

Employee Engagement and Performance: The Role of Religious-Centric Organizational Commitment in Islamic Private Higher Education Institutions, Indonesia

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Article history: Received April 6, 2024 | Revised February 9, 2025 | Accepted March 8, 2025 | Available online on April 11, 2025.

To cite this article [*Turabian of style 8th edition*]: Syahrial, Hery, Muhammad Ramadhan, Sri Sudiarti. "Employee Engagement and Employee Performance: The Role of Religious-Centric Organizational Commitment on the Islamic Private Higher Education in Indonesia". *IQTISHODUNA: Jurnal Ekonomi Islam* 14, no. 1 (April 11, 2025): 125-144. Accessed April 11, 2025.

ABSTRACT

This study aims to examine the role of RCOC in the relationship between EE and EP by exploring direct and indirect effects. Data from lecturers of Islamic private universities in North Sumatra Province were collected through surveys to explore EP. Hypotheses were tested using SEM with the application AMOS with a sample of 200 respondents. The results showed that RCOC has not been able to play a significant role in bridging the relationship between EE and EP. This study contributes: First, to the author's knowledge, this study is the first empirical study regarding the role of RCOC in bridging the relationship between EE and EP. Second, it enriches the literature on SIT by demonstrating the relationships between EE, RCOC and EP, particularly in higher education. This study also enriches the organizational behavior literature by using a few mediating variables to improve the relationship between employee engagement and employee performance on the context of Islamic higher education in Indonesia.

Keywords: employee engagement, performance, organizational commitment

INTRODUCTION

EE is defined as the totality of energy that is exerted by individuals in working actively and fully by involving physical, cognitive and emotional ¹. EE has become one of the most important topics in management for both researchers and practitioners and has shown strong evidence that individual engagement is strongly related to attitudes, behavior, performance and well-being². In this study, researchers link EE to employee performance (EP).

Previous empirical studies revealed inconclusive findings regarding the impact of EE on employee performance (EP). The relationship between EE and

¹ Bruce Louis Rich, Jeffrey A Lepine, and Eean R Crawford, "Job Engagement: Antecedents and Effects on Job Performance," *Academy of management journal* 53, no. 3 (2010): 617-635.

² Catherine Bailey et al., "The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis," *International Journal of Management Reviews* 19, no. 1 (2017): 31-53.

EP was found to be positive and significant in several studies ^{3,4}, while other studies revealed positive but not significant ^{5,6}. Regarding the inconclusive findings, academics state that empirically the relationship between engagement and individual performance is not a simple or direct relationship but is mediated by various factors ^{7,8}. Accordingly, the present study focus on the role of Religio-centric organizational commitment as potential mediators on the relationship between EE and EP.

Religiosity-centric organizational commitment is the result of a synthesis of religiosity and organizational commitment. Religiosity-centric refers to employees or individuals who are committed based on religious values. Employees/individuals who have religiosity-centric organizational commitment will strive hard, show respect for others, be ethical, and dedicated to their work ⁹. Although religiosity commitment has been widely studied in relation to job satisfaction and other work attitudes, religious commitment is still under-researched^{10,11}. To the best of the researcher's knowledge, religiosity-centric organizational commitment has not been found as a variable used in research that bridges the relationship between work engagement and individual performance.

In previous studies, research related to employee engagement in higher education is still limited ¹². Furthermore, EE studies associated with EP have been popular in the last decade in the West, but have not received adequate research

³ Mohd Arwab et al., "Task Performance and Training of Employees: The Mediating Role of Employee Engagement in the Tourism and Hospitality Industry," *European Journal of Training and Development*, no. ahead-of-print (2022).

⁴ Hussein Nabil Ismail, Adnan Iqbal, and Lina Nasr, "Employee Engagement and Job Performance in Lebanon: The Mediating Role of Creativity," *International Journal of Productivity and Performance Management* 68, no. 3 (2019): 506–523.

⁵ Umair Ahmed et al., "Assessing Moderation of Employee Engagement on the Relationship between Work Discretion, Job Clarity and Business Performance in the Banking Sector of Pakistan," *Asian Economic and Financial Review* 7, no. 12 (2017): 1197.

⁶ Xiaoyu Guan and Stephen Frenkel, "How HR Practice, Work Engagement and Job Crafting Influence Employee Performance," *Chinese Management Studies* 12, no. 3 (2018): 591–607.

⁷ Osman M Karatepe and Ronate Ndiangang Ngeche, "Does Job Embeddedness Mediate the Effect of Work Engagement on Job Outcomes? A Study of Hotel Employees in Cameroon," *Journal of Hospitality Marketing & Management* 21, no. 4 (2012): 440–461.

⁸ Woocheol Kim, Judith Kolb A, and Taesung Kim, "The Relationship between Work Engagement and Performance: A Review of Empirical Literature and a Proposed Research Agenda," *Human Resource Development Review* 12, no. 3 (2013): 248–276.

⁹ Issam A Ghazzawi, Yvonne Smith, and Yingxia Cao, "Faith and Job Satisfaction: Is Religion a Missing Link?," *Academy of Educational Leadership Journal* 20, no. 1 (2016): 1.

¹⁰ T Winters Moore, "Do Perceived Differences in Religion Matter at Work?," *Culture and Religion* 9, no. 3 (2008): 267–286.

