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Analysis of Antecedents and Impact of Work Involvement of Non-ASN Employees in The Government Environment of The Riau Islands Province

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Abstract: To achieve competitive advantage, organizations must continue to follow technological developments and implement them effectively. In addition, it is important for organizations to focus on Transformational Leadership, Job Satisfaction , and Organizational Culture through Work Engagement so as to create a productive and innovative work environment. With this approach, organizations will not only improve performance but also create a positive work culture for all parties. This study aims to analyze the influence of antecedents and consequences of Employee Performance of Non-ASN Employees in the Riau Islands Provincial Government Environment with Work Engagement as a mediating variable. The research sample is Non-ASN employees in the Riau Islands Provincial Government Environment. By using convenience sampling techniques, 340 responses were obtained from Non-ASN employees through questionnaires distributed online using Google Form. The research model analysis method uses Partial Least Square (PLS) with SMART PLS Ver 3.0 software. Empirical findings prove that Transformational leadership has a positive effect on employee performance . While Job satisfaction and organizational culture do not directly affect employee performance , but the mediating effect through work engagement can have a significant effect on employee performance. The results of this study have managerial implications in increasing work engagement, employees must feel satisfied and supported by a strong organizational culture to be more active and innovative, and facilitate the achievement of desired results.

Keywords: Transformational Leadership; Job Satisfaction; Organizational Culture; Work Engagement; Employee Performance.

INTRODUCTION

The government seeks to ensure the effective implementation of the duties of regional work units within the Riau Islands Provincial Government through ASN Employee Performance Management, as outlined in Law Number 20 of 2023 concerning the State Civil Apparatus.. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning the Management of State Civil Apparatus Employee Performance, it explains that Employee

performance management is carried out to achieve organizational goals and objectives through improving the quality and capacity of Employees, strengthening the role of Leadership, and strengthening collaboration between Leadership and Employees, between Employees, and between Employees and other stakeholders.

Furthermore, according to the Regulation of the Governor of the Riau Islands Number 31 of 2011 concerning Guidelines for the Arrangement of Non-Permanent Employees within the Riau Islands Provincial Government, non-permanent employees whose job performance scores average below 75 (seventy-five) in a given year may not be eligible for contract renewal. Based on data from the Regional Personnel Agency and KORPRI of the Riau Islands Province, 165 Non-ASN employees had their work contracts terminated in the last 3 years due to not meeting the minimum value as mandated by the regulation.

Employee performance management as intended is oriented towards developing employee performance, fulfilling leadership expectations, intense performance dialogue between leaders and employees, achieving organizational performance and employee work results and work behavior. Leadership is said to be able to have a positive impact on several human resource outputs in an organization (Eliyana et al., 2019). In order to achieve and improve performance, organizations need to ensure active employee involvement by fulfilling their *job satisfaction* through *transformational leadership* and *organizational culture* . One can expect that job satisfaction should be positively associated with higher levels of performance (Roberts & David, 2020). Research findings (Sendawula et al., 2018)show that there is a significant positive relationship between employee engagement and performance, managers should not develop policies, procedures, and make decisions separately from employees, but involve them. Conditions that occur in the Riau Islands Provincial Government Environment, there are still many employees who have not met the performance criteria as mandated in the regulation. This is evidenced by the number of performance achievements below the expectations of organizational leaders. Furthermore, for non-civil servant employees, performance is a benchmark for annual contract renewals. This situation certainly creates various problems and affects employee performance. This study aims to analyze the influence of *Transformational Leadership, Job Satisfaction, and Organizational Culture* on *Employee Performance,* with *Work Engagement* as a mediating variable. This study provides a deeper understanding of how these factors are interrelated and contribute to the performance achievement of non-civil servant employees in the Riau Islands Provincial Government. Furthermore, based on the results of a literature review, the author will discuss performance from a psychological perspective.

The formulation of the problem in this study is how factors (antecedents) such as leadership, motivation, and work environment influence the work engagement of non-ASN employees in the Riau Islands Provincial Government, to what extent the level of work engagement of these non-ASN employees is, and how the impact of this work engagement is on individual performance and the effectiveness of the organization as a whole.

