable independently. This means that commitment specifically plays a role in strengthening the influence of job satisfaction, not merely influencing performance separately. Theoretically, satisfaction has been proven to contribute to employee performance. However, the power of this influence will be maximized if accompanied by a high level of organizational commitment. Employees who feel satisfied and emotionally attached to the organization will have a stronger drive to show their dedication and best

performance. Conversely, if job satisfaction is not accompanied by commitment to the organization, then its impact on performance can be weaker due to the lack of a sense of responsibility or long-term engagement. These are consistent with (Al-fakeh et al., 2020), (Teck-Hong & Yong-Kean, 2012), who stated that organizational commitment can function as a moderating variable in the satisfaction effect model on employee output. Commitment strengthens intrinsic motivation and directs satisfaction into productive behavior, such as work initiative, discipline, and effective team collaboration. This is especially relevant in a work environment that demands continuous contribution and high loyalty. Thus, it is important for organizations to not only create job satisfaction through facilities and compensation, but also build employee commitment through open communication, a supportive work culture, and career development opportunities. Such strategies will ensure that job satisfaction does not stop at momentary comfort, but truly transforms into superior performance thanks to the support of strong organizational commitment.

5. Conclusion

The results conclude that at the BKKBN Banda Aceh, satisfaction has a significant positive influence on employee performance and work engagement. Work engagement has also been shown to have a positive and significant influence on employee performance, while also acting as a mediator in the relationship between satisfaction and performance. In addition, commitment also has a significant positive influence on performance, and functions as a moderator that strengthens the relationship between satisfaction and employee performance. These findings indicate that increasing job satisfaction, work engagement, and organizational commitment can directly or indirectly encourage increased employee performance in the BKKBN Banda Aceh environment. These results can serve as a reference for strengthening further research, particularly those using variables similar to this study as a basis. The study's limitations lie in the scope of the variables and the research subjects. The survey results yield several recommendations for the subjects studied, as follows.

1. Although the majority of respondents indicated commitment to their work, there were indications that some employees felt less motivated to produce the best quality work. To that end, organizations can improve training programs and technical skills development, as well as provide awards or incentives for employees who successfully demonstrate the best quality work. In addition, it is important to create an environment that motivates employees to achieve high-quality standards.
2. The gap between salary expectations and perceived workload can lead to dissatisfaction. Therefore, organizations need to evaluate their compensation structure and ensure that the salaries received by employees are in line with their responsibilities and workload. Conducting regular salary satisfaction surveys and providing space for dialogue between management and employees on this issue can help reduce dissatisfaction.
3. Some employees may feel that their work is not fully meaningful, which can reduce their engagement and motivation levels. Organizations need to place more emphasis on the importance of each individual's role in achieving organizational goals. Connecting employee tasks to the company's vision and mission and communicating how their work impacts the organization's bottom line can increase their engagement.
4. Although this value is still considered good, there are indications that some employees feel less connected to the organization. To increase the sense of belonging,

organizations can focus on strengthening an inclusive and supportive company culture. Team building programs, employee contribution awards, and social activities involving all employees can increase the sense of attachment and loyalty to the organization.

