

Suitability of Work Role and Organizational Commitment on Work Engagement in District Government Employees in the Province of Bali

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ABSTRACT

Purpose: Work engagement has a very positive impact on individuals and organizations, because work engagement is a positive attitude towards work and the organization where they work. The research design can be interpreted as a strategy to organize research steps in order to obtain valid data according to the variable characteristics and research objectives.

Methodology: This research is an ex-post facto research (measurement after the event), because the research data for both the independent variable and the dependent variable have occurred before this research was conducted. Path Analysis (Path Analysis) is used to determine the magnitude of the relationship and the direct and indirect influence of work role suitability (X1), organizational commitment (X2), on work engagement (X3). Because the data obtained from the questionnaire is ordinal data, while the data analysis used to prove the truth of the hypothesis suggests a minimum of interval data, the ordinal data needs to be scaled up to an interval scale through the "method of successive interval. There is a significant influence of work role suitability and organizational commitment together on work engagement. The first research hypothesis is that there is influence from the suitability of work roles and organizational commitment on work engagement in employees of the Regional Government of the Regency of Bali Province. based on the results of the path analysis test or Path Analysis in Table 4.8 the results obtained are the magnitude of the influence of work role suitability on work engagement showing the results $R_{yx1x2} = 0.926$, with a p-value of $0.000 < 0.05$, which states that H_0 is rejected which means there is an influence from role suitability work and organizational commitment to work engagement. There is an influence of work role suitability on work engagement. The second research hypothesis is that there is an influence of suitability of work roles on work engagement in employees of the Regional Government of the Regency of Bali Province. based on the results of the path analysis test or Path Analysis in Table 4.8, the result is that the magnitude of the influence of work role suitability on work engagement is 0.771 with a p-value of $0.000 < 0.05$. There is an Effect of Organizational Commitment on Work Engagement. The third research hypothesis is that there is an influence of organizational commitment on work engagement in employees of the Regional Government of the Regency of Bali Province.

Findings: based on the results of the path analysis test or Path Analysis in Table 4.8 the result is the magnitude of the influence of organizational commitment on work engagement of 0.388 with a p-value of $0.000 < 0.05$. Appropriateness of work roles and Organizational Commitment have a significant positive effect on work engagement in the Regional Government Employees of the Regency of Bali Province. Appropriateness of work roles has a significant positive effect on work engagement for Regional Government Employees of the Regency of Bali Province. Organizational Commitment has a significant positive effect on work engagement in the Regional Government Employees of the Regency of Bali Province.

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I. INTRODUCTION

The success of an organization in order to grow and develop in a solid and reliable manner, of course, requires professional performance in carrying out its duties and obligations. Human resources play an important role in increasing the sustainability of an organization (Wibowo, 2018). Organizational forms and goals, various visions are designed for the benefit of the people, where they are led and guided by humans in carrying out the mission. This means that human resources are very important in all organizational activities. Therefore, personnel resources must be planned, strategies relevant to the goals set and implemented consistently to improve the performance and efficiency of the organization where these personnel resources are located. Employee performance is the success of employees in fulfilling their duties and responsibilities (Gede et al., 2017). Performance consists of carrying out an activity in accordance with the responsibilities given to achieve the programmed goals (Harsan et al., 2020). It can be said that employee performance provides an overview of the success of an institution. Therefore it is important for a company to pay attention to the performance of its employees. However, in fact, based on the results of observations and temporary interviews with the Regional Governments of Buleleng, Jembrana, Tabanan, Badung, Gianyar, Bangli, Klungkung, and Karangasem Regencies in the Province of Bali, it shows that there are still relatively many people using public services who have an impression of being unsympathetic and disillusioned with the attitudes and behavior of district government employees who should be community servants, setting an example, and becoming the backbone of regional development have turned into community commanders. The poor quality of service to the community can be traced from the many complaints raised by the public, especially those related to services that are long-winded and tend to be bureaucratic, high costs, the existence of additional fees, the behavior of officials who act more as officials rather than servants of the community, and public service. Discriminatory (Haris, 2019). This gives an indication of the existence of symptoms that are employees of the Regency Regional Government in the Province of Bali who are less clean, less authoritative, and less upholding their mission as servants of the state and society. The phenomenon of the low performance of district government employees is a reflection of: (1) the lack of suitability of employee work roles to carry out the tasks assigned to them, (2) the relatively low commitment of employees to district government organizations and (3) employee engagement in work is still weak both in identifying work, participating actively in work and the importance of work performance for self-esteem (Munir, 2012).