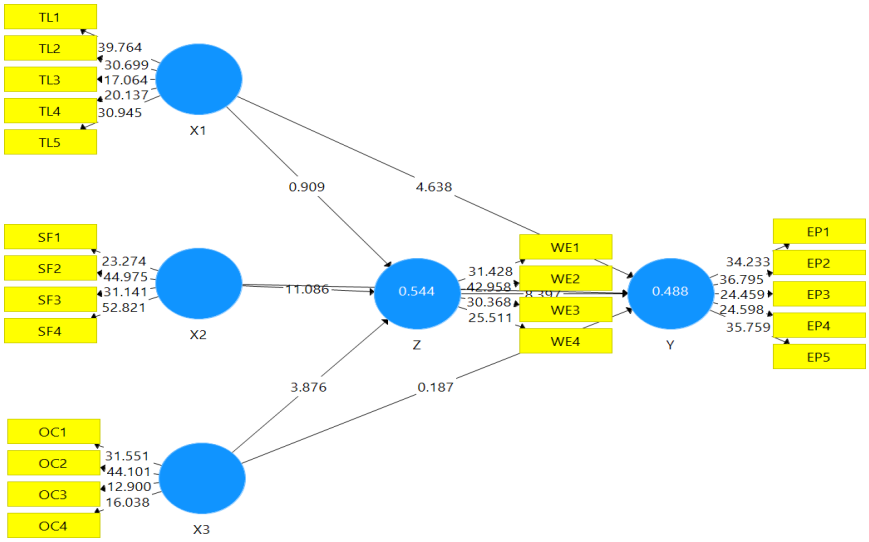
METHOD

This study employs a hypothesis-testing research design that explains phenomena in terms of relationships among variables. Based on the research objectives, this research can be classified as basic research (*pure, fundamental research*) which is a type of research related to solving theoretical problems. Based on the characteristics of the problem, this research can be categorized as causal -*comparative research* and descriptive research . The primary data source is a questionnaire distributed via Google Forms to a population of 2,400 non-ASN employees. While the sample is 340 Non-ASN employees who work in the Riau Islands Provincial Government. The sample size was obtained by using calculations through *a sample size calculator* based on the *Slovin formula* . With a *Confident Level value of 95%* , *a Margin of Error of 5%* and *a Population Proportion of 50%* . Data collection in this study is based on

two separate questionnaires, in the first part, in the form of demographic data of respondents such as name, gender, age, level of education, and length of service. In the second part, data collection for five variables using 27 question indicators was conducted using a Likert scale of 1-5, ranging from strongly disagree to strongly agree. The researchers used SmartPLS 4.0 to process the data. The collected data was screened, ensuring that no missing values were found outside the specified measurement scale.

RESULTS AND DISCUSSION

Overall, there were 340 respondents, consisting of 148 (or 43.5%) female respondents and 192 (or 56.4%) male respondents. Statistical data indicates that more male respondents participated in this survey than female respondents. When grouped by age, 41.4% of respondents were between 31 and 40 years old, 27.5% of respondents were between 21 and 30 years old, 25.7% of respondents were between 41 and 50 years old and 5.3% of respondents were more than 51 years old. Based on education data, 11 or 3.3% of respondents had a Bachelor's Degree (S-2) education background, 159 or 47% of respondents had a Bachelor's Degree (S-1) education background, 32 or 9.5% of respondents had a Diploma 3 (D-3) education background, 126 or 37.3% of respondents had a Senior High School (SMA) background, 7 or 2.1% of respondents had a Junior High School (SMP) background and 3 or 0.9% of respondents had an elementary school (SD) education background. Based on length of work data, there were 2 or (0.6%) respondents with a working period of less than 1 year, 104 or (30.8%) respondents with a working period of between 2 to 5 years, 110 or (32.5%) respondents with a working period of between 6 to 10 years, 67 or (19.8%) respondents with a working period of between 11 to 15 years, and 55 or (16.3%) respondents with a working period of more than 15 years.



Structural Model (Inner Model) In testing the inner model, there are three aspects that need to be considered, namely the Path Coefficients, Coefficients of determination (R2) and Predictive Relevance (Q2). Path Coefficients explain the relationship between variables that have been built in the research model, Path Coefficients can be said to be significant if the T-Statistics value is ≥ 1.96 for two-tailed and ≥ 1.64 for one-tailed.