5. Based on the results, it is seen that although most employees have good performance, high engagement, and loyalty to the organization, there are still some areas that need to be improved. Improving the quality of work, improving compensation, strengthening the meaning of work, and increasing the sense of belonging to the organization will have a positive impact on employee satisfaction and commitment. Organizations need to formulate better strategies to meet these needs to create a more harmonious and productive work environment.
6. Expanding two-way communication channels between management and employees is essential to creating an open and trusting work environment. Many employees feel under-involved in the decision-making process that concerns their work. By providing regular forums, such as team meetings or open feedback sessions, organizations can directly accommodate employee aspirations and suggestions, which ultimately increases their sense of appreciation and strengthens their commitment to the organization.
7. Structured and transparent career development can be a major driver in increasing work motivation. Employees who see opportunities for development tend to be more loyal and enthusiastic in carrying out their duties. Therefore, organizations should establish clear career paths and provide development opportunities through further training, internal promotions, and job rotations according to competency.
8. The implementation of a fair and measurable indicator-based performance appraisal system needs to be strengthened so that every employee feels that their achievements are recognized objectively. Inconsistent or less transparent performance evaluations can create perceptions of unfairness, which ultimately affects motivation and productivity. A good appraisal system should include evaluation of individual performance and contribution to the team.
9. Improving work-life balance is an important factor in preventing burnout and maintaining employee mental health. Organizations can provide work flexibility policies, such as more flexible working hours, easily accessible leave, and health and wellness programs, to support employees in balancing professional and personal responsibilities.
10. Building a culture of appreciation in the workplace is a strategic step to increase intrinsic employee motivation. Recognition of achievement does not always have to be in the form of material, but can also be in the form of open praise, symbolic awards, or testimonials from superiors. This culture will create a positive work atmosphere and encourage employees to continue to provide the best contribution to the organization.

References

- 1) Al-dalahmeh, M., Masa'deh, R., Khalaf, R. K. A., & Obeidat, B. Y. (2018). The effect of employee engagement on organizational performance via the mediating role of job satisfaction: The case of IT employees in the Jordanian banking sector. *Modern Applied Science*, 12(6), 17–43. <https://doi.org/10.5539/mas.v12n6p17>
- 2) Al-fakeh, F. A., Padlee, S. F., Omar, K., & Salleh, H. (2020). The moderating effects of organizational commitment on the relationship between employee satisfaction and

- employee performance in Jordanian Islamic banks. *Management Science Letters*, 10, 3347–3356. <https://doi.org/10.5267/j.msl.2020.6.002>
- 3) Alemu, Z. K., & Sorsa, G. (2024). The Effect of Job Satisfaction on Employee Job Performance through the mediating role of Job Involvement. *Journal of Xidian University*, 18(5), 261–295. <https://doi.org/https://doi.org/10.5281/Zenodo.11146769>
 - 4) Atturrizky, M. S., & Muhammad Ekhsan. (2024). Pengaruh Organizational Commitment Terhadap Employee Performance Melalui Mediasi Job. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 8(1), 164–176.
 - 5) Davies, G., Rojas-Méndez, J. I., Whelan, S., Mete, M., & Loo, T. (2018). Brand personality: theory and dimensionality. *Journal of Product & Brand Management*, 27(2), 115–127. <https://doi.org/https://doi.org/10.1108/JPBM-06-2017-1499>
 - 6) Din, A. U., Yang, Y., Yan, R., Wei, A., & Ali, M. (2024). Growing success with sustainability: The influence of green HRM, innovation, and competitive advantage on environmental performance in the manufacturing industry. *Heliyon*, 10(10), e30855. <https://doi.org/10.1016/j.heliyon.2024.e30855>
 - 7) Ehmans, S., Kampkötter, P., Maier, P., & Yang, P. (2024). Performance management and work engagement – New evidence using longitudinal data. *Management Accounting Research*, 64, 100867. <https://doi.org/https://doi.org/10.1016/j.mar.2023.100867>
 - 8) Garg, K., Dar, I. A., & Mishra, M. (2018). Job Satisfaction and Work Engagement: A Study Using Private Sector Bank Managers. *Advances in Developing Human Resources*, 20(1), 58–71. <https://doi.org/10.1177/1523422317742987>
 - 9) Ghani, B., Hyder, S. I., Yoo, S., & Han, H. (2023). Does employee engagement promote innovation? The Facilitators of innovative workplace behavior via mediation and moderation. *Heliyon*, 9(11), e21817. <https://doi.org/10.1016/j.heliyon.2023.e21817>
 - 10) Gong, Z., Chen, Y., & Wang, Y. (2019). The Influence of Emotional Intelligence on Job Burnout and Job Performance: Mediating Effect of Psychological Capital. *Frontiers in Psychology*, 10, 1–11. <https://doi.org/https://doi.org/10.3389/fpsyg.2019.02707>
 - 11) Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate Data Analysis* (8th Ed.). Pearson.
 - 12) Kusuma, A. (2021). The Role of Employee Engagement Mediates the Influence of Quality of Work Life on Employee Performance. *Jurnal Manajemen*, 12(2), 132–146. <https://doi.org/10.32832/jm-uika.v12i2.4321>
 - 13) Maarif, H., Japroni, Fitria, Y., & Haryadi, D. (2024). Perception of job satisfaction and organizational commitment in improving employee performance. *The Journal of Management Science*, 7(1), 523–530. <https://doi.org/https://doi.org/10.35335/jmas.v7i1.442>
 - 14) Manalu, A. R., Thamrin, R., Hasan, M., & Syahputra, D. (2021). Pengaruh Work Engagement Terhadap Kinerja Pegawai BPJS Ketenagakerjaan. *Journal of Economic and Management*, 3(1), 42–49. <https://doi.org/https://doi.org/10.46772/jecma.v1i02.376>
 - 15) Mustapa, A. N., & Mahmood, R. (2016). Knowledge management and job performance in the public sector: The moderating role of organizational commitment. *International Journal of Research in Business Studies and Management*, 3(7), 28–36.
 - 16) Prentice, C., Wong, I. K. A., & Lin, Z. (CJ). (2023). Artificial intelligence as a boundary-crossing object for employee engagement and performance. *Journal of*