¹¹ Clarence Woodrow Von Bergen, "Conscience in the Workplace," *Employee Relations Law Journal* 35, no. 1 (2009): 3–24.

¹² Jessica R. Daniels, "An Exploratory Comparative Case Study of Employee Engagement in Christian Higher Education," *Christian Higher Education* 15, no. 3 (May 26, 2016): 126–139, <http://www.tandfonline.com/doi/full/10.1080/15363759.2016.1165155>.

attention in non-Western contexts^{13,14}. Therefore, the current study examines the role of RCOC in bridging the relationship between EE and EP in Islamic higher education in Indonesia. Specifically in Islamic Private Higher Education in North Sumatra.

The present study uses social identity theory (SIT). According to SIT, people tend to categorise both others and themselves into social groupings such as organisational membership¹⁵. The research contributes to the literature on SIT by demonstrating the relationships between EE, RCOC, and EP.

Literature Review

Social Identity Theory (SIT)

The initial concept of social identity theory (SIT) was first introduced by Hendri Tajfel and John Turner in the 1970s and 1980s. SIT proposes that individual identity derived from group membership is critical to their self-concept¹⁶, which in turn influences their affect, cognition, and behavior. SIT is defined as “the part of an individual's self-concept that derives from his knowledge of his membership in a social group (or group) together with the value and emotional significance attached to that membership”¹⁷. SIT provides an understanding that individuals can identify with various social categories, for example, based on gender, nationality, profession, and/or religion, among others, and that each or a combination thereof may be the target of identification. This theory has helped substantially advance our understanding of various phenomena related to social influence and group behavior including work-related activities¹⁸.

Employee Engagement (EE)

Various terms have been used to express engagement, such as employee engagement^{19,20}, personal engagement²¹, job engagement and organization

¹³ Maha Ibrahim and Saoud Al Falasi, “Employee Loyalty and Engagement in UAE Public Sector,” *Employee Relations* 36, no. 5 (2014): 562–582.

¹⁴ Woocheol Kim, “Examining Mediation Effects of Work Engagement among Job Resources, Job Performance, and Turnover Intention,” *Performance Improvement Quarterly* 29, no. 4 (2017): 407–425.

¹⁵ Henri Tajfel et al., “An Integrative Theory of Intergroup Conflict,” *Organizational identity: A reader* 56, no. 65 (1979): 56–65.

¹⁶ Ibid.

¹⁷ Henri Tajfel, “The Achievement of Inter-Group Differentiation. Differentiation between Social Groups” (London: Academic Press, 1978).

¹⁸ Maria Karanika-Murray et al., “Organizational Identification, Work Engagement, and Job Satisfaction,” *Journal of Managerial Psychology* 30, no. 8 (2015): 1019–1033.

¹⁹ Susan E Myrden and E Kevin Kelloway, “Leading to Customer Loyalty: A Daily Test of the Service-Profit Chain,” *Journal of Services Marketing* 29, no. 6/7 (2015): 585–598.

²⁰ Brad Shuck and Karen Wppard, “Employee Engagement and HRD: A Seminal Review of the Foundations,” *Human resource development review* 9, no. 1 (2010): 89–110.

²¹ William A. Kahn, “Psychological Conditions of Personal Engagement and Disengagement at Work,” *Academy of Management Journal* 33, no. 4 (December 1990): 692–724, <http://journals.aom.org/doi/10.5465/256287>.

engagement ²², work engagement ²³. According to Schaufeli et al ²⁴ employee engagement is a state of mind that in carrying out work is indicated by enthusiasm, dedication and absorption. According to Kahn ²⁵ personal engagement is the involvement of a person physically, cognitively and emotionally in carrying out work. Furthermore, according to Saks ²⁶ job engagement refers to the psychological involvement of individuals in carrying out work. Meanwhile, according to Christian et al ²⁷, work engagement refers to a relatively long-lasting state of mind that provides individual energy in work experience and performance. Researchers have measured engagement using several dimensions. This study will measure employee engagement using the UWES-9 which consists of vigor, dedication and absorption ²⁸.

Religio Centric Organizational Commitment (RCOC)

This study was designed to examine the relationship from the perspective of social identity theory (SIT). SIT explains that people will remain loyal when they feel the organization they work for respects and values them, this shows that when someone feels the organization respects and values them, it is a sign of the organization's respect for them or their high status in the organization ²⁹. A high status may increase a person's organizational commitment (OC) due to an increase in their social status ³⁰. Therefore social identity is reflected in one's self-esteem ³¹.

The religio-centric concept is derived from social identity theory (SIT). This approach highlights the importance of ethnocentrism as a part of culture. One of the observable ethnocentric behavior is religion. Religion centric reflects the religious sentiment that individuals in carrying out activities to fulfill their personal interests must act based solely on the teachings of their religion ³². The

²² Alan M Saks, "Antecedents and Consequences of Employee Engagement," *Journal of managerial psychology* 21, no. 7 (2006): 600–619.

²³ Michael S Christian, Adela S Garza, and Jerel E Slaughter, "Work Engagement: A Quantitative Review and Test of Its Relations with Task and Contextual Performance," *Personnel psychology* 64, no. 1 (2011): 89–136.

²⁴ Wilmar B Schaufeli et al., "The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach," *Journal of Happiness studies* 3, no. 1 (2002): 71–92.

