

Motivating the Motivated: Role of Engagement Commitment in Enhancing Performance

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ABSTRACT

The purposes of this study is to identify and analyze the influence of Employee Engagement and Organizational Commitment on Employee performance, with Intrinsic Motivation as a mediating factor. This research adopts an Explanatory Research approach. The sample consists of nurses working at Semarang Regency Hospital, selected using Slovin formula. The results indicate that Employee Engagement and Organizational Commitment do not have an effect on Employee Performance. However, both Employee Engagement and Organizational Commitment have a positive and significant effect on Intrinsic Motivation. Intrinsic Motivation has a positive and significant effect on Employee Performance and serves as a significant mediating variable between Employee Engagement, Organizational Commitment, and Employee Performance.

Keywords: *Employee Engagement; Organizational Commitment; Intrinsic Motivation; Employee Performance.*

INTRODUCTION

Currently, it cannot be denied that the competitive challenges within companies or organizations are becoming increasingly intense, including in the healthcare sector, particularly hospitals. These challenges manifest in various aspects, such as economic, social, political, cultural, and technological, requiring companies to compete in various ways to survive. According to Fisher et al. (2006) in (Santosa, 2012), there are several factors that can influence and serve as the company's assets in facing competition, namely financial resources, marketing capabilities, physical resources, and human resources. Among these factors, human resources are the most important because they can provide a competitive advantage for the company.

The role of human resources as one of the most important assets of the company is evident through the productivity of the workforce and the quality of the work performed. High-performing employees make a significant contribution to the success of the organization. Employee performance is closely related to their level of knowledge, skills, and competencies. All activities carried out by employees to achieve organizational goals, whether directly or indirectly, can be categorized as performance (Meria & Tamzil, 2021).

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Employee performance can be influenced by several factors, such as employee engagement (Meswantri & Awaludin, 2018), (Putri & Soedarsono, 2017), organizational commitment (Garcia, 2002), (Lovina et al., 2017), and motivation (Diansyah et al., 2020), (Hartini et al., 2021). According to the Employee Engagement Council (2004) in (Santosa, 2012), Kahn (1990) defined that employee engagement is a psychological way of being physically and emotionally present in performing tasks at the company. Employee engagement is characterized by commitment to the company, enthusiasm, initiative, and consistent effort to achieve better results. Previous research shows that employee engagement has a significantly positive impact on employee performance (Azizah & Gustomo, 2015), although other studies have found that employee engagement does not significantly affect employee performance karyawan (Lubis & Wulandari, 2018).

Besides employee engagement, another factor that influences employee performance is organizational commitment. Organizational commitment is an attitude that goes beyond formal responsibilities, demonstrating loyalty to the organization, and prioritizing the organization's interests over personal interests (Lovina et al., 2017). (Garcia, 2002) research proved that organizational commitment has a significantly positive impact on employee performance, although other studies, such as (Kristin et al., 2022), showed different results indicating that organizational commitment does not have a significant impact.

Motivation is also an important factor that affects employee performance. Work motivation, according to (Robbins et al., 2014), is the process that determines the intensity, direction, and persistence of an individual's efforts in achieving goals. Motivation comes from within the individual and is influenced by physiological and psychological aspects. Research shows that motivation has a significantly positive impact on employee performance (Diansyah et al., 2020), (Hartini et al., 2021).

This research was conducted at a hospital in Semarang Regency, which has a vision of becoming the primary choice for the community in hospital services. Nurses, as the largest human resource, play a crucial role with a proportion reaching 60.55% of the total workforce (Kemenkes, 2010). However, the data shows that there are customer complaints regarding the nurses' services, as recorded through direct complaints, WhatsApp, Instagram, and Google reviews. This indicates a need to improve the nurses'

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performance, as low performance can negatively impact service quality and patient satisfaction. Given the pivotal role of nurses in patient satisfaction (Nursalam, 2015 in Adolph, 2016), this study delves into the determinants of nurse performance within this specific healthcare setting.

THEORETICAL BACKGROUND

Employee Performance

Employee performance is a critical determinant in achieving organizational goals, and it refers to the outcomes that individuals or groups achieve within a specific timeframe. These outcomes must align with their assigned responsibilities while adhering to legal, ethical, and moral standards (Maulana & Syukri, 2023). It is further defined as the quality and quantity of work accomplished by an employee, reflecting their competence in fulfilling their assigned tasks and contributing to organizational success (Akbar, 2022). Performance is often conceptualized as the result of individual or organizational efforts within a given period, and is frequently referred to as work achievement. According to Armstrong and Baron, performance is closely tied to an organization's strategic objectives, customer satisfaction, and economic contributions (Hartati et al., 2020).