Performance that is not optimal for employees is indicated by the amount of work carried out by employees that has not reached the target and does not meet the needs of society, employee engagement physically and psychologically at work is still relatively low, the suitability of employee work roles is not optimal, and employee commitment to the organization is still low. All of this will affect the low level of performance of district government employees in achieving organizational goals. This fact is also supported by the findings of research conducted at the Center of Population and Policy Studies (2016) which shows that the productivity of civil servants in Indonesia is still very low, namely it has only reached an average productivity rate of 51.40%. This fact provides an implicit indication that the performance of Regency Regional Government employees in Bali Province is still relatively low because Regency Regional Government employees in Bali Province also include civil servants. The performance targets for local public services have not been achieved as expected by the central government due to the relatively low commitment of employees to the organization and the suitability of human resource work roles (Dorania Lumbanraja, 2020). This statement is also supported by a statement of weaknesses owned by the government in the provision of public service infrastructure, including limited capacity of apparatus resources, budget shortages, management and technology weaknesses in the procurement of public service infrastructure (Abdullah, 2020). So, based on this description it is stated that the quality of employee performance is not optimal, one of the factors that causes it is the suitability of work roles.

The suitability felt by employees between their self-concept and the suitability of their work role in the organization will result in meaningful experiences and work engagement. Work role suitability is a work role that is felt to be in accordance with the individual's self-concept that must be issued in individual performance as an employee (Fairus & Kurniawan, 2018). Job role fit refers to the match between individual skills and job requirements. When individual tasks and responsibilities match their competencies, there will be a good job role match (Rossouw & Rothmann, 2020). High role suitability will lead to high performance, because the work given is well understood by employees and there are already standard rules governing work procedures that must be carried out (Ayuniari et al., 2017). If a person feels that the work he is doing is in accordance with his abilities, it will create the confidence to do it, comfort to do it and happy to do it. Several research findings state that work role compatibility is an important factor in understanding the relationship between work orientation and psychological meaningfulness experiences at work (Rothmann & Hamukang'andu, 2013). Findings suggest that mental health and work role suitability are significantly related to work involvement (Zyl et al., 2020). Based on this description, it can be said that work role suitability is defined as the perceived match between the strengths, personality, and work preferences of individuals with the job-related roles they occupy. In other words, the

suitability of work roles will have an impact on employee performance. In addition to the suitability of work roles, the factors that affect performance are organizational commitment.

Organizational commitment can be synthesized as a person's emotional attachment to an organization that involves loyalty, belief in organizational values and is willing to make high efforts to achieve organizational goals (Mukrodi & Wahyudi, 2018). Organizational commitment is one of the most important factors for the survival and stability of organizational development (Fajar & Rohendi, 2016). Organizational commitment is a force that binds individuals to an action related to the target (Pramana & Mujiati, 2020). Organizational commitment possessed by employees will have a good impact on the organization where they work, and will be more motivated at work. Organizational commitment is the biggest influence on performance when compared to the influence of other variables (Shalahuddin, 2018). Organizational commitment is a mental attitude that represents the desire, need and obligation to continue work in an organization, John P. Meyer and Natalie J. Allen (1991) have developed three organizational commitment factor models, namely: Affective commitment, Continuance commitment), normative commitment (Shintia & Erawati, 2017). Organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of organizational values and goals (Daud & Afifah, 2019). Employees who are committed to their organization will behave, such as considering the goals and benefits of the organization as their own, taking risks for the organization and wanting to remain in the organization (Desniari & Dewi, 2020). Several findings related to organizational commitment include findings stating that organizational commitment and job satisfaction can affect Organizational Citizenship Behavior (Krisjayanti & Supartha, 2020). The findings state that the variables of job satisfaction and organizational commitment have a positive and significant effect on employee performance (Mardiani & Dewi, 2015). So it can be said that the existence of organizational commitment will affect employee performance.