²⁵ Kahn, "Psychological Conditions of Personal Engagement and Disengagement at Work."

²⁶ Saks, "Antecedents and Consequences of Employee Engagement."

²⁷ Christian, Garza, and Slaughter, "Work Engagement: A Quantitative Review and Test of Its Relations with Task and Contextual Performance."

²⁸ Schaufeli et al., "The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach."

²⁹ Tom R Tyler, "Why People Cooperate with Organizations: An Identity-Based Perspective." (1999).

³⁰ Ibid.

³¹ Prithviraj Chattopadhyay, "Beyond Direct and Symmetrical Effects: The Influence of Demographic Dissimilarity on Organizational Citizenship Behavior," *Academy of Management journal* 42, no. 3 (1999): 273–287.

³² John J Ray and Dianne Doratis, "Religiocentrism and Ethnocentrism: Catholic and Protestant in Australian Schools," *Sociological Analysis* 32, no. 3 (1971): 170–179.

synthesis of OC and religio-centric (RC) resulted in a concept called religio-centric organizational commitment (RCOC). RCOC is defined as a concept that instills strong religious values in the OC dimensions. Religion centric organizational commitment (RCOC) was measured using a combination of religiosity measurements from Hendar et al ³³ and three dimensions of the OC measurement scale, namely affective commitment, Continuance commitment and normative commitment from Allen and Meyer ³⁴.

Employee Performance (EP)

Employee performance is a statement by direct superiors on the work of individual employees within a certain period of time in accordance with the authority and responsibility of each employee ³⁵. Work performance is the overall goal achieved by certain employees ³⁶. According to Harwiki ³⁷, performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals. Another opinion states that achievement is the result of work related to organizational goals such as quality, efficiency and other performance effectiveness ³⁸. According to Masakure ³⁹, employee performance is the ability of employees to perform certain skills.

In measuring the performance of the researchers using several dimensions. This study will refer to the research of Koopmans et al ⁴⁰ who developed five dimensions of employee performance in their research, namely Task performance, Contextual performance – interpersonal, Contextual performance – organizational, Adaptive performance, Counterproductive Work Behavior.

³³ Hendar Hendar et al., "Religio-Centric Product Strategy on Marketing Performance," *Journal of Research in Marketing and Entrepreneurship* 22, no. 2 (January 1, 2020): 181–203, <https://doi.org/10.1108/JRME-02-2019-0014>.

³⁴ Natalie J Allen and John P Meyer, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," *Journal of occupational psychology* 63, no. 1 (1990): 1–18.

³⁵ Nedi Hendri, "The Impact of Organizational Commitment on Job Performance," *International Journal of Economics and Business Administration* VII, no. 2 (2019): 189–206.

³⁶ James Griffith, "Relation of Principal Transformational Leadership to School Staff Job Satisfaction, Staff Turnover, and School Performance," *Journal of educational administration* 42, no. 3 (2004): 333-356.

³⁷ Wiwiek Harwiki, "The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives," *Procedia-Social and Behavioral Sciences* 219 (2016): 283–290.

³⁸ Phyra Sok and Aron O'Cass, "Achieving Superior Innovation-Based Performance Outcomes in SMEs through Innovation Resource-Capability Complementarity," *Industrial Marketing Management* 40, no. 8 (2011): 1285–1293.

³⁹ Oliver Masakure, "The Effect of Employee Loyalty on Wages," *Journal of Economic Psychology* 56 (2016): 274–298.

⁴⁰ Koopmans et al., "Measuring Individual Work Performance: Identifying and Selecting Indicators," *Work* 48, no. 2 (2014): 229–238.

Relationship Employee Engagement (EE) and Employee Performance (EP)

Individual involvement is defined as a person's participation in their organization emotionally and intellectually ⁴¹. According to Schaufeli et al. ⁴² engagement "As a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption". Research that empirically examines the relationship between EE and EP has been carried out by researchers such as ^{43,44,45} and the results show that there are significant results. An individual who engages in their work with passion, dedication, and involves their emotions and intellects reflects a strong social identity inherent in them, which shows their desire for success, and this has been empirically proven to improve their performance ⁴⁶. This shows that if someone involves himself in his work by including his emotional and intellectual, enthusiasm, and dedication will improve performance.

Hypothesis 1 EE will positively and significantly affect the EP of lecturers at Islamic private universities in North Sumatera Province.

Relationship Employee Engagement (EE) and Religio-Centric Organizational Commitment (RCOC)

According to Schaufeli and Bakker ⁴⁷, when employees are involved in their work, they are more likely to be committed. Companies need to create a feeling of involvement with the tasks that exist with each employee to create a feeling of commitment ⁴⁸. According to Dutton et al. ⁴⁹, when someone feels that there is a

⁴¹ Amy Richman, "Everyone Wants an Engaged Workforce How Can You Create It," *Workspan* 49, no. 1 (2006): 36-39.

⁴² Schaufeli et al., "The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach."

⁴³ H Linggiallo et al., "The Effect of Predictor Variables on Employee Engagement and Organizational Commitment and Employee Performance," *Management Science Letters* 11, no. 1 (2021): 31-40.