- Retailing and Consumer Services, 73(February), 103376.
<https://doi.org/10.1016/j.jretconser.2023.103376>
- 17) Riyanto, S., Endri, & Herlissha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174.
[https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
 - 18) Schaufeli, W. B., Salanova, M., Roma, V. G., & Bekker, A. B. (2002). the Measurement of Engagement and Burnout: a Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71–92.
 - 19) Seprianto, O. (2021). Pengaruh Keterlibatan Kerja Terhadap Kepuasan Kerja Dan Kinerja Pegawai: Studi pada Perwakilan Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Kalimantan Tenga. *Jurnal Manajemen Sains Dan Organisasi*, 2(1), 1–14. <https://doi.org/10.52300/jmso.v2i1.2795>
 - 20) Sugianingrat, I. A. P. W., Widyawati, S. R., Costa, C. A. de J. da, Ximenes, M., Piedade, S. D. R., & Sarmawa, W. G. (2018). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(4), 1–22. <https://doi.org/10.1108/IJPPM-03-2018-0124>
 - 21) Suleman, Q., & Hussain, I. (2018). Job satisfaction among secondary-school-heads: A gender based-comparative study. *Education Sciences*, 8(1).
<https://doi.org/10.3390/educsci8010028>
 - 22) Tafese Keltu, T. (2024). The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. *Heliyon*, 10(8), e29821.
<https://doi.org/10.1016/j.heliyon.2024.e29821>
 - 23) Teck-Hong, T., & Yong-Kean, L. (2012). Organizational Commitment as a Moderator of the Effect of Training on Service Performance: An Empirical Study of Small- to Medium-Sized Enterprises in Malaysia. *International Journal of Management*, 29(1), 65–76.
 - 24) Thao, P. K., Phuong, N. N. D., Phuc, V. T., & Huan, N. H. (2024). Organizational commitment and its impact on employee performance in the water supply industry: Dataset from Vietnamese state-owned enterprises. *Data in Brief*, 52.
<https://doi.org/10.1016/j.dib.2024.110029>
 - 25) Zhang, Y., Li, J., Song, Y., & Gong, Z. (2020). Radical and incremental creativity: associations with work performance and well-being. *European Journal of Innovation Management*, 34(3), 968–983. <https://doi.org/https://doi.org/10.1108/EJIM-12-2019-0351>