In addition to these two factors, employee performance is also influenced by employee engagement. Work engagement is defined as a positive state that motivates employees to complete work characterized by high energy, full involvement with work and appreciation when completing work (Rachmatan & Kubatini, 2018). Work engagement is a positive psychological condition of employees that they are able to contribute physically, cognitively and emotionally which is marked by an outpouring of energy and mentality at work (Diri et al., 2020). Work engagement is a positive thing, it is fulfillment, an affective-motivational state of work-related wellbeing as opposed to burnout at work, and engaged employees have high levels of energy, and are enthusiastic about being involved in their work (Adi & Indrawati, 2019). Work engagement is a positive employee ability that is characterized by an outpouring of physical and mental energy at work as well as strong involvement and full concentration at work (Aidina & Prihatsanti, 2018). Work engagement is also characterized by high energy levels and strong identification with one's work (Sofiyan, 2018). This description illustrates that work engagement is in a positive state which makes employees motivated to complete work which is characterized by high energy, full involvement with work and appreciation when completing work. Work engagement has a very positive impact on individuals and organizations, because work engagement is a positive attitude towards work and the organization where they work. Based on the descriptions of performance and the factors that influence employee performance, this is one of the reasons this research was conducted. Research that examines the influence of work role suitability and organizational commitment on employee engagement. The difference between this study and existing ones is the suitability of work roles with organizational commitment as a factor influencing work engagement. This study entitled the effect of work role suitability and organizational commitment on work engagement in district government employees in the province of Bali.

II. METHODS

The research design can be interpreted as a strategy to organize research steps in order to obtain valid data according to the variable characteristics and research objectives. This research is an ex-post facto research (measurement after the event), because the research data for both the independent variable and the dependent variable have occurred before this research was conducted. Random sampling from SPU in this study used $f = 50\%$, the sample size fraction for research using descriptive-correlational methods was at least 20% of the population. By using $f = 50\%$, the size of the sample unit is the four District Governments. The four District Governments that were randomly selected were the District Governments of Buleleng, Bangli, Gianyar, and Karangasem. Of the four selected District Governments, based on area sampling, they can be stratified into two work unit strata, namely Administration & Administration Assistant (Assistant I) and Assistant for Economics & Social Welfare (Assistant II). Then each stratum is divided into four sub-stratums, namely group IV, group III, group II, and group I.

In this study the sample size was 140 respondents or 25.69% of the population. Because the employees of the Regional Government of Buleleng, Bangli, Gianyar, and Karangasem Regencies who are the observation units

consist of two work unit strata, namely Administration & Administration Assistant (Assistant I) and Economic & Social Welfare Assistant (Assistant II) and each work unit stratum is divided into four substratum, namely group IV; class III; class II; and group I, in this study the determination of the sample used was a stratified random sampling technique with a size proportional to the population strata (proportional to size) and the selection of samples from each population stratum used a simple random sampling technique.

A. Data Collection Methods and Research Instruments

Methods of data collection in this study using questionnaire techniques and documentation techniques. The questionnaire technique is used to capture data on the suitability of work roles, organizational commitment, and employee engagement on the dependent variable. The questionnaire technique is a way of collecting data by distributing questionnaires or questionnaires containing a number of questions or statements to all members of the sample for their answers. This technique was taken considering the large number of samples and spread over a large area. This is in accordance with the opinion (Sugiyono, 2015a) which says that the questionnaire technique is an efficient data collection technique and is suitable for large respondents and spread over a large area.

The data collection instrument is a data collection tool that is used to retrieve data from data sources. As explained above, the data collection instruments are adjusted to the type and source of data required. The data in this study can be grouped into three groups, namely: suitability of work roles, organizational commitment, and employee engagement. Based on the type and source of existing data, in this study for data on (1) suitability of work roles, (2) organizational commitment to performance and (3) work engagement, using a questionnaire. The data in this study were collected using closed questionnaires and observation guidelines which were compiled by the researchers under the guidance of the supervisor, the preparation of which was carried out in the following stages: (1) identification of variables based on the formulation of the title, (2) elaboration of the sub-variables of each variable, (3) determining the indicators of each sub-variable, (4) compiling questions from each indicator, and (5) completing the instrument with instructions for filling out. Alternative answers available from each question (questionnaire) or observation guidelines are measured using the Likert scale model, which is a method for measuring attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2007). Alternative answers to the questionnaire items were measured using a Likert scale, with the weighting of the answers as follows. For alternative answers to positive statements, the weights are: Always (5), Often (4), sometimes (3), rarely (2) and never (1). As for alternative answers to statements that are negatively weighted are: always (1) often (2), sometimes (3), rarely (4) and never (5). Test the validity and reliability of the instrument