⁴⁴ Amani Abu Rumman, Lina Al-Abbad, and Rawan Alshawabkeh, "The Impact of Human Resource Development Practices on Employee Engagement and Performance in Jordanian Family Restaurants," *Problems and Perspectives in Management* 18, no. 1 (2020): 130.

⁴⁵ Owais Nazir and Jamid Ul Islam, "Enhancing Organizational Commitment and Employee Performance through Employee Engagement: An Empirical Check," *South Asian Journal of Business Studies* 6, no. 1 (2017): 98-114.

⁴⁶ Minseong Kim and Jihye Kim, "Corporate Social Responsibility, Employee Engagement, Well-Being and the Task Performance of Frontline Employees," *Management Decision* 59, no. 8 (2021): 2040-2056.

⁴⁷ Wilmar B Schaufeli and Arnold B Bakker, "Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-sample Study," *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior* 25, no. 3 (2004): 293-315.

⁴⁸ Justin Walden, Eun Hwa Jung, and Catherine Y K Westerman, "Employee Communication, Job Engagement, and Organizational Commitment: A Study of Members of the Millennial Generation," *Journal of Public Relations Research* 29, no. 2-3 (2017): 73-89.

⁴⁹ Jane E Dutton, Janet M Dukerich, and Celia V Harquail, "Organizational Images and Member Identification," *Administrative science quarterly* 39, no. 2 (1994): 239-263.

match between their personal values and the values of the organization, this encourages work involvement as a form of social identification and commitment to the organization. Furthermore, high social identity towards the organization will tend to give rise to positive behavior, such as increased performance, cooperation and commitment to the organization⁵⁰. Many studies examining the relationship between EE and OC have been carried out by researchers such as^{51,52,53}. The results showed that there was a positive and significant effect. This shows that when someone is involved in the work, it means that the company respects the employee and the employee responds with a commitment to the task given. Moreover, someone who has strong religious values and understanding will further increase commitment in carrying out the assigned tasks.

Hypothesis 2 EE will positively and significantly affect the RCOC of lecturers at Islamic private universities in North Sumatera Province.

Relationship Religio-Centric Organizational Commitment (RCOC) and Employee Performance (EP)

RCOC is a concept that emerged from religion and OC. Religion is an important cultural factor and will have a significant impact on people's attitudes, values and behavior both individually and in groups⁵⁴. Delener⁵⁵ defines religiosity as "the degree to which certain beliefs in religious values and ideas" are held and practiced by a person. Furthermore, Ntalianis and Raja⁵⁶ suggest that religiosity has a positive influence on work attitudes such as loyalty, cooperation, compliance and commitment. This means that a person's high religiosity will further increase his commitment to the organization. To strengthen one's commitment one needs to have strong religious values. Religion has been associated with greater goals among organizational employees⁵⁷, decision making, ethical behavior and overall organizational performance. According to Dutton et al.⁵⁸, when individuals or employees feel that there is a

⁵⁰ Michael A Hogg and Deborah J Terry, "The Dynamic, Diverse, and Variable Faces of Organizational Identity," *Academy of Management Review* 25, no. 1 (2000): 150-152.

⁵¹ Kunle Akingbola and Herman A van den Berg, "Antecedents, Consequences, and Context of Employee Engagement in Nonprofit Organizations," *Review of Public Personnel Administration* 39, no. 1 (2019): 46-74.

⁵² Nazir and Islam, "Enhancing Organizational Commitment and Employee Performance through Employee Engagement: An Empirical Check."

⁵³ Walden, Jung, and Westerman, "Employee Communication, Job Engagement, and Organizational Commitment: A Study of Members of the Millennial Generation."

⁵⁴ Safiek Mokhlis, "Relevancy and Measurement of Religiosity in Consumer Behavior Research," *International Business Research* 2, no. 3 (2009): 75-84.

⁵⁵ Nejdet Delener, "The Effects of Religious Factors on Perceived Risk in Durable Goods Purchase Decisions," *Journal of Consumer Marketing* 7, no. 3 (1990): 27-38.

⁵⁶ Filotheos Ntalianis and Usman Raja, "Influence of Religion on Citizenship Behavior and Whistle-Blowing," in *Current Topics in Management* (Routledge, 2018), 79-98.

⁵⁷ André L Delbecq, "Christian Spirituality and Contemporary Business Leadership," *Journal of organizational change management* 12, no. 4 (1999): 345-354.

⁵⁸ Dutton, Dukerich, and Harquail, "Organizational Images and Member Identification."

match between their personal values and the values of the organization, then this will increase their identification and commitment to the organization. Furthermore, high social identity towards the organization will tend to give rise to positive behavior, such as increased performance, cooperation and commitment to the organization⁵⁹. Previous research has shown that there is a significant relationship between religiosity and EP, such as research conducted by Osman-Gani et al⁶⁰.

Hypothesis 3 RCOC will positively and significantly affect the EP of lecturers at Islamic private universities in North Sumatera Province.

RCOC mediates the relationship Employee Engagement (EE) and Employee Performance (EP)

When employees are engaged in work, they are more likely to be committed⁶¹. This shows that there is a positive response in the form of commitment from employees if they get respect in the form of tasks given by the company. Furthermore, religiosity gives a positive value to the commitments⁶². This shows religiosity to be a reinforcement of commitment. Research conducted by Gani et al⁶³ has shown that religiosity has a significant effect on EP.

