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**RELATIONSHIP MODEL AMONG EMPLOYEE ENGAGEMENT, ORGANIZATIONAL COMMITMENT AND
EMPLOYEE PERFORMANCE**

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ABSTRACT

The organization's success in managing changes starts with active employee engagement. The purpose of the study is to determine causality correlation among employee engagement, commitment of organizational, employee performance. The method used in the research was a quantitative approach. The research sample was 200 employees of the travel agent in the department of marketing tourism products. The study used purposive sampling as a sampling technique. SEM was extended in this study to examine the model of construct and quantify the relationship between constructs. This study explained that employee engagement had a significant influence on the commitment of organizational. Commitment of Organizational had a significant influence on the performance of employee. Then, employee engagement has no prominent on the performance of employees. The study proposed the commitment of organizational and employee satisfaction as mediating variables and proposed employee performance as a consequence of employee involvement. The travel agency business managers must have been able to provide opportunities and attention to all employees to be able to actively participate in work so that it would foster a commitment to remain loyal. The travel agency business manager must also have been able to provide comfort to all employees so that they could work optimally and could contribute actively. The sample of this research only represent one sector of the industry; therefore, further study should incorporate other sectors to see the relationship between employee engagement, organizational commitment and employee performance.

KEYWORDS

employee engagement, organizational commitment, employee performance, travel agency.

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INTRODUCTION

In the development of a dynamic business environment recently, organizations and employees are faced with various complex challenges. Researchers and practitioners in human resources field believe that the success of an organization is driven and supported by the ability and power to adapt and anticipate changes consistently and continuously. One of the factors that can drive an organization's success in anticipating and managing changes in the deep engagement of all members of the organization. Employee engagement can provide positive support or destroy an organization (Lockwood, 2007). However, in reality, employees and company management often face various challenges to maintain a positive relationship in an organization. Negative behavior that often arises from some employees will be able to hinder the achievement of the organizational goals and damage the work atmosphere in the organization and can destroy effective organizational changes. Therefore, employee involvement represents a level of employee commitment and closeness with work activities and values organized by an organization.

The employee has the responsibility in completing the work and motivating colleagues to achieve the targets set by the organization when an employee is involved in a job. The employee positive attitude in interacting with colleagues at work and the understanding of the value system and work culture is related to the characteristics of employee positive emotional towards work. Employee performance is essentially seen as work achievements carried out by employees based on the workload and responsibilities given by the organization. Employee performance is based on the implementation of work plans or tasks imposed by the organization and the achievement level (Cardy, 2004). The individual or organizational performance is largely determined by organizational policy, work performance, and organizational design features. Therefore, employee involvement is one of the benchmarks used and is one of the considerations in assessing employee performance levels (Mone & London, 2010).

Research that explores employee involvement with other factors in an organization has been reviewed by several studies (Cole et al., 2012); (Saks, 2006). The employee involvement studies, especially in the tourism business, are still very limited. In this research gap, this study aimed to investigate and empirically validate the employee engagement link with another construct as well as the commitment of organizational, employee satisfaction, and employee performance in the

travel business. The study proposed the commitment of organizational and employee satisfaction as mediating variables and proposed employee performance as a consequence of employee involvement.

STUDY OBJECTIVES

The objectives of this study are as per following:

1. To know whether employee engagement is related to organizational commitment.
2. To know whether employee involvement is related to their performance.
3. To know whether organizational commitment is related to employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

EMPLOYEE PERFORMANCE

The employee performance can be viewed from two points of view, namely: employee skills and abilities, and motivation to encourage better job completion (Sarmiento et al., 2007). Moreover, a number of researchers believe that person can contribute increase firm performance over their abilities to deliver ideas, and employ as abilities to produce good products, services processes. Furthermore, a lot of practitioners and researchers support the sight that employee creativity helps achieve organizational achievement (Axtell et al., 2000). Prior research shows that servant innovative behavior relies on interactions with another employee at work (Anderson et al., 2004).

EMPLOYEE ENGAGEMENT

The engagement is a conclusive, satisfying activity condition, connected to work designated by enthusiasm, devotion, and absorption (Schaufeli et al., 2002). Passion associate to the physical energy sense, emotive energy, readiness to provide effort, and patience in the face of adversity. Devotion implicated feelings of spirit, inspiration, self-respect, and defiance. Absorption related to the condition of a fully confluence person and enjoying doing the activity very much until time flies (W. Schaufeli et al., 2002). Therefore, the employees involved can be described as passionate and tenacious individuals in doing their work; with their hearts in work with perseverance and willingness to try; show robust work engagement together with participating in important sense, spirit, hankering, imagination, self-reverence, joy, challenges, and concentrate entirely and suppress themselves in the activity sans realizing the times have changed (Bakker & Demerouti, 2008).