Validity test is a test used to measure whether or not a questionnaire is valid. If the questions or statements in the questionnaire can reveal what will be measured, then the questionnaire is considered valid. The basis for the decision to find out whether an instrument is valid or not, namely by looking at the significance value, if the significance value is < 0.05 (5%) then the questionnaire is said to be valid, but if > 0.05 (5%) then the questionnaire is said to be invalid (Sugiyono, 2013). Reliability test is a test that is used as a tool to measure a questionnaire which is an indicator of a variable. If the respondent's answers to a question or questionnaire statement are consistent or stable, then it can be said that the questionnaire is reliable. The basis for decision making in this test is by looking at the Cronbach Alpha value. Instruments or variables can be said to be reliable if they have a Cronbach Alpha value > 0.60 (Ghozali & Imam., 2011).

B. Data analysis method

Path Analysis (Path Analysis) is used to determine the magnitude of the relationship and the direct and indirect influence of work role suitability (X1), organizational commitment (X2), on work engagement (X3). Because the data obtained from the questionnaire is ordinal data, while the data analysis used to prove the truth of the hypothesis suggests a minimum of interval data, the ordinal data needs to be scaled up to an interval scale through the "method of successive interval" from Hays (1969:39).

Table 1. Contribution of the Effect of Variables X1 and X2 on Y

<i>X1 directly against Y</i>	<i>px3x1.px3x1</i>
<i>X1 indirectly through X2 against Y</i>	<i>px3x1.r x1x2.P x3x2</i>
<i>X1 in total to Y</i>	<i>A</i>
<i>X2 directly against X3</i>	<i>px3x2. px3x2 px3x2.r x1x2.px3x1</i>
<i>X2 indirectly through X1 against Y</i>	
<i>X2 in total to Y</i>	<i>B</i>
<i>Overall total against Y</i>	<i>A + B</i>
<i>Another variable (E1) with respect to Y</i>	<i>– (A + B)</i>

III. RESULTS AND DISCUSSION

A. Research result

The object of this study is the Suitability of Work Roles and Organizational Commitment to Work Engagement in Local Government Employees of the Regency of Bali Province. In this study the sampling process was carried out using stratified random sampling technique through two stages (two stage cluster sampling), namely conducting the first random stage to determine the number of District Governments that were sampled in the research area and then carrying out the second stage random to determine the number of employees who became respondents in the District Government that has been selected. In this study there were eight primary sampling units (SPUs) because in the Province of Bali there were eight District Governments and District Governments used as SPUs. The data collection used in this study was through distributing questionnaires online by providing a link to the questionnaire to the District Government Employees of the Province of Bali. The number of samples and distribution of questionnaires was 140 respondents, so the number of questionnaires that could be processed was 140 responses. Test the validity and reliability of the instrument.

1. Validity test

Validity Test is a test used to measure whether or not a questionnaire is valid. If the questions or statements in the questionnaire can reveal what will be measured, then the questionnaire is considered valid. The basis for the decision to find out whether an instrument is valid or not, namely by looking at the significance value, if the significance value is <0.05 (5%) then the questionnaire is said to be valid, but if > 0.05 (5%) then the questionnaire is said to be invalid (Sugiyono, 2013).

Table 2. Validity Test Results

<i>Variabel</i>	<i>Pearson Correlation Sig. (2 – tailed</i>	<i>N</i>	<i>Inf.</i>
<i>Work Role Suitability (X1)</i>			
<i>KPK1</i>	<i>0,852</i>	<i>140</i>	<i>Valid</i>
<i>KPK2</i>	<i>0,867</i>	<i>140</i>	<i>Valid</i>

<i>KPK3</i>	<i>0,858</i>	<i>140</i>	<i>Valid</i>
<i>Organizational Commitment (X2)</i>			
<i>KO1</i>	<i>0,501</i>	<i>140</i>	<i>Valid</i>
<i>KO2</i>	<i>0,635</i>	<i>140</i>	<i>Valid</i>
<i>KO3</i>	<i>0,719</i>	<i>140</i>	<i>Valid</i>
<i>KO4</i>	<i>0,635</i>	<i>140</i>	<i>Valid</i>
<i>KO5</i>	<i>0,283</i>	<i>140</i>	<i>Valid</i>
<i>KO6</i>	<i>0,426</i>	<i>140</i>	<i>Valid</i>
<i>KO7</i>	<i>0,592</i>	<i>140</i>	<i>Valid</i>
<i>KO8</i>	<i>0,675</i>	<i>140</i>	<i>Valid</i>
<i>KO9</i>	<i>0,631</i>	<i>140</i>	<i>Valid</i>
<i>KO10</i>	<i>0,266</i>	<i>140</i>	<i>Valid</i>
<i>Work Attachment (X2)</i>			
<i>KK1</i>	<i>0,566</i>	<i>140</i>	<i>Valid</i>
<i>KK2</i>	<i>0,758</i>	<i>140</i>	<i>Valid</i>
<i>KK3</i>	<i>0,767</i>	<i>140</i>	<i>Valid</i>
<i>KK4</i>	<i>0,832</i>	<i>140</i>	<i>Valid</i>
<i>KK5</i>	<i>0,554</i>	<i>140</i>	<i>Valid</i>
<i>KK6</i>	<i>0,309</i>	<i>140</i>	<i>Valid</i>