Hypothesis 4 RCOC will mediate the relationship EE and EP in a positive and significant way for lecturers at Islamic private universities in North Sumatera Province.

⁵⁹ Hogg and Terry, "The Dynamic, Diverse, and Variable Faces of Organizational Identity."

⁶⁰ AAhad M Osman-Gani, Junaidah Hashim, and Yusof Ismail, "Establishing Linkages between Religiosity and Spirituality on Employee Performance," *Employee relations* 35, no. 4 (2013): 360-376.

⁶¹ Schaufeli and Bakker, "Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-sample Study."

⁶² Ntalianis and Raja, "Influence of Religion on Citizenship Behavior and Whistle-Blowing."

⁶³ Osman-Gani, Hashim, and Ismail, "Establishing Linkages between Religiosity and Spirituality on Employee Performance."

Research Conceptual Framework

The relationship between the independent and dependent variables in this study which has been stated in the above explanation both directly and indirectly (mediation) is described in the conceptual framework of the study below.

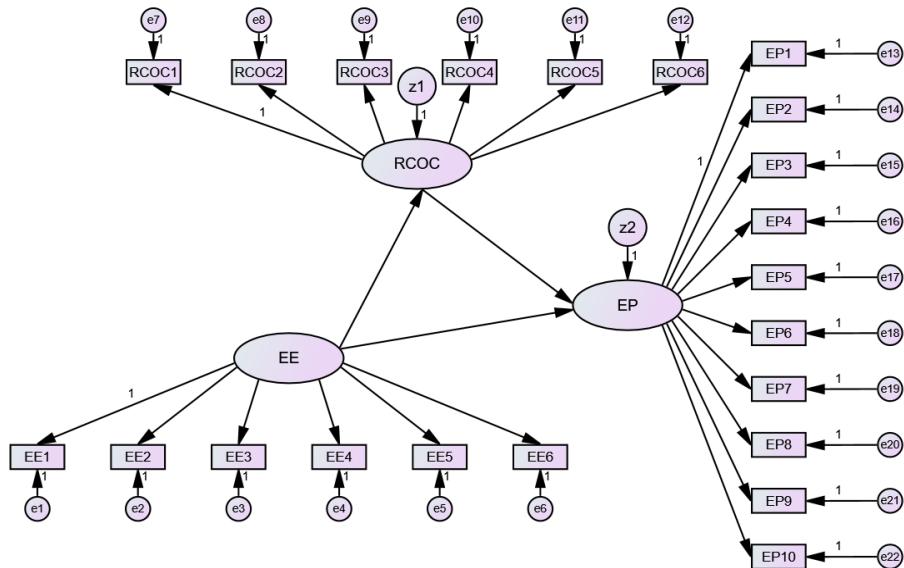


Figure 1. Conceptual Framework

METHOD

This research approach is quantitative research using a questionnaire as a tool to collect data. Questionnaires will be distributed to lecturers of Islamic private universities (IPU) in North Sumatera Province using google forms via the Whatsapp application. The data obtained will then be analyzed using Structural Equation Modeling (SEM) by taking into account the fulfillment of all the required SEM assumptions.

The population of this research is all lecturers who have a National Lecturer Identification Number (NIDN) who have a home-based (IPU) in North Sumatera Province. The sample used was 200 respondents, this number refers to the statement by Hair et al.⁶⁴ that a good and ideal sample in SEM analysis is 100-200 samples.

Result

Overview of Respondents

Questionnaires were distributed to 200 lecturers who are active at IPU and were responded to directly by all of these respondents. The results of

⁶⁴ Joseph F Hair et al., *Multivariate Data Analysis. Exploratory Factor Analysis.*, 7th Editio. (NJ: Pearson Prentice Hall, 2010).

respondents' answers are then processed statistically, the results are known as follows:

Table 1. Overview of Respondents

Overview of Respondents	Criteria	%
Gender	Man	56,77
	Women	43,23
Lecturer Rank	Lecturers	45,81
	Assistant Professor	44,52
Associate Professor	Associate Professor	9,67
Long Time Being a Lecturer (Year)	1 - 5	41,64
	6 - 10	32,57
	11 - 15	20,70
	> 20 Year	5,09

Source: Data processed, 2024

Confirmatory Factor Analysis (CFA) Test

Measurement of CFA in order to ensure that each indicator on the latent variable is an indicator that is able to describe the suitability and level of consistency for each variable. This CFA measurement consists of loading factor, Composite Reliability and Average Variance Extracted. If the loading factor is greater than 0.50 ($\alpha > 0.50$) then the indicator is suitable to describe the latent variable. Composite Reliability, which if the value is greater than 0.70 (CR > 0.70) then the indicator has good consistency in measuring the latent variable. While the Average Variance Extracted measurement is to ensure that the indicators used are able to describe the latent variables significantly, the AVE result greater than 0.50 (AVE > 0.50) is the expected value. The results of the CFA measurement can be seen as follows:

Table 2. Confirmatory Factor Analysis (CFA)

Latent Variable	Dimension	Indicator	Confirmatory Factor Analysis		
			Factor Loadin g	Compose d Reliabilit y	Average Varianc e Extracte d
Employee Engagement (EE)	Vigor	At my job, I'm very tough, mentally	0,614		
		At my job, I feel strong and energized	0,649		
		I am enthusiastic about my work	0,628		
	Dedication	I am proud of the work I do	0,675	0,813	0,647
		I get carried away when I work	0,711		
		I feel happy when I work intensely	0,607		
	Absorption				

