

Work Engagement and Person-Job Fit as Catalysts for Employee Performance Excellence in Indonesia's Agricultural Domain

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Abstract. This study examines the influence of work engagement and person-job fit on employee performance within the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province, Indonesia. Utilizing a quantitative approach and partial least squares structural equation modeling (PLS-SEM), the research investigates the relationships among these variables and the potential mediating role of organizational commitment.

The findings reveal a significant positive relationship between work engagement and employee performance, indicating that employees who experience enthusiasm, dedication, and absorption in their work exhibit higher levels of performance. Additionally, person-job fit, reflecting the congruence between individual characteristics and job demands, is found to positively influence employee performance. Furthermore, the study highlights the mediating effect of organizational commitment in these relationships, suggesting that work engagement and person-job fit contribute to enhanced organizational commitment, which subsequently drives improved employee performance.

The study contributes to the existing literature by providing empirical evidence on the interplay between work engagement, person-job fit, organizational commitment, and employee performance within the public sector and agricultural context in Indonesia. The results underscore the importance of fostering a supportive work environment that promotes employee well-being and job satisfaction, as well as implementing strategic recruitment and selection practices to ensure a better fit between employees and their job roles. Practical implications for organizational leaders, human resource managers, and policymakers are discussed, highlighting the potential for enhancing operational efficiency and contributing to the nation's agricultural development and economic growth through the promotion of work engagement and person-job fit practices.

Keywords: work engagement, person-job fit, organizational commitment, employee performance

1. Introduction

The success of an organization hinges on its human resources, particularly civil servants who play a crucial role in driving effective government administration and development (Iskandar et al, 2023). So, it cannot be denied that the human factor is the main capital that needs to be considered in a government (Karim et al, 2022). This is very important because the success of an organization in achieving its goals is determined by the quality and ability of its human resources (Islam et al, 2019). Employees involved in a job will of course continue to be motivated to obtain, protect, and replace the resources they need to meet the demands of their work environment and work (Hamstra et al, 2019). When someone tries to compare the demands of the job and organization with the quality or resources they have, then the perception of person-organization fit and person-job fit will emerge. Appropriate perceptions, in turn, will shape employees' attitudes toward their work and organization (Kristof et al, 2023). One of these attitudes is involvement in work or work engagement (Subramanian et al, 2023).

Human resources have an important role both individually and in groups, and human resources are one of the main drivers of the smooth running of the organization, even organizational progress (Chahyono et al, 2023). Every organization needs to focus on and direct the presence of human resources as an encouragement to improve good performance (Alshemmari, 2023). Employee performance is the quality and quantity of work performance presented by employees, both individually and in groups, in carrying out their duties by the tasks and functions assigned by the organization and work procedures contained in the institution or organization they participate in.

An employee who has high and good performance can support the achievement of the goals and objectives set by the organization (Akhtar et al, 2021). Employee performance is very important because with this performance it is known how far the employee can carry out the tasks assigned to him. It is necessary to determine clear and measurable criteria that are determined jointly which can be used as a reference in conducting performance assessments for employees (Daga et al, 2024). The success of an organization is determined, in part, by the success of management in fostering employee organizational commitment (Agustian & Rachmawati, 2021). Commitment is a condition where employees are very interested in the goals, values, and targets of their organization. Commitment to an organization means more than just formal membership because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization to achieve its goals.

Work engagement is an important aspect of improving performance. The better the work engagement, the better the performance that can be achieved (Suryantari et al, 2023). Employees who have higher work engagement will tend to be more creative, more productive, and willing to work extra to produce performance. Work engagement is positively related to high employee performance. Person job fit influences organizational commitment (Mardjuni & Karim, 2024). Person-job fit is the existence of a match between job characteristics and employee placement (Bhattarai & Budhathok, 2023). An organization places someone based on their abilities, which can have an impact on behavior and decisions to stay or change jobs. Employees with the need for someone to carry out these tasks can strengthen employee attachment to their work, that is, employees will be more committed to their work (Karim et al, 2021).

The higher the individual's suitability for the job, the greater the employee's commitment (Abduh et al, 2024). Person organization fit does not have a significant effect on commitment, so there are inconsistencies in this research (Bahtiar et al, 2021). The suitability of the individual to the job takes into account the types of individuals required with qualifications, suitability of knowledge skills, abilities, social skills, personal needs, values, interests, and personality traits (Asmirah et al, 2023). Thus, organizations need to make individual adjustments. Person job fit has a positive and significant effect on employee performance. Where if employees feel that their job fit is well organized, then the level of employee performance will increase (Hasniati et al, 2023).

The organizational commitment variable in this research is intervening in mediating the influence of work engagement on employee performance (Moulik & Giri, 2022). Organizational commitment

cannot mediate the relationship between work engagement and employee performance. Work engagement is more effective in directly influencing employee performance without organizational commitment as a mediating or intervening variable. Then organizational commitment is a mediating variable between a person's job fit and employee performance (Shin & Jung, 2020). Organizational commitment can be a mediating variable or intervening variable for the influence of a person's job fit on employee performance.

This research was conducted at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province. As a government agency that is one of the development actors, it is hoped that it will be able to make a real contribution in achieving hopes for the realization of the development vision in West Sulawesi Province with the main tasks namely formulating policies in the food sector, implementing evaluations and reporting, implementing bureaucratic reforms related to the food sector. Every employee must optimize their work performance to achieve organizational goals and objectives (Grobelna, 2019).