Performance can be measured in several ways, including productivity, turnover, citizenship, and satisfaction (Judge, 2008). Specifically, employee performance can be assessed based on the quality of work, which reflects the ability to perform tasks with minimal errors; the quantity of work, which measures the volume of work produced; and the contributions made to the organization, such as creative ideas and innovation (Ghonyah & Masurip, 2011).

Several factors influence employee performance, including employee engagement, organizational commitment, and motivation. Research has consistently shown a positive and significant relationship between employee engagement and performance (Azizah & Gustomo, 2015). Organizational commitment, as a key factor, has also been found to significantly enhance employee performance (Yudi Supiyanto, 2019). Additionally, motivation plays a crucial role, with studies indicating that motivated

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employees tend to exhibit higher performance levels (Diansyah et al., 2020), (Hartini et al., 2021).

Employee Engagement

Employee engagement is defined as the emotional, cognitive, and physical connection between employees and their organization, which drives them to perform at their best. This relationship is reciprocal, where both the employee and the organization acknowledge each other's needs and work collaboratively to meet them (Bella & Widjaja, 2018). According to (Herminingsih & Hamidah, 2024), employee engagement involves employees finding meaning in their work, being motivated, receiving positive support, and contributing effectively to the organization. Schaufeli (2003) in (Lubis & Wulandari, 2018) identifies three key elements of employee engagement: vigor, dedication, and absorption. Vigor refers to the physical and mental resilience employees demonstrate in their tasks, showing high energy and persistence. Dedication represents the emotional attachment employees feel toward their work, inspiring pride and enthusiasm. Absorption describes the intense focus employees experience, leading to a state where time seems to pass unnoticed.

Organizational Commitment

Organizational commitment defined as an employee's psychological attachment to their organization, is crucial for improving performance (Kristin et al., 2022). Employees who feel a sense of belonging to their organization are more likely to be committed and contribute positively to achieving organizational objectives. Organizational commitment can be measured through affective commitment, which reflects emotional attachment; continuance commitment, which relates to the perceived costs of leaving the organization; and normative commitment, which represents moral obligations to stay with the organization (Hartini et al., 2021). High levels of organizational commitment correlate with better performance, retention, and a positive organizational culture.

Motivation

Motivation, derived from the Latin word *movere* meaning "to move," plays a vital role in driving individuals to achieve goals (Muthia & Ulfa, 2017). It influences the

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intensity, direction, and persistence of an individual's efforts toward goal achievement (Judge, 2008). Motivation can be intrinsic, originating from within the individual, such as the satisfaction derived from completing meaningful work, and is often linked to personal fulfillment and growth (Prasetio, 2020). Intrinsic motivation, characterized by a desire to perform tasks for the inherent rewards they bring, is a significant driver of employee performance, as individuals are motivated not just by external rewards but by a deep sense of purpose and enjoyment in their work Sardiman (2014:89) in (Ena & Djami, 2021) and (Yuen-Onn Choong, 2011).

The intrinsic motivation of employees is thus measured by their sense of responsibility, recognition, personal development, and the satisfaction derived from the work itself, all of which contribute to higher performance levels (Garcia, 2002). These factors are integral to understanding how employee engagement, organizational commitment, and motivation collectively enhance employee performance within organizations.

Hypothesis Development

Employee Engagement and Employee Performance

Several studies show that employee engagement has a significant positive impact on employee performance. This means that the stronger the employees' attachment to the organization, the better their performance will be, and vice versa (Azizah & Gustomo, 2015).

H1: Employee Engagement has a positive and significant impact on employee performance.

Employee Engagement and Intrinsic Motivation

The results of the study (Ardillah, 2020) show that Employee Engagement affects motivation. And motivation affects employee engagement (Prabowo & Lesmana, 2023). This means that the higher the employee engagement, the more work motivation will increase.

H2: Employee Engagement has a positive and significant effect on intrinsic motivation

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Organizational Commitment and Employee Performance

The research conducted by (Garcia, 2002) proves that organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment, the better the employee performance will be.

H3: Organizational commitment has a positive and significant effect on employee performance.