Continue... Table 2. Measurement Confirmatory Factor Analysis (CFA)

Latent Variable	Dimension	Indicator	Confirmatory Analysis		Factor Average
			Factor Loading	Composite Reliability	
Religio-Centric Organizational Commitment (RCOC)	Affeive Commitment	This organization has a lot of personal meaning to me, because of its religious image	0,764		
		I enjoy discussing my organization with people outside of it, because of the religious norms it knows about	0,858		
		It will be very difficult for me to leave the organization, because of the religious values it applies	0,825	0,905	0,854
	Continuance Commitment	One of the main reasons I continue to work for this organization is because of its image, aesthetics and Islamic model	0,788		
		Jumping from one organization to another seems completely unethical to me	0,767		
		I was taught to believe in the value of staying true to one organization	0,689		
Employee Performance (EP)	Task performance	Plan and organize work optimally	0,552		
		Work efficiently	0,568		
	Contextual performance interpersonal	Collaborate with other people	0,906		
		- Communicate effectively (e.g., adequately express ideas and intentions)	0,896	0,886	0,789
		Show responsibility	0,896		
	Contextual performance-Organizational	Take on challenging job assignments	0,525		

Continue... Table 2. Measurement of Confirmatory Factor Analysis (CFA)

Latent Variable	Dimension	Indicator	Confirmatory Analysis		Factor Average
			Factor Loading	Composited Reliability	
Adaptive performance		Come up with creative solutions to difficult new problems	0,515		
		Keep job skills up to date			
Counterproductive work behavior		Doing things that are detrimental to your coworkers or boss (for example, arguing, leaving work for someone else to complete)	0,577		
		Doing things that are detrimental to your organization (e.g., not following rules, discussing confidential information)			

Source: Data processed, 2024

The results of the indicator test for each variable appear in the loading factor which shows the value of greater than 0.05, so it can be concluded that the indicators used correctly measure the latent variables of this study. Furthermore, the composed reliability value shows a CR value greater than 0.70, which means that each indicator is consistent in measuring the latent variable. Then the AVE value is known to be greater than 0.05, which means that each indicator is able to accurately and significantly describe the latent variable. The results of the CFA test provide confidence that each dimension and indicator used provides a clear picture of the latent variables.

Structural Equation Modeling Data Normality Test

This test is a requirement that must be met in SEM testing. In forming a model, it is required that the data meet the assumption of normality of the data. This normality test uses the Mahalanobis Distance outlier test which aims to see the normality of the distribution of research data. The data is declared normal and does not experience outliers if the value of Mahalanobis Distance Square is smaller than the value of the chi square table. Based on a significance level of 0.05

with a degree of freedom of 22 (based on indicators), it can be determined that the value of the chi square table is 33.924. The test results show that the highest value of Mahalanobis Distance Square is 33,391 (attached) which is smaller than 33,924, which means that the research data is normal and does not experience outliers.

Other normality tests are univariate normality and multivariate normality tests. This test uses the Critical Ratio (C.R.) value of Skewness and Kurtosis. The data is declared normally distributed if the C.R. Skewness and Kurtosis of each indicator is less than ± 2.58 but if the value of C.R. Skewness and Kurtosis of each indicator is greater than ± 2.58 , while the C.R. Kurtosis less than ± 2.58 is declared normally distributed (Ghozali, 2016). The test results are shown in the following table:

Table 3. Univariate and Multivariate Normality Test

Variable	min	max	skew	c.r.	kurtosis	c.r.
EP10	2.000	5.000	.200	1.155	-.404	-1.166
EP9	1.000	5.000	.066	.381	-.496	-1.432
EP8	2.000	5.000	-.536	-3.096	-.041	-.118
EP7	2.000	5.000	.106	.612	-.678	-1.957
EP6	2.000	5.000	.227	1.312	-.032	-.094
EP5	2.000	5.000	-.299	-1.729	-1.150	-3.321
EP4	2.000	5.000	-.363	-2.099	-1.052	-3.037
EP3	2.000	5.000	-.240	-1.384	-1.220	-3.521
EP2	2.000	5.000	-.066	-.382	-.222	-.640
EP1	3.000	5.000	-.146	-.844	-1.687	-4.869
RCOC6	2.000	5.000	-.323	-1.864	-.042	-.122
RCOC5	3.000	5.000	-.166	-.958	-.617	-1.782
RCOC4	3.000	5.000	-.283	-1.632	-.811	-2.342
RCOC3	3.000	5.000	-.335	-1.934	-.672	-1.940
RCOC2	3.000	5.000	-.459	-2.652	-.664	-1.917
RCOC1	3.000	5.000	-.060	-.347	-.440	-1.271
EE6	2.000	5.000	-.065	-.376	-.204	-.588
EE5	2.000	5.000	-.265	-1.527	-.153	-.442
EE4	2.000	5.000	-.133	-.770	-.179	-.518
EE3	2.000	5.000	-.585	-3.379	.212	.611
EE2	2.000	5.000	-.076	-.436	-.292	-.844
EE1	2.000	5.000	.270	1.557	-.435	-1.257
Multivariate					-2.250	-.490

Source: Data processed, 2024

Table 3 shows that there are several indicators whose C.R. Skewness and kurtosis greater than ± 2.58 namely EP5 (3.321), EP4 (3.037), EP3 (3.521) and EP1 (4.869) should have been deleted in the model testing, but the C.R. Multivariate

kurtosis is -0.490 less than -2.58. Thus, multivariately this data has been normally distributed.