Variables	R Square	R Square Adjusted
Employee Performance (Y)	0.488	0.481
Work Engagement (Z)	0.544	0.539

Source: Primary data, 2024

Based on the data in the table above, it can be concluded that *the Coefficients of Determination (R2) value* of the two dependent variables (*Work Engagement* and *Employee Performance*) is greater than 0.33. *Goodness of Fit Model* is measured using the R-Square of the dependent latent variable with the same interpretation as regression. Q-Square *Predictive Relevance* for structural models, measures how well the observation values are generated by the model and also the parameter estimates. If the Q-Square value> 0 indicates the model has predictive relevance, conversely if the Q-Square value <0 indicates the model has less predictive relevance. Based on the results of the study, the R-Square value of the dependent latent variable, namely *Work Engagement,* has a value of 0.544 and *Employee Performance* has an R-square value of 0.488. The R-square value> 0 means that the model has **predictive relevance.**

Direct Effect Hypothesis Testing

The significance of a hypothesis can be measured by comparing the T-table and T-statistic values. If the T-statistic value is greater than the T-table value, the hypothesis is accepted. However, if the T-statistic value is smaller than the T-table value, the hypothesis is rejected. For a 95 percent confidence level (alpha 5 percent), the T-table value for a two-tailed hypothesis is ≥ 1.96, while for a one-tailed hypothesis it is ≥ 1.64 (Abdillah and Hartono, 2016).

Path Coefficients Results

	Variable (X)	Original Sample (O)	P-Values	T-Statistic
H1	*Transformational Leadership*	0.051	0.363	0.909
H2	*Job Satisfaction* (X2) > *Work Engagement* (Z)	0.539	0,000	11,086
H3	*Organizational Culture* (X3) > *Work Engagement* (Z)	0.261	0,000	3,876
H4	*Transformational Leadership* (X1) > *Employee Performance* (Y)	0.247	0,000	4,638
H5	*Job Satisfaction* (X3) > *Employee Performance* (Y)	-0.041	0.586	0.546
H6	*Organizational Culture* (X3) > *Employee Performance* (Y)	-0.013	0.852	0.187
H7	*Work Engagement* (Z) > *Employee Performance* (Y)	0.598	0,000	8,397

Source: Primary data, 2024

H 1: Transformational Leadership has no effect on Work Engagement (X1>Z)

The test results show P-values of 0.363 (P-Values > 0.05) and a T - statistics value of 0.909 (T- *statistics* ≤ 1.64). This study noted that the analysis results showed a high significance value (0.909), indicating that hypothesis 2 (H2) **cannot be accepted** , so it can be concluded that transformational leadership does not have a significant impact on employee work engagement. This study is inconsistent with the results of research that states transformational leadership and structural empowerment are significant predictors of work engagement (Monje-

Amor et al., 2020). Research by (Islam et al., 2022)also states that the bond between transformational leaders and their followers maintains the level of employee work engagement in managing change in the organization. This indicates that other factors are more dominant in influencing employee *Work Engagement* , so the role of *Transformational Leadership* becomes less visible. This study also found that other factors, such as ineffective communication between superiors and subordinates, can hinder the effectiveness of *Transformational Leadership* in increasing *Work Engagement.*

H2: Job Satisfaction has an effect on Work Engagement (X2>Z)

Regression analysis shows P-values of 0.000 (P-Values < 0.05) and a T - statistics value of 11.086 (T- *statistics* ≥ 1.64), indicating a strong relationship between the two variables. This hypothesis **is accepted** . This indicates that the higher the level of employee satisfaction, the higher their level of engagement with their work. In line with research (Håvold et al., 2021)which states that high job satisfaction leads to high work engagement, resulting in enthusiasm, a dedicated and motivated workforce with low employee turnover, increased performance, and good attendance. *Work Engagement* is considered an important indicator in strengthening the relationship between employees and the organization, which in turn can improve individual and organizational performance as a whole. The results of this study suggest that organizations improve Job Satisfaction through transparent policies, recognition of achievements, and creating a conducive work environment to increase employee engagement.

H3: Organizational Culture influences Work Engagement (X3>Z)

Organizational Culture has a significant influence on *Work Engagement* with test results showing P-values of 0.000 (P-Values < 0.05) and T - statistics value of 3.876 (T- *statistics* ≥ 1.64). This hypothesis **is accepted** . A solid organizational culture contributes to increased employee engagement. In line with research (Prahara, 2020)that there is a positive relationship between organizational culture and *work engagement* in employees. Other studies provide evidence that the indirect effect of organizational public values on employee life satisfaction through work engagement and organizational citizenship behavior is stronger at higher levels of employee common good orientation (Meynhardt et al., 2020). A strong culture not only increases engagement but also contributes to overall employee performance. Therefore, developing a positive organizational culture should be a priority for management to achieve organizational goals effectively.