Organizational Commitment and Intrinsic Motivation

Research findings indicate that organizational commitment has a positive and significant impact on motivation (Yudi Supiyanto, 2019). This means that the higher the organizational commitment of employees, the more their work motivation will increase.

H4: Organizational commitment has a positive and significant effect on intrinsic motivation.

Intrinsic Motivation and Employee Performance

The research results show that work motivation has a significant impact on employee performance (Maulana & Syukri, 2023). This means that the higher the employee's motivation, the better their performance will be.

H5: intrinsic motivation has a positive and significant effect on employee performance

Employee Engagement, Intrinsic Motivation, and Employee Performance

Research findings indicate that there is a significant positive relationship between employee engagement and employee performance (Idrus et al., 2023). The results of the study (Anjasmara & Gunarto, 2022) show that motivation affects employee performance, employee engagement affects employee performance, and motivation affects employee engagement.

H6: Employee Engagement has a positive and significant effect on employee performance through intrinsic motivation.

Organizational Commitment, Intrinsic Motivation, and Employee Performance

Research findings indicate that there is a significant positive relationship between organizational commitment and employee performance (Idrus et al., 2023). According to

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(Ghoniya & Masurip, 2011), the factors influencing employee performance are analyzed through leadership, work environment, and commitment. Meanwhile, other research develops by adding the motivation variable in accordance with the study (Garcia, 2002), (Idrus et al., 2023).

H7: Organizational Commitment has a positive and significant effect on employee performance through intrinsic motivation.

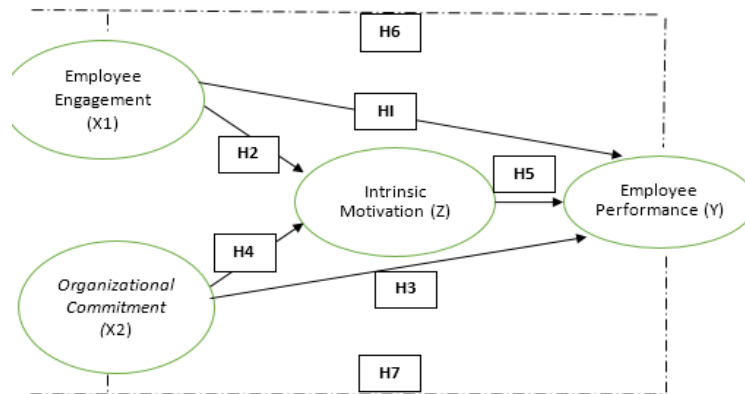


Figure 1. Research Model

METHOD, DATA AND ANALYSIS

This study adopts a quantitative paradigm to test hypotheses using numerical data, ensuring objective measurement and replication. The explanatory approach examines casual relationships between Employee Engagement, Organizational Commitment, Intrinsic Motivation, and Performance. The unit of analysis is individual employees, specifically 249 nurses and midwives at RSUD dr Gondo Suwarno, Semarang district. A Stratified random sampling method ensures representation across strata. Slovin's formula (Umar, 2013) with 5% margin of error yielded a minimum sample size of 153.

Primary data were collected using structured online questionnaires on five-point Likert scale. Secondary data from prior research and academic journals supported the theoretical framework and validated findings. The independent variables are Employee Engagement (X1), with indicators including vigor, dedication, and absorption Schaufeli (2003) in (Lubis & Wulandari, 2018), and Organizational Commitment (X2), measured by affective commitment, sustainable commitment, and normative commitment (Garcia, 2002). The dependent variable, Employee Performance (Y), includes work quality, work

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quantity, and contribution to organization (Ghonyiah & Masurip, 2011). The mediating variable, Intrinsic Motivation (Z), includes responsibility, recognition and development, and the job itself (Prasetio, 2020) and (Garcia, 2002). Descriptive statistics summarized variables using means and standard deviations. SEM with SmartPLS 3.0 (Ghozali & Latan, 2015) evaluated the measurement model for convergent validity (correlations > 0.70), discriminant validity (AVE > 0.50), and composite reliability (Cronbach's alpha > 0.70). Structural model analysis assessed R-square values, path coefficients (t-statistic > 1.96, p-value < 0.05), and hypothesis testing for causal relationships. Participants' anonymity and confidentiality were maintained throughout the study. Respondents participated voluntarily and were provided with detailed information regarding the study's purpose and procedures.