ORGANIZATIONAL COMMITMENT

Organizational commitment is the standard of a worker who will give energy, and feel proud in the company (Powell & Meyer, 2004). Organizational commitment is an important organizational problem confronted by managers (Lo et al., 2010; Thomsen et al., 2016; Reade & Lee, 2012). describe that in general there are three forms of organizational commitment: affective, normative, and calculative commitment. The current study state that the organizational commitment considered as an affective commitment that consists of employee's attachments, complicity, and recognition with employers' organizations. The affective commitment receives deficient attention in the educational condition compared with different research fields (Chan et al., 2008). Affective commitment has been connected with good employee character, as well as being minus probable to leave from current jobs and make additional efforts in the work (Powell & Meyer, 2004).

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT

Organizational commitment has attracted researchers from various fields of study to investigate further (Macedo et al., 2015). Organizational commitment is a phenomenon that is often an important problem in organizations faced by managers (Reade & Lee, 2012). The commitment of employees to the corporate is seen as worker desire with willingness to survive and be proud to be part of the organization. The loyalty and appreciation shown by employees to the organization is an employee's commitment to the organization (Powell & Meyer, 2004). The forms of organizational commitment conceptually, that is: affective, normative, and calculative commitment (Thomsen et al., 2016). The Social Exchange Theory explained that when both parties have complied with the exchange rules, the social relations built based on trust and commitment will be well established (Cropanzano & Mitchell, 2005). Employees who have high involvement with the organization will carry out their duties and jobs given optimally compared to employees who work only fulfill work contract agreements (Malhotra et al., 2013). When employees are more closely involved with the organization, these employees tend to have high commitment (Schaufeli & Bakker, 2004). It could be hypothesized as follows:

H₁: Employee engagement was significantly related to organizational commitment.

EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE

Rich et al., (2010); Macey & Schneider (2008) stated that engagement of employee can raise worker performance. Employees involved show a variety of prolific behavior that increase the synergistic team's means towards corporate goals (Bakker et al., 2006; Bakker & Demerouti, 2008). This synergistic effort leads to improve employee outcomes ((Bakker et al., 2008; Bakker & Demerouti, 2008). The rationale behind this effort and accomplishment is the capability of the workers involved in displacement their sense through the organization (Bakker, 2009; Bakker & Demerouti, 2008)). Van Knippenberg (2000) stated that when the workers respond to goals as a category, their voluminous will increase. Personnel involved teamwork with teammates, taken responsibility for jobs, and attempt to help out totally to the aims and purposes of the organization (Miles, 2001; Baumruk, 2004). Rich et al., (2010) stated that the personnel involved are increasingly focused on their job than workers who do not work. The engagement has a robust effect on performance (Rich et al., (2010; Macey & Schneider, 2008). It could be hypothesized as follows:

H₂: Employee involvement was significantly related to the performance of the employee.

ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE

Yousef (2001) explores the correlation between management behavior, satisfaction and employee performance mediated by organizational commitment in Arab countries. Yeh & Hong (2012) explain that employee performance is affected positively and significantly by organizational commitment. This shows that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization. If employees have organizational commitment, work productivity and work performance will increase. Therefore, it could be hypothesized as follows:

H₃: The commitment of organizational was significantly related to employee performance.

RESEARCH METHOD

MEASUREMENT AND OPERATIONALIZATION OF CONSTRUCTS

This study used a survey approach that allowed conformity for respondents. Cross-sectional survey pattern is the most commonly used method (Ohly et al., 2010). This method used a question shared with respondents to specify the level of EMIV, ORCO, and EMPR. All constructs in this study had valid scales adapted from a literature review. EMIV was quantified utilizing nine indicators created by (Schaufeli & Bakker, 2004). ORCO was measured using six-question items from (Lee & Ok, 2016). EMPR was measured using five-question items created by Wong, et al., (2015).

SAMPLE DESIGN AND DATA ANALYSIS

200 employees of the marketing tourism product department were used as research samples. The sampling technique used in this study was purposive sampling. The SEM with the AMOS program was employed to calculate the data of the study (Hair, et al., 2010). The validity test of the study used CFA. If the factor loading value exceeds 0.45, the item is declared valid, when the samples consist of 200 respondents (Hair, et al., 2010). Cronbach's α was employed to measure the reliability of variables where conform to Sekaran, & Roger (2016) that Cronbach's α coefficient is .60 to .70 or more is quite acceptable in the study.