2. Reliability

Reliability testing in this study used the help of the Statistical Package for Social Science (SPSS) 23 for Windows program to make it easier to process research data. Instruments or variables can be said to be reliable if they have a Cronbach Alpha value of >0.60 (Ghozali & Imam., 2011). The reliability test in this study was through the SPSS version 23 program with a total of 140 respondents. The results of the reliability test that has been processed through the program are presented in the following table.

Tabel 3. Reliability Test Results

<i>Research Variables</i>	<i>Cronbach's Alpha</i>	<i>AlphaStandard</i>	<i>Information</i>
<i>Work Role Suitability (X1)</i>	<i>0,849</i>	<i>0,60</i>	<i>Reliabel</i>
<i>Organizational Commitment (X2)</i>	<i>0,731</i>	<i>0,60</i>	<i>Reliabel</i>
<i>Work Attachment (Y)</i>	<i>0,758</i>	<i>0,60</i>	<i>Reliabel</i>

3. Data analysis method

Data analysis is a process of simplifying data in a form that is easier to understand and interpret using statistics. Based on the research objectives stated above, namely to determine the effect of work role suitability, organizational commitment, on employee engagement, the data analysis used is path analysis. The steps taken in data analysis are as follows. (1) data description, (2) perform analysis prerequisite test, and (3) test the hypothesis.

4. Data description

The raw data that has been collected needs to be described to make it easier to understand. For this purpose, the variable data of work role suitability, organizational commitment and work engagement with descriptive statistics. Descriptive analysis was carried out to be able to clearly describe all research variables (Sugiyono, 2015b). The descriptive analysis in question is a description of the frequency distribution (f), the average score (M), the highest score, the lowest score, the range, class size, class width, and standard deviation.

Table 4. Data Description

<i>Information</i>	<i>Work Role Suitability</i>	<i>Organizational Commitment</i>	<i>Keterikatan Kerja</i>
<i>Min.</i>	<i>7,00</i>	<i>32,00</i>	<i>19,00</i>
<i>Max.</i>	<i>15,00</i>	<i>48,00</i>	<i>30,00</i>
<i>Average</i>	<i>10,8786</i>	<i>39,2714</i>	<i>24,1143</i>

5. Testing Statistical Hypotheses

Path Analysis (Path Analysis) is used to determine the magnitude of the relationship and the direct and indirect influence of work role suitability (X1), organizational commitment (X2), on work engagement (X3). Because the data obtained from the questionnaire is ordinal data, while the data analysis used to prove the truth of the hypothesis suggests a minimum of interval data, the ordinal data needs to be scaled up to an interval scale through the "method of successive interval" from Hays (1969:39). Based on the calculation results using the help of the SPSS 20.0 for windows program, the calculation results are obtained as in table 1 below.

Table 5. SPSS Output Path Analysis Influence X1 and X2 on Y

<i>No</i>	<i>Parameters</i>	<i>Value</i>	<i>P-value</i>	<i>Alpha (a)</i>	<i>Decision</i>	<i>Conclusion</i>
<i>1</i>	<i>Ryx1x2</i>	<i>0,926</i>	<i>0,000</i>	<i>0,05</i>	<i>Reject Ho</i>	<i>There is a collective effect of work role suitability and organizational commitment to work attachment, which is 92.6%</i>