H 4: Transformational Leadership has an effect on Employee Performance (X1>Y)

The test results show P-values of 0.000 (P-Values < 0.05) and T - statistics value of 4.077 (T- *statistics* ≥ 1.64). It can be concluded that *Transformational Leadership* has a significant effect on *Employee Performance* . This means that the better the implementation of this leadership style, the higher the employee performance. This assumption finds a direct positive relationship between *Transformational Leadership* and *Employee Performance* where transformational leaders bring out superior *Employee Performance* from their employees by encouraging them to think creatively, convincing them to exert extra effort, and providing constructive feedback. *Transformational Leadership* ensures that employees perceive the organization's success as their own success and they identify themselves with the organization's goals and values (Jnaneswar & Ranjit, 2020). Transformational leadership involves effective communication from leaders to their subordinates. This helps create a supportive work environment, where employees feel valued and motivated to work better. Overall, transformational leadership is proven to have a positive and significant influence on employee performance. Leaders who apply this style are not only able to motivate employees but also create a productive work environment, thereby encouraging overall performance improvement.

H5: Job Satisfaction has no effect on Employee Performance (X2>Y)

The test results show P-values of 0.586 (P-Values < 0.05) and a T - statistics value of 0.546 (T- *statistics* ≤ 1.64). It can be concluded that *Job Satisfaction* has no effect on *Employee Performance* . In line with research by (Riyanto et al., 2021)which shows that job satisfaction does not affect employee performance. This means that even though there is job satisfaction, it does not always have implications for increased performance. However, contrary to the results of research (Eliyana et al., 2019)which showed significant and positive results in middle-level leaders. In the case of non-ASN employees in the Riau Islands Province.

H6: Organizational Culture has no effect on Employee Performance (X3>Y)

Research in the work environment of the Riau Islands Province shows P-values of 0.852 (P-Values > 0.05) and a T - statistics value of 0.187 (T- *statistics* ≤ 1.64). These findings conclude that *organizational culture* does not have a significant influence on *employee performance* , even though the culture is well implemented by employees. As a study (Monje-Amor et al., 2020)describes organizational culture does not have a positive or direct influence on employee performance. However, other research findings show that organizational culture and marketing innovation have a positive impact on performance (Aboramadan et al., 2020). This is due to *the organizational culture* formed in the work environment of non-ASN employees in accordance with the rules set by the central agency. In other words, *organizational culture* already exists even before the employee is assigned.

H7: Work Engagement has an effect on Employee Performance (Z>Y)

The test results show P-values of 0.000 (P-Values < 0.05) and T - statistics value of 8.397 (T- *statistics* ≥ 1.64). It can be concluded that *work engagement* contributes positively to improving *employee performance* , with the analysis results showing a significant relationship between the two variables. This finding replicates previous research by (Kim et al., 2019)which shows that work engagement is an important individual psychological experience that connects environmental and personal resources and performance. Employees who are engaged in their work tend to experience positive emotions, which contribute to increased productivity and quality of their work. Another study that supports this hypothesis, namely by (Tisu et al., 2020)illustrates that work engagement is positively related to job performance. Overall, *work engagement* is a crucial factor in improving employee performance. Employees who are engaged in their work not only show higher productivity but also contribute to innovation and job satisfaction in the organization. Therefore, organizations need to focus on strategies to improve *work engagement* to achieve optimal performance results.

***Indirect Effect* Hypothesis Testing**

The significance of a hypothesis can be measured by comparing the T-table and T-statistic values. If the T-statistic value is greater than the T-table value, the hypothesis is accepted. However, if the T-statistic value is smaller than the T-table value, the hypothesis is rejected. For a 95 percent confidence level (alpha 5 percent), the T-table value for a two-tailed hypothesis is ≥ 1.96, while for a one-tailed hypothesis it is ≥ 1.64 (Abdillah and Hartono, 2016).