RESULTS

Descriptive statistics

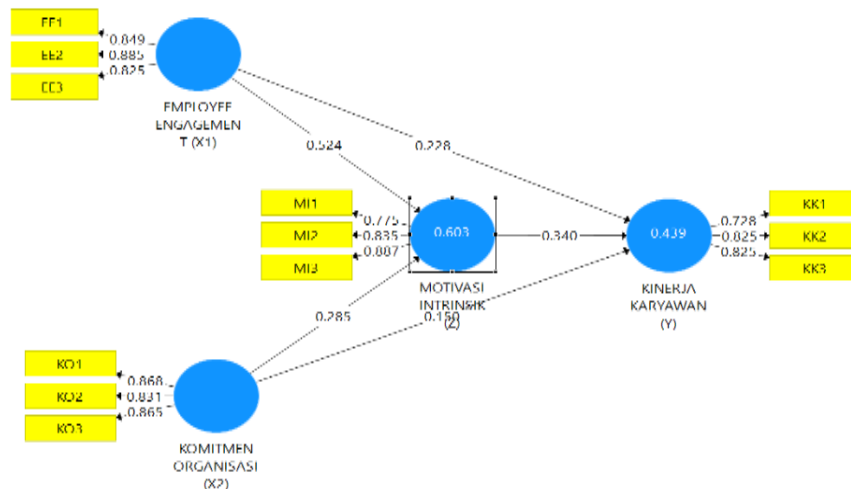
The descriptive analysis indicates that respondents rate all variables as high, showcasing strong employee performance, engagement, organizational commitment, and intrinsic motivation. Employee performance highlights high work quantity (4.124) and quality (4.137), with employees contributing innovative ideas (4.124). Engagement is marked by high vigor (4.569), dedication (4.412), and absorption (4.333), reflecting commitment to delivering quality outcomes. Organizational commitment is evidenced by high normative commitment (4.477), affective attachment (4.379), and awareness of organizational investment (4.261). Intrinsic motivation is driven by responsibility (4.467), recognition (4.248), and the inherent value of their role (4.418), indicating a well-aligned workforce focused on excellence and patient care. This analysis illustrates how employees' perceptions of performance, engagement, commitment, and intrinsic motivation show high results, supporting the operational success of the organization, particularly in the field of nursing services.

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Measurement Model (Outer Model)



Source: SmartPLS 3.0 output

Figure 2. Outer Model

The evaluation of the measurement model was conducted based on convergent validity, discriminant validity, and composite reliability.

- **Convergent validity:** All outer loading values exceeded the threshold of 0.70, indicating strong item-to-variable correlations. The AVE values for all constructs were greater than 0.50, ensuring sufficient construct validity.
- **Discriminant validity:** The Fornell-Larcker Criterion values demonstrated that each construct's AVE exceeded the shared variance, confirming discriminant validity.
- **Composite reliability:** All Cronbach's alpha and composite reliability values were above 0.70 and 0.80, respectively, confirming internal consistency reliability.

Table 1. Measurement Model Results

Aspects	Test	Criteria	Results	Conclusion
Convergent Validity	Outer Loading	>0.7	All items for all variables exceed the threshold (e.g., EE1=0.849, KO1=0.868, MI1=0.775, KK1=0.728).	Valid
	Average Variance Extracted (AVE)	>0.5	All variables exceed the threshold (e.g., EE=0.728, KO=0.631, MI=0.695, KK=0.816).	Valid
Discriminant Validity	Fornell-Larcker Criterion	FL>AVE	All FL values are greater than their corresponding AVE (e.g., EE FL=0.853 > AVE=0.728)	Valid
Reliability	Cronbach's Alpha	≥0.7	All variables exceed the threshold (e.g., EE=0.813, KO=0.817, MI=0.778, KK=0.711).	Reliable
	Composite Reliability	≥0.8	All variables exceed the threshold (e.g., EE=0.889, KO=0.891, MI=0.872, KK=0.836).	Reliable

Source: SmartPLS 3.0 output

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The validity and reliability tests confirm that the instrument used is both valid and reliable. Convergent validity is established as all outer loading values exceed 0.7, and all AVE values are greater than 0.5 (e.g., Employee Engagement AVE=0.728). Discriminant validity is verified using the Fornell-Larcker Criterion, with all FL values exceeding their respective AVE values (e.g., FL for Employee Engagement=0.853 > AVE=0.728). Reliability analysis shows Cronbach's Alpha values above 0.7 and Composite Reliability above 0.8 for all variables, including Employee Engagement (Cronbach's Alpha=0.813, Composite Reliability=0.889). These results confirm that the variables Employee Engagement, Organizational Commitment, Intrinsic Motivation, and Employee Performance are valid and reliable for analysis.