2	R_{2yx1x2}	0,858	0,000	0,05	Reject Ho	The combined influence of work role suitability and organizational commitment to work attachment is 85.8%
3	P_{yx1}	0,771	0,000	0,05	Reject Ho	There is an effect of work role suitability on work attachment, which is 77.1%
4	P_{2yx1}	0,878		0,05	Reject Ho	The effect of work role suitability on work attachment is 87.8%
5	P_{yx2}	0,388	0,000	0,05	Reject Ho	There is an effect of organizational commitment on work attachment, which is 38.8%
6	P_{2yx2}	0,622	0,000	0,05	Reject Ho	The influence of the organization's commitment to work engagement is 62.2%
7	P_{x1x2}	0,773		0,000	Reject Ho	There is an influence of X1 on X2
8	P_{2x2x1}	0,597	0,000	0,000	Reject Ho	The effect of work role suitability on organizational commitment is 59.7%
9	ϵ	0,145				The contribution of other variables on work attachment is 14.5%

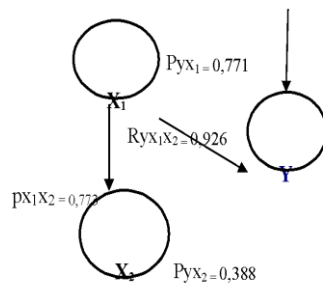


Figure 1. Structure of Influence of Work Role Conformity (X1) and Organizational Commitment (X2) on Work Engagement (Y)

Table 6. Contribution of the Influence of Variables X1 and X2 on X3

<i>Information</i>	<i>Big Donation</i>	<i>Percentage (%)</i>
<i>The direct influence of X1 on Y</i>	<i>0,878</i>	<i>87,8%</i>
<i>The magnitude of the indirect influence of X1 on Y through X2</i>	<i>-0,107</i>	<i>-10,7%</i>
<i>The total influence of X1 on Y</i>	<i>0,771</i>	<i>77,1%</i>
<i>How big is the influence of X1 on X2</i>	<i>0,773</i>	<i>77,3%</i>
<i>The direct influence of X2 on Y</i>	<i>0,388</i>	<i>38,8%</i>
<i>The Effect of X1 and X2 on Y</i>	<i>0,926</i>	<i>92,6%</i>
<i>Overall total against Y</i>	<i>0,858</i>	<i>85,8%</i>
<i>Another variable (E1) with respect to Y</i>	<i>0,145</i>	<i>14,5%</i>

Based on the results of the calculation of the Path Analysis statistical test in Table 4.6, it shows that the suitability of work roles and organizational commitment jointly affect work engagement in employees of the Regional Government of the Regency of Bali Province. The magnitude of the influence of work role suitability and organizational commitment on work engagement is 92.6%, while the relationship between other factors on work engagement is 14.5%. Based on the results of the calculation of the Path Analysis statistical test in Table 4.8, it shows that the suitability of work roles has a positive effect on work engagement for employees of the Regional Government of the Regency of Bali Province. The magnitude of the influence of work role suitability on work engagement is equal to 77.1%, while the large contribution of work role suitability to work engagement is equal to 87.8%. Based on the calculation results of the Path Analysis statistical test in Table 4.8, it shows that organizational commitment has a positive effect on work engagement in employees of the Regional Government of the Regency of Bali Province. The magnitude of the influence of organizational commitment on work engagement is equal to 38.8%, while the contribution of suitability of work roles to work engagement is equal to 62.2%.

6. Hypothesis test

- a. There is a significant influence of work role suitability and organizational commitment together on work engagement

The first research hypothesis is that there is influence from the suitability of work roles and organizational commitment on work engagement in employees of the Regional Government of the Regency of Bali Province. based on the results of the path analysis test or Path Analysis in Table 4.8 the results obtained are the magnitude of the influence of work role suitability on work engagement showing the results $R_{yx1x2} = 0.926$, with a p-value of $0.000 < 0.05$, which states that H_0 is rejected which means there is an influence from role suitability work and organizational commitment to work engagement. The size of the contribution of work role suitability and organizational commitment to work engagement together is 85.8%. Meanwhile, the influence of other variables is 14.5%. This indicates that H_0 is rejected, which means there is a significant positive effect on role suitability. work on work engagement for employees of the Regional Government of the Regency of Bali Province. The contribution of the influence of the suitability of work roles on work engagement is 87.8%.