Goodness of fit Structural Equation Modelling

Before testing the hypotheses of this research, it is important to determine whether the model built meets the requirements of the goodness of fit model. If the test results show that the model does not fit, it is necessary to modify the model, until the model built shows the required goodness of fit value ⁶⁵.

The main requirement of the Goodness of fit model is that the value of Chi Square (χ^2) is smaller than the value of 2 table. The value of 2 in this research table is 240,485 (significance probability 0.05; degree of freedom 206). Then the probability value is greater than 0.05 and the RMSEA value is smaller than or equal to 0.08. The results of this test can be seen from the following model image:

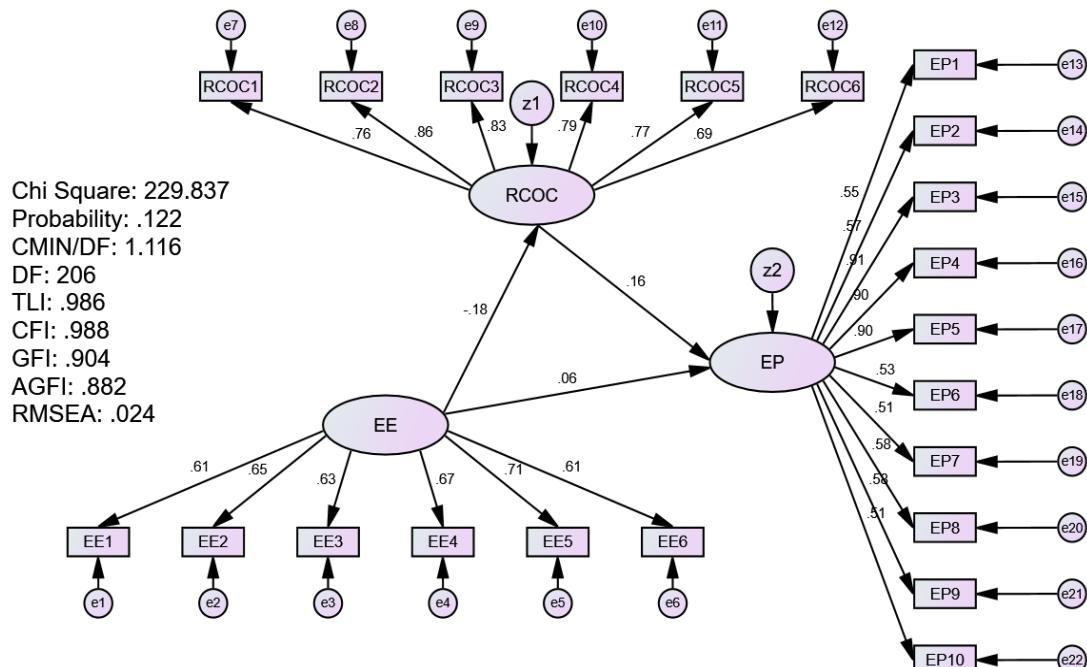


Figure 2. Goodness of Fit Model

The calculated value of χ^2 is 229.837, which is smaller than χ^2 table of 240.485 ($229.837 < 240.485$). While the probability value is 0.122 which is greater than 0.05 ($0.122 > 0.05$). Then the RMSEA value is 0.024 which is smaller than 0.080 ($0.024 < 0.080$). The results of this test reflect if the model formed in this study has met the requirements of the goodness of fit model assumption. Thus, the test results on this model can be used and interpreted further.

⁶⁵ Imam. 2016 Ghozali, *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*, 8th ed. (semarang: Badan Penerbit Universita Diponogoro, 2016).

Hypothesis Testing on the Model

This test will not only answer the research hypothesis, but will also provide an overview of the relationship between latent variables and the magnitude of the relationship between latent variables. The results of this test can be seen in the following table:

Table 4. Hypothesis Testing Results

Direction of Variable Relationship	Estimate	S. E	C.R.	p
EP ← EE	0.061	0.055	0.743	0.457
RCOC ← EE	-0.179	0.087	-2.138	0.033
EP ← RCOC	0.164	0.051	2.049	0.040

Source: Data processed, 2024

The test results show that employee engagement has a positive but not significant effect on employee performance (hypothesis 1), the magnitude of the relationship between employee engagement and employee performance is 0.061 or around 6.1%, meaning that every change in employee engagement can only change employee performance by 6.1%. The results of this study align with the previous results of research conducted. Of course, the results of this study will further enrich the findings of previous studies that the involvement of a IPU lecturer only has positive implications for the organization by 6.1%.

In testing employee engagement on religious-centric organizational commitment, it has a negative but significant effect (hypothesis 2), the relationship between employee engagement and religious-centric organizational commitment is -0.179 or around -17.9%, meaning that employee engagement has a negative impact or reduces religious-centric organizational commitment of IPU lecturers in carrying out their functions as lecturers. Of course, this result is a preliminary finding that is still shallow which requires further research.