Structural Model

Table 2. Model Fit and Coefficient of Determination

Analysis	Measure	Value	Interpretation
Model Fit	SRMR	0.084	Good fit (< 0.1)
	NFI	0.727	Acceptable fit for predicting research outcomes
Coefficient of Determination	R-square (Employee Performance)	0.439	Employee Performance influenced by predictors by 43.9%.
	R-square (Intrinsic Motivation)	0.603	Intrinsic Motivation influenced by predictors by 60.3%.

Source: SmartPLS 3.0 output

The model fit analysis indicates a good model fit with SRMR at 0.084 and NFI at 0.727, validating the model's predictive capability. Coefficient of determination values show that Employee Performance is influenced by Employee Engagement and Organizational Commitment by 43.9%, while Intrinsic Motivation is influenced by the same variables by 60.3%. These results confirm the relevance of the predictors while leaving room for the impact of other unexplored variables.

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Hypothesis Test

Table 3. Hypothesis test

	Path	coefs	p-values	Results	Interpretation
H1	Employee Engagement →Employee Performance	0.226	0.077	Rejected	Positive but not significant impact
H2	Employee Engagement →Intrinsic Motivation	0.524	0.000	Accepted	Significant positive impact
H3	Organizational Commitment →Employee Performance	0.150	0.133	Rejected	Positive but not significant impact
H4	Organizational Commitment →Intrinsic Motivation	0.285	0.003	Accepted	Significant positive impact
H5	Intrinsic Motivation →Employee Performance	0.340	0.013	Accepted	Significant positive impact
H6	Employee Engagement →Intrinsic Motivation→Employee Performance	0.178	0.021	Accepted	Intrinsic Motivation mediates the relationship
H7	Organizational Commitment→Intrinsic Motivation→Employee Performance	0.097	0.038	Accepted	Intrinsic Motivation mediates the relationship

Hypothesis testing reveals that Employee Engagement and Organizational Commitment have no direct significant effect on Employee Performance (H1 and H3 rejected). However, both positively and significantly impact Intrinsic Motivation (H2 and H4 accepted). Intrinsic Motivation significantly influences Employee Performance (H5 accepted) and acts as a full mediator in the relationships between Employee Engagement and Employee Performance (H6 accepted) and between Organizational Commitment and Employee Performance (H7 accepted). These findings highlight the pivotal role of Intrinsic Motivation in enhancing Employee Performance.

DISCUSSION

The Influence of Employee Engagement on Employee Performance

The findings reveal that employee engagement has a positive but non-significant effect on employee performance. This suggests that employee engagement does not directly influence performance outcomes. For instance, an employee's vigor representing their physical and mental engagement does not necessarily enhance the quality of their work. Employees with high engagement levels may not consistently demonstrate superior performance. Changes in employee engagement levels appear unrelated to variations in performance, indicating that elevated employee engagement does not automatically

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translate into improved outcomes.

Employees with high engagement require additional factors to boost their performance, such as sustained motivation, a supportive work environment (Prabowo & Lesmana, 2023), and effective leadership (Hibatul Wafi, 2023). These findings align with previous research by (Bella & Widjaja, 2018), which also indicated that employee engagement does not significantly impact performance. Although engagement is broadly regarded as critical for fostering loyalty, it cannot independently enhance performance. Intrinsic motivation emerges as a crucial complementary factor for maximizing performance outcomes.

The Influence of Employee Engagement on Intrinsic Motivation

The study demonstrates that employee engagement significantly and positively influences intrinsic motivation. Increased levels of employee engagement contribute to a notable enhancement in intrinsic motivation. For example, employees exhibiting high levels of vigor tend to show a greater sense of responsibility. This positive relationship suggests that as engagement intensifies, intrinsic motivation also increases.

These results are consistent with findings by (Ardillah, 2020), which established a significant influence of employee engagement on motivation. (Prabowo & Lesmana, 2023) also highlight the reciprocal relationship between engagement and motivation, emphasizing their interdependence. Enhanced engagement leads to heightened motivation, which, in turn, supports optimal employee performance.

The Influence of Organizational Commitment on Employee Performance

The findings indicate that organizational commitment has a positive but non-significant effect on employee performance. This implies that organizational commitment does not directly impact performance. For example, affective commitment reflecting employees' emotional attachment and positive feelings toward their organization does not necessarily improve work quality. High organizational commitment does not guarantee high performance.