- b. There is an influence of work role suitability on work engagement

The second research hypothesis is that there is an influence of suitability of work roles on work engagement in employees of the Regional Government of the Regency of Bali Province. based on the results of the path analysis test or Path Analysis in Table 4.8, the result is that the magnitude of the influence of work role suitability on work engagement is 0.771 with a p-value of $0.000 < 0.05$, which indicates that H_0 is rejected, which means

there is a significant positive effect on work role suitability on work engagement on employees of the Regional Government of the Regency of Bali Province. The contribution of the influence of the suitability of work roles on work engagement is 87.8%.

c. There is an Effect of Organizational Commitment on Work Engagement

The third research hypothesis is that there is an influence of organizational commitment on work engagement in employees of the Regional Government of the Regency of Bali Province. based on the results of the path analysis test or Path Analysis in Table 4.8 the result is the magnitude of the influence of organizational commitment on work engagement of 0.388 with a p-value of 0.000 <0.05, which indicates that Ho is rejected which means there is a significant positive effect of organizational commitment on engagement work for employees of the Regional Government of the Regency of Bali Province. The contribution of the influence of the suitability of work roles on work engagement is 62.2%.

B. Discussion

1. The Effect of Work Role Suitability and Organizational Commitment on Work Engagement

Based on the results of the tests that have been carried out, the results obtained are that the variables of suitability for work roles and organizational commitment jointly affect work engagement for employees of the Regional Government of the Regency of Bali Province. Someone who feels the work he is doing is in accordance with his abilities, it will generate confidence to do it, comfortable to do it and happy to do it. The condition of employee engagement will be higher if the employee has high organizational commitment. The results of this study are in line with Desniari and Dewi (2020) which suggests that suitability for work roles will have an influence on employee organizational commitment. The more appropriate the employee's work role, the higher organizational commitment which indirectly has an influence on employee engagement. Based on this statement it can be said that with the suitability of work roles and organizational commitment will be able to make employees have higher work engagement.

2. Effect of Work Role Suitability on Work Engagement

Based on the results of the research that has been done, it shows that there is a significant positive influence from the suitability of work roles on work engagement in employees of the Regional Government of the Regency of Bali Province. These results are supported by Rossouw and Rothmann (2020) that work role suitability refers to compatibility between individual skills and job requirements. When individual tasks and responsibilities match their competencies, there will be a good job role match. This theory is also supported by Ayuniari et al. (2017) that high role suitability will lead to high performance, because the work provided is well understood by employees and there are already standard rules governing work procedures that must be carried out.

3. The Effect of Organizational Commitment on Work Engagement

Based on the results of the research conducted, it shows that there is a significant positive effect of organizational commitment on work engagement in employees of the Regional Government of the Regency of Bali Province. This result is supported by Catur Martian Fajar and Rohendi (2016) which states that organizational commitment is one of the most important factors for the continuity and stability of organizational development. This theory is supported by Mardiani and Dewi (2015) which states that the variables of job satisfaction and organizational commitment have a positive and significant effect on employee performance. This opinion is also in line with research conducted by Shalahuddin (2018) that organizational commitment has a greater effect on performance than the influence of other variables.

The limitations in this research are that the variables studied are still limited, there are still variables that are not included in the study, so it is hoped that future researchers will examine other variables that can affect work engagement. The results of this research prove that the relationship between work role suitability and organizational commitment greatly influences work engagement. High role suitability will lead to high performance, because the work given is well understood by employees and there are already standard rules governing work procedures that must be carried out.

Organizational commitment possessed by employees will have a good impact on the organization where they work, and are more motivated to work so as to create good performance. It is expected that recruiting employees in accordance with the roles and abilities in their fields, because the suitability of work roles greatly affects employee performance. And it is also expected to maintain organizational commitment because organizational commitment is one of the most important factors for the survival and stability of organizational development. improve employee engagement by paying attention to factors that can increase employee engagement which can be done by creating skills development programs, fostering work relations that will have a positive impact on employees and provide opportunities for employees to participate in making decisions related to their work . Employees will be more likely to feel more attached to their work and have higher motivation to

achieve their performance. For further analysts who wish to explore the field of Human Resource Management, given the importance of the relationship between work role suitability, organizational commitment, and work engagement, it is hoped that they will conduct further research using variables that have not been included in this study, as well as those that have an influence on work engagement.

IV. CONCLUSION

Appropriateness of work roles and Organizational Commitment have a significant positive effect on work engagement in the Regional Government Employees of the Regency of Bali Province. Appropriateness of work roles has a significant positive effect on work engagement for Regional Government Employees of the Regency of Bali Province. Organizational Commitment has a significant positive effect on work engagement in the Regional Government Employees of the Regency of Bali Province.

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