Other results show that religious-centric organizational commitment has a positive and significant effect on employee performance (Hypothesis 3). The relationship between religious-centric organizational commitment and employee performance is 0.164 or 16.4%, meaning that when religious-centric organizational commitment increases in intensity, then will encourage an increase in employee performance by 16.4%. The results of this study support the results of research conducted by Osman-Gani et al. The results of this study will certainly further strengthen the finding that religious-centric organizational commitment is an important thing that must be encouraged by universities to improve the performance of their lecturers.

The next test is the influence of religious-centric organizational commitment to mediate the relationship between employee engagement and employee performance (hypothesis 4), it is known that the magnitude of the influence is -0.029 (-0.179 x 0.164) when compared to the direct effect of employee engagement on employee performance, it is known to be greater direct influence than indirect influence. The results conclude that religious-centric organizational

commitment does not significantly mediate the relationship between employee engagement and employee performance.

DISCUSSION

It is important to discuss the results of hypothesis 1, that employee engagement has a positive but not significant effect on employee performance. It is quite interesting that for a lecturer their involvement in the college where they work and dedicating themselves is an obligation that must be carried out. So, for them it is not a special thing if they are directly or indirectly involved in every activity that supports the progress of higher education. Of course, this can make findings that can still be further developed in Islamic private universities, especially that the awareness of the lecturers in providing a positive role for the improvement and development of higher education is very good.

However, these results are not absolute results, there is still much need for further research from this study to ensure that the involvement of Islamic private university lecturers is at an established and very good level. Academics and researchers can develop research models on the effect of employee engagement on employee performance, especially in developing the dimensions of latent variables, so that they can better reveal the involvement of lecturers in giving roles to higher education institutions.

Then the results of testing hypothesis 2 show that employee engagement has a negative but significant effect on religious-centric organizational commitment. This gives a signal that the involvement of lecturers in every activity and regulations set by the university has an unfavorable impact on religious-centric organizational commitment, meaning that when the activities and regulations applied by the university conflict with their religious understanding, this is not good for them. the value of religious commitment of the organization. The results of this study provide information that many lecturers do not expect to be directly involved with activities and regulations set by universities that directly contradict their religious understanding. Lecturers will be fully and enthusiastically involved when the activities and regulations applied by universities are in accordance with the religious understanding they understand.

However, it is necessary to consider that the results of employee engagement have a negative but significant effect on religious-centric organizational commitment, not findings that are absolute to be fully understood, because this research still needs to be developed better, because in discussing the concept of religious-centric organizational commitment which is considered to be very shallow and needs to be redeveloped by academics and researchers. even though in testing the religious-centric organizational commitment indicators meet the assumptions needed in the model, the indicators themselves can still be developed again with the hope that the religious-centric organizational commitment concept becomes an established concept.

Furthermore, the results of testing on hypothesis 3 showed that religious-centric organizational commitment had a positive and significant effect on employee performance. The results of this study are in accordance with the results of research conducted by Gani et al (2013). The results of this study further enrich and strengthen the findings of previous studies. The results of this study provide information that lecturers will try to achieve the highest level of performance when their religious attitude can be facilitated by the university. In other words, most lecturers hope that their religious attitudes will not be disturbed and if they can and are expected to be well accommodated by the university leadership.

However, the results of this study are still very open to be carried out further and better developed by academics and other researchers. Research related to the relationship of religious-centric organizational commitment with employee performance is still very limited. Academics and other researchers can still develop this model, such as adding Islamic leadership variables that can strengthen or weaken the relationship between religious-centric organizational commitment and employee performance.

Conclusion and Recommendation

This study concludes that lecturers will focus and be fully involved in what has been determined by the university leadership. When the university leadership accommodates the wishes of the lecturers, the lecturers will improve their performance to the maximum. The university's accommodative attitude can be seen from the implementation of university activities and regulations based on the religious understanding that the lecturers understand. The form of good lecturer performance is reflected in the outputs produced by a lecturer in carrying out his function as a teacher at a university, namely the implementation of the tridharma of tertiary institutions that are of high quality and have a high functional position, namely being a professor at the university.

However, as previously stated, the results of this research are very, very open to be continued by academics and other researchers. The development of this research model is one that is recommended in this study, apart from opening the room by adding Islamic leadership variables to the relationship between religious-centric organizational commitment and employee performance, as a moderating variable.

The findings of this study provide clear information to higher education leaders that it is important for them to create a religious atmosphere in the universities they lead. Providing good facilities to all lecturers in carrying out their religious-centric attitude with the hope that organizational commitment will also increase. Because basically the religious attitude possessed by lecturers will create lecturers who are loyal to universities and provide their best performance for universities.

Author's Contribution

Hery Syahrial: Contribute to formulating research ideas, collecting data, processing data, and interpreting data.

Muhammad Ramadhan: Contributing to writing systematics, researchmethods, analyzing interpretation results.

Sri Sudiarti: Contributed to compiling a literature review.

Acknowledgements

The author is grateful to those who helped in the completion of this article, especially during the data collection process and article review.

Declaration of Competing Interest

The author declares that there is no conflict of interest.

Ethical Approval

Ethical approval No patient-identifying parts in this paper were used or known to the authors. Therefore, no ethical approval was requested.

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