Employees with elevated organizational commitment require additional factors to optimize their performance, such as effective leadership, a conducive work environment, and sustained motivation (Garcia, 2002). The importance of employee training and

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involvement is also emphasized by (Idrus et al., 2023). This aligns with (Hibatul Wafi, 2023), who found that organizational commitment alone does not significantly affect performance. While commitment fosters loyalty, additional support is necessary to drive performance, including intrinsic motivation.

The Influence of Organizational Commitment on Intrinsic Motivation

The study confirms that organizational commitment significantly and positively affects intrinsic motivation. Higher levels of organizational commitment correspond to increased intrinsic motivation. For instance, employees with strong affective commitment demonstrate heightened responsibility.

This finding aligns with (Yudi Supiyanto, 2019), who reported that organizational commitment has a significant positive effect on motivation. The close interrelation between organizational commitment and motivation underscores their collective role in achieving optimal employee performance.

The Influence of Intrinsic Motivation on Employee Performance

Intrinsic motivation significantly and positively impacts employee performance, suggesting that higher intrinsic motivation leads to improved outcomes. Employees with a strong sense of responsibility tend to deliver higher-quality work. These findings corroborate those of (Maulana & Syukri, 2023), who demonstrated the significant role of motivation in enhancing performance. This highlights the critical importance of fostering intrinsic motivation to achieve superior performance levels.

The Influence of Employee Engagement on Employee Performance Mediated by Intrinsic Motivation

The study reveals that intrinsic motivation significantly mediates the relationship between employee engagement and performance. Employees with high engagement, characterized by elevated vigor, demonstrate better performance due to their strong sense of responsibility.

Intrinsic motivation serves as a pivotal mediator in translating engagement into performance outcomes. While engagement is essential, maintaining intrinsic motivation

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is critical for sustaining optimal performance. Without consistent motivational reinforcement, employees risk experiencing burnout, which may hinder performance. These findings underscore the necessity of a supportive organizational system to nurture and sustain intrinsic motivation alongside employee engagement.

The Influence of Organizational Commitment on Employee Performance Mediated by Intrinsic Motivation

The study also confirms that intrinsic motivation significantly mediates the relationship between organizational commitment and employee performance. Employees with strong affective commitment exhibit higher performance due to their heightened sense of responsibility.

While organizational commitment is vital, its effectiveness in driving performance hinges on sustained intrinsic motivation. Without such reinforcement, employees may experience dissatisfaction, potentially diminishing their performance. Factors such as insufficient feedback, lack of managerial support, and an unsupportive work environment can undermine commitment and motivation.

Organizations must prioritize systems, leadership, and work environments that foster and sustain intrinsic motivation. This approach ensures that both engagement and commitment effectively translate into enhanced employee performance.

Managerial Implication:

The findings of this study offer critical insights for managers aiming to improve employee performance through employee engagement, organizational commitment, and intrinsic motivation. The research indicates that while employee engagement and organizational commitment play important roles, neither directly leads to enhanced performance outcomes without other supporting factors. This highlights the necessity for a comprehensive approach that integrates engagement, motivation, and leadership to optimize employee performance.

Firstly, while employee engagement is positively correlated with intrinsic motivation, it does not have a direct significant impact on performance. This suggests that high levels of engagement, such as vigor and enthusiasm, do not necessarily translate into superior job performance. Managers should recognize that engagement, although essential for building a positive work environment, requires complementary factors to

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impact performance, especially sustained motivation. Intrinsic motivation, which refers to an employee's internal drive and sense of responsibility, is critical for translating engagement into performance. To foster this, managers should create an environment that promotes meaningful work, offers professional growth opportunities, and aligns tasks with employees' values. Additionally, effective leadership is crucial in sustaining employee engagement. Managers who provide support, clear communication, and motivation can enhance both engagement and performance. Studies by Prabowo & Lesmana (2023) emphasize the importance of supportive leadership in fostering employee engagement, which can lead to better outcomes when paired with intrinsic motivation.