Specific Indirect Effects Results

Variable (X)	P-Values	T-Statistic
Transformational Leadership (X1) > *Work Engagement* (Z) > *Employee Performance* (Y)	0.361	0.914
Job Satisfaction (X2) > *Work Engagement* (Z) > *Employee Performance* (Y)	0,000	6,419
Organizational Culture (X3) > *Work Engagement* (Z) > *Employee Performance* (Y)	0,000	3,881

Source: Primary data, 2024

H8: Work Engagement cannot mediate Transformational Leadership with Employee Performance (X1>Z>Y)

The test results show P-values of 0.361 (P-Values > 0.05) and T - statistics value of 0.914 (T- *statistics* ≤ 1.64). It can be concluded that there is no influence between *Transformational Leadership* on employee performance with *Work Engagement* as a mediating variable. In contrast to research by (Lai et al., 2020)which shows that work engagement still mediates the positive relationship between transformational leadership. Other studies also state job performance, and helping behavior. show a sequential mediation effect of identification and engagement on employee performance (Buil et al., 2019). A study in the Riau Islands Province environment showed that there was no significant influence between *Transformational Leadership* and employee performance when considering other variables that might influence, such as the age of employees who mostly come from older groups who have low involvement in a job, educational factors and other external factors.

H9: Work Engagement can mediate Job Satisfaction with Employee Performance (X2>Z>Y)

The analysis results show that *work engagement* has a positive coefficient when tested as a mediator, with a significant t-statistic value (more than 1.64) and p-value (less than 0.05), confirming that *work engagement* strengthens the relationship between *job satisfaction* and *employee performance* . The statistically significant mediating effect of *work engagement* , not only on the relationship between work and personal resources and job performance, but also on the relationship between work and personal resources and turnover intentions (Kim et al., 2019). The main role of alignment between the level of knowledge characteristics and the level of importance given to these characteristics, which in turn, increases work engagement. It is important for workers to appreciate their positions and tasks—not only to obtain greater job satisfaction, but also to achieve better work performance (Bayona et al., 2020). From the results of this study, it can be concluded that job satisfaction directly affects employee performance, and work engagement acts as a mediating variable that strengthens this relationship. Therefore, organizations need to focus on increasing job satisfaction to encourage employee engagement, which will ultimately improve overall performance.

H10: Work Engagement can mediate Organizational Culture with Employee Performance (X3>Z>Y)

The test results show P-values of 0.000 (P-Values < 0.05) and T - statistics value of 3.881 (T- *statistics* ≥ 1.64). It can be concluded that there is a significant influence *of Organizational Culture* on employee performance with *Work Engagement* as a mediating variable. In line with research (Bayona et al., 2020)revealed and supported that organizational culture has a high impact on employee performance, attitudes, and behavior. This means that a positive *organizational culture* not only has a direct impact on performance but also through increasing

levels of employee engagement. When employees feel involved and committed to their work, they tend to show better performance. Overall, there is a significant influence of organizational culture on employee performance with work engagement as a mediating variable. Therefore, organizations are advised to focus on developing an organizational culture that supports employee engagement to achieve optimal performance results.

CONCLUSION

Transformational leadership variables on *employee performance* show significant results, where *Transformational* leadership has a positive effect on *employee performance* . The findings indicate that transformational leadership can enhance the performance of non-ASN employees both directly and indirectly. However, when *work engagement* becomes a mediating variable, the effect becomes insignificant. This shows that although *transformational leadership* can improve *employee performance* , *work engagement* itself does not always contribute to improving *employee performance. Job satisfaction and Organizational Culture* variables have a positive and significant effect on *work engagement* . This finding shows that these two variables support each other in creating a productive and satisfying work environment for employees. Therefore, organizations need to pay attention to these two aspects to improve overall employee engagement. *Job satisfaction* and *organizational culture* do not affect *work performance* but have a positive and significant effect when mediated by *work engagement* . From the results of this study, it can be concluded that although *organizational culture* and *job satisfaction* do not directly have a significant effect on *employee performance* , both have a significant positive effect when mediated by *work engagement* . In other words, organizations need to focus on developing a good *organizational culture* and creating a supportive work environment so that employees feel involved and satisfied, thereby improving their overall performance. *Work engagement* directly and significantly impacts *employee performance* . This demonstrates that the higher the level of employee *work engagement* , the better the resulting performance. Therefore, organizations are advised to focus on improving employee *work engagement to increase productivity and employee performance effectiveness* .

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