RESULT AND DISCUSSION

TEST OF RELIABILITY AND VALIDITY

The test of validity and reliability showed measurement indicators of the variables consist of EMIV, ORCO, and EMPR were found valid and reliable. It was valid because all measurement indicators had a loading factor > 0.45 (Sekaran, & Roger, 2016) and had a Cronbach α > 0.6. The variable indicators of EMIV, ORCO, and

EMPR were found more than 0.45 which were valid (Hair's Factor Loadings for 200 respondents). The reliability test of the variables of EMIV, ORCO, and EMPR were stated reliable, the results were greater than 0.6.

Testing whether the proposed hypothesis could be accepted or not was done by comparing the p-value with a sig. level α determined at 0.05. If the p-value was lower than α (0.05), then hypothesis could be admitted. Inversely, if the p-value was higher than α (0.05), then the hypothesis was rejected.

STRUCTURAL MODEL ANALYSIS

Measurement was conducted on EMIV, ORCO, and EMPR variables with a structural equation model. The results of SEM test with the AMOS 22.0 program at the final stage gave results as presented in Table 3. which showed that 8 criteria used to assess the appropriateness of a model, all have been met. Therefore, the model could be accepted because of the appropriateness between the model and data.

The relationship between employee engagement and organizational commitment obtained strong support in this study, it was indicated by the appropriateness of the relationship directly with the hypothesized relationship direction and its significant effect. This meant that the employee commitment to the organization is relatively high driven by employee engagement in the implementation of work and to stay within the organization. This study supported the research (Reade & Lee, 2012; Thomsen et al., 2016; Macedo et al., 2015) states that employee commitment is influenced by employee engagement in work.

TABLE 1: RESULTS OF INSTRUMENT VALIDITY TEST

Variable	Indicator	Validity test	Criteria
EMIV	EMIV1	.340	Valid
	EMIV2	.460	
	EMIV3	.471	
	EMIV4	.620	
	EMIV5	.457	
ORCO	ORCO1	.683	Valid
	ORCO2	.723	
	ORCO3	.637	
	ORCO4	.516	
	ORCO5	.617	
EMPR	EMPR1	.749	Valid
	EMPR2	.688	
	EMPR3	.721	
	EMPR4	.652	
	EMPR5	.604	

TABLE 2: RESULTS OF INSTRUMENT RELIABILITY TEST

Variable	Reliability Test	Criteria
Employee involvement	0.685	Reliable
Organization commitment	0.611	Reliable
Employee performance	0.707	Reliable

TABLE 3: GOODNESS OF FIT INDICES ANALYSIS

Criteria	Cut-off Value	Analysis Results	Description
X ² -Chi Square	Expected low	3.312	GoF
Probability	>.05	.915	GoF
CMIN/DF	< 2.0	.438	GoF
AGFI	>.90	.981	GoF
GFI	>.90	.995	GoF
CFI	<.95	1.000	GoF
TLI	≥.95	1.057	GoF
RMSEA	>.08	.000	GoF

TABLE 4: RESULT OF STRUCTURAL MODEL

Variable	Path Coefficient	C.R	Prob.	Remark
Employee engagement → Organization Commitment	0.289	4.436	0.003	Significant
Employee engagement → Employee Performance	0.683	7.232	0.028	Significant
Organization Commitment → Employee Performance	0.132	1.203	0.183	Not Significant

The correlation between employee engagement and employee performance obtained strong support in this study, it was indicated by the appropriateness of the relationship directly with the hypothesized relationship direction and its significant effect. This means that the high performance of employees to contribute to the organization is driven by high employee engagement. This study supported the research of Rich et al., (2010); Bakker et al., (2008); Macey & Schneider (2008) which states that employee involvement can improve employee performance.

The relationship between organizational commitment and employee performance did not get strong enough support in this study, it was indicated by the appropriateness of the relationship with the hypothesized relationship direction but the effect was not significant. This meant that even though the employee commitment to stay in the organization is high, it could not always improve employee performance. This research was different from Yousef (2001) research which states that organizational commitment is positively and significantly related to employee performance.

CONCLUSION

The outcome of the study explained that employee engagement and organizational commitment had a positive and significant relationship. This explained that the employee commitment is relatively high driven by employee engagement in the implementation of work and to stay within the organization. Employee engagement had a positive and significant relationship with employee performance. This explained that the high performance of employees to contribute to the organization is driven by high employee engagement.

Furthermore, work involvement had a positive and not significant relationship with employee performance. This explained that the high employee commitment to survive in the organization could not always encourage employee performance. Therefore, the travel agency business managers must have been able to provide opportunities and attention to all employees to be able to actively participate in work so that it would foster a commitment to remain loyal. The travel agency business manager must also have been able to provide comfort to all employees so that they could work optimally and could contribute actively.

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