Secondly, organizational commitment also showed a positive but non-significant effect on employee performance. While commitment fosters loyalty and a connection to the organization, it alone does not guarantee improved work quality. Employees with high organizational commitment may still require additional factors, such as effective leadership, a supportive work environment, and intrinsic motivation, to perform at their best. Managers should prioritize strategies that cultivate both organizational commitment and intrinsic motivation. This can be achieved by ensuring employees feel that their commitment is reciprocated through recognition, career development, and involvement in decision-making processes. Organizations should create systems that align employee values with the organizational goals, providing a sense of purpose and responsibility that reinforces performance. Garcia (2002) and Idrus et al. (2023) highlight the importance of leadership and employee involvement in this process. Managers should invest in leadership development programs that empower leaders to align employees' values with organizational objectives, ensuring that commitment leads to higher performance.

The study also highlights the critical role of intrinsic motivation in improving employee performance. Employees with a strong sense of responsibility, driven by intrinsic motivation, tend to perform at higher levels. This finding underscores the importance of fostering intrinsic motivation to enhance job performance. Managers should focus on strategies that provide autonomy in decision-making, set clear and achievable goals, and offer regular feedback. Recognizing employees for their contributions and providing them with opportunities to take on challenging tasks can

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enhance their sense of achievement, further driving intrinsic motivation and performance. By creating a work environment that supports intrinsic motivation, managers can ensure that employees are motivated to perform at their best. Maulana & Syukri (2023) emphasize the importance of motivation in improving performance outcomes, making it a key focus for managers aiming to enhance employee productivity.

While intrinsic motivation is a key mediator between employee engagement, organizational commitment, and performance, the study highlights the need for supportive organizational systems to sustain motivation. Without proper support, the positive effects of engagement and commitment can diminish over time. Lack of feedback, insufficient managerial support, or an unsupportive work environment can undermine employee motivation, reducing performance. Therefore, managers should implement systems that continuously nurture both intrinsic motivation and employee engagement. This includes fostering a culture of open communication, offering regular feedback, and providing ample opportunities for skill development. Employees who feel supported and valued are more likely to maintain high levels of engagement and motivation, leading to enhanced performance.

To optimize employee performance, managers should adopt a multifaceted approach that includes fostering intrinsic motivation, supporting employee engagement, and strengthening organizational commitment. The key strategies include: providing meaningful tasks and autonomy, offering professional growth opportunities, ensuring recognition, and creating a supportive leadership culture. Managers should also focus on building an organizational system that supports employee development and performance by fostering an environment of continuous feedback, career development, and involvement in decision-making. Additionally, intrinsic motivation should be reinforced through performance management systems that align individual and organizational goals. By creating an environment that nurtures both engagement and intrinsic motivation, managers can ensure that employees perform at their best, leading to improved organizational outcomes.

The findings from this study emphasize that employee engagement and organizational commitment are necessary but insufficient on their own to drive performance. Intrinsic motivation plays a crucial role in translating engagement and commitment into enhanced performance. Managers must create an environment that

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nurtures intrinsic motivation through effective leadership, supportive systems, and continuous development opportunities. By integrating these strategies, organizations can foster a motivated, engaged, and committed workforce that delivers optimal performance

Practical Implications for Enhancing Nurse Staff Performance:

The findings of this study suggest several actionable steps that RSUD dr Gondo Suwarno can implement to improve nurse staff performance by leveraging employee engagement, organizational commitment, and intrinsic motivation. These practical implications (Table 4) focus on developing strategies that align with the unique demands of healthcare settings, particularly in a hospital environment where nurses play a critical role in patient care.

Table 4 Practical Implications

Practical Implication	Key Findings	Actionable Strategies
Enhancing Employee Engagement	Employee Engagement significantly influence intrinsic motivation, which mediates its impact on performance	<ul style="list-style-type: none"> - Recognition and Rewards: Establish systems e.g., "Nurse of the Month" awards to make staff feel valued. - Professional Development Opportunities: Continuous learning programs, e.g., certifications in critical care or emergency nursing. - Team Building Activities: Workshops or team outings to promote collaboration and reduce workplace stress. - Flexible Scheduling: Introduce flexible schedules to reduce burnout.
Fostering Organizational Commitment	Affective commitment enhances intrinsic motivation, which translates to better performance	<ul style="list-style-type: none"> - Transparent Communication: Maintain open communication to address staff concerns and suggestions. - Participative Leadership: Involve nurses in decision-making, e.g., developing patient care protocols. - Career Growth Pathways: Provide clear career advancement opportunities, such as promotions to leadership roles. - Wellness Programs: Offer mental health counseling and wellness programs to support staff.
Nurturing Intrinsic Motivation	Intrinsic motivation directly influences nurse performance	<ul style="list-style-type: none"> - Patient-Centered Care Philosophy: Highlight nurses' impact on patient outcomes to foster purpose. - Autonomy in Practice: Allow nurses more decision-making autonomy within their scope of practice. - Constructive Feedback: Provide regular feedback to motivate improvement and highlight strengths. - Celebrating Milestones: Acknowledge contributions during events such as Nurses' Day.
Integrating Engagement, Commitment, and Motivation	Engagement and commitment influence performance through intrinsic motivation.	<ul style="list-style-type: none"> - Performance Incentives Programs: Link intrinsic motivation to rewards, e.g., bonuses for achieving targets. - Leadership Training: Train supervisors in motivational leadership to sustain team morale and performance.

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		<ul style="list-style-type: none"> - Workplace Environment Enhancement: provide adequate staffing, modern equipment, and ergonomic workspaces. - Regular Engagement Surveys: Conduct surveys to assess engagement commitment, and motivation.
Addressing Burnout and Sustaining Performance	Burnout is a significant risk for sustaining nurse performance	<ul style="list-style-type: none"> - Stress Management Workshops: Offer mindfulness and resilience-building training tailored to nursing demands. - Adequate Staffing Levels: Maintain optimal nurse-to-patient ratios to reduce workload. - Peer Support Groups: Establish networks for mutual encouragement and experience sharing.
Leveraging technology for Improvement	Technology can enhance engagement, commitment, and motivation in healthcare.	<ul style="list-style-type: none"> - Electronic Health Record (HER): Implement user-friendly systems to streamline documentation. - Learning Management Systems (LMS): Use LMS platforms for online training tailored to nurses' needs.. - Performance Dashboards: Provide real-time feedback on individual and team performance metrics.
Measuring and Sustaining Improvements	Establish systems to measure and sustain performance enhancements.	<ul style="list-style-type: none"> - Key Performance Indicators (KPIs): Monitor engagement, motivation, commitment, and performance metrics like patient satisfaction and error rates. - Continuous Improvement Commitments: Include nurse representatives to oversee initiatives.. - Feedback Loops: Solicit regular feedback on strategy effectiveness to refine policies.

CONCLUSIONS

The present study examined the relationships among employee engagement, organizational commitment, intrinsic motivation, and employee performance in a (specific setting, e.g., public hospital). Contrary to expectations, the findings revealed that while employee engagement and organizational commitment significantly influenced intrinsic motivation, neither directly impacted employee performance. These results suggest a more complex interplay between these constructs than previously assumed.

The positive correlation between employee engagement and intrinsic motivation aligns with previous research, indicating that when employees feel connected to their work and organization, they are more likely to be driven by internal rewards. Similarly, the significant relationship between organizational commitment and intrinsic motivation supports the notion that employees who are committed to their organization are more intrinsically motivated. However, the lack of a direct relationship between employee engagement, organizational commitment, and employee performance suggests that the impact of these constructs may be mediated by other factors, such as job design, leadership style, or organizational culture.

One possible explanation for these findings is that while employee engagement and

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organizational commitment are important antecedents of intrinsic motivation, they may not be sufficient to drive performance in isolation. It is conceivable that other factors, such as the availability of resources, the clarity of performance expectations, and the nature of the tasks performed, may also play a significant role in determining employee performance.

Several limitations of this study should be acknowledged. First, the cross-sectional design of the study precludes causal inferences. Longitudinal research is needed to establish temporal precedence and to better understand the dynamic relationships among the study variables. Second, the study was conducted in a single organization, which may limit the generalizability of the findings. Future research should examine these relationships in a variety of organizational settings. Future research could also explore the moderating effects of other variables on the relationships between employee engagement, organizational commitment, intrinsic motivation, and employee performance. For example, it would be interesting to examine whether the strength of these relationships varies across different occupational groups, organizational levels, or cultural contexts. Additionally, future studies could investigate the role of specific human resource practices, such as performance management systems, training and development programs, and compensation systems, in fostering employee engagement, organizational commitment, and intrinsic motivation.

In conclusion, this study contributes to the existing literature by highlighting the complex relationships among employee engagement, organizational commitment, intrinsic motivation, and employee performance. The findings suggest that while employee engagement and organizational commitment are important antecedents of intrinsic motivation, they may not be sufficient to directly impact employee performance. Future research is needed to further explore these relationships and to identify additional factors that may influence employee performance.

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