However, until now the performance achieved by employees has not been optimal, from the results of monitoring carried out, the cause of the performance not being optimal is due to a lack of employee work commitment (Merdiaty, 2024). This can be seen from the percentage of employee attendance that is due to payment of additional unpaid employee income. This is because regional finances are in deficit so many employees are less enthusiastic about going to the office. No office activities are running due to insufficient regional budgets (Mardjuni et al, 2022). So, some are lazy because they think that there is no activity/work to be done in the office. Then another problem is related to person-job fit, this can be seen from the fact that some employees feel that they are not suitable for the work they are doing because their educational background or previous place of work is not suitable (Karim et al, 2023). This situation makes employees less disciplined in the office because they think about starting from the beginning of learning to find out the main tasks and functions of their work.

The problems above show that there is a gap, namely research results that are different from previous researchers, both regarding factors that have a positive, negative, significant, and insignificant influence on turnover intention (Abdalla et al, 2018). There are inconsistencies in research results related to the variables of person-organization fit, person-job fit, and work engagement (Dhir & Dutta, 2020). Based on previous research, various industrial sectors have been used as research objects in examining turnover intention variables carried out in various organizations abroad, and one is in Indonesia, including the health industry sector, the education sector, the insurance industry sector, the oil and gas industry, business employees of various industries, the millennial generation, full-time employees, and call center employees (Indriyani & Sutanto, 202). Different from previous research, this research will take as its object employees at the agriculture, livestock, and plantation services in Majene Regency, West Sulawesi Province. The intervening variable in this study aims to determine and analyze the influence of person-organization fit and person-job fit on turnover intention through work engagement as an intervening variable.

2. Literature Review

Human resource management is an inseparable part of management in general which has grown and developed since the relationship between superiors and subordinates existed (Bayona, 2020). One of the important discussion substances in human resource management is tracing back the history of the birth of human resource management. The role of humans in organizations develops when employee productivity turns out to influence organizational competitiveness. Human factors are an important part of organizations because good employee management is one way to increase productivity on the one hand and organizational competitiveness on the other (Ugwu & Onyishi, 2020). This is what then prompted personnel management to change into the study of human resource management.

Human resource management is also defined as a process of planning, organizing, directing, and supervising activities in procurement, development, compensation, integration, maintenance, and

release of human resources to achieve various individual, organizational, and societal goals (Ashfaq & Hamid, 2021). It can be said that human resource management is a process consisting of a series of activities where one and the other are interconnected, starting from planning, and management to the supervision of the human resources owned (Sabrina et al, 2023). For this reason, human resource management must be viewed not only as a traditional human management process but also as a strategic management process and a valuable asset that needs to be developed.

Human resource management activities have a proactive and strategic nature covering a broader system, which treats labor as an asset rather than a cost, is more goal-oriented toward results, and focuses on work commitment (Chen & Lin, 2023). This shows that human resource management emphasizes strategy and planning more than administrative and operational activities. Human resource management has a strategic focus and is in synergy with the organization's business policies and becomes a business partner that provides solutions to every problem faced by the organization (Um et al, 2023).

The general goal of human resource management is to optimize the productivity of all workers in an organization. In this case, productivity is defined as the result of an organization's production (output) (goods and services) against its inflow (people, capital, materials, energy) (Ju et al, 2021). Meanwhile, the specific goal of a human resources department is to help line managers, or other functional managers, manage workers more effectively (Karim & Syamsuddin, 2024).

Human resource management in an organization has the general objective of ensuring the organization obtains and retains the skilled, committed, and highly motivated workforce it needs (Dakak & Wahbeh, 2020). This means management must be involved in taking steps to assess and meet people's future needs and enhance and develop their inherent capacities through providing continuous learning and development opportunities.

From several definitions of human resource management, a conclusion can be drawn that human resource management in the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province has an important role. The existence of adequate employee capabilities or human resources will be an important factor in improving employee performance (Tijani & Popoola, 2019). This means that human resources or employees already have technical education, work experience, and work abilities that can provide new ideas for achieving the organization's vision and mission in achieving work goals and objectives.

2.1. Work Engagement

Work engagement is characterized by employees' commitment, dedication, advocacy, discretionary efforts, maximal utilization of talents, and support for the organization's goals and values, ultimately benefiting the organization (Saleem et al, 2021). Engaged employees feel an attachment to their organization, investing themselves not only in their role but also in the organization as a whole. Work engagement is a management concept that is quite popular, both among academics and management practitioners. Work engagement is a positive thing related to behavior at work which includes thoughts about the relationship between workers or employees and their work, which is characterized by enthusiasm, dedication, and appreciation for work (Khawaja et al, 2023). Employees who have high work engagement will channel all their thoughts and energy toward their work and will be more enthusiastic about working (Larasatie & Ulifah, 2023).

Work engagement is an important aspect that must be present in employees. Work engagement is a condition where organizational members identify with their work and employees will devote what they have to completing their tasks as well as possible. Work engagement is a force that motivates employees to improve their performance to a higher level (Nugraha & Wardhani, 2022). This strength is in the form of a sense of pride in having a job, commitment to the organization, commitment to carrying out work, a sense of pride in having a job, and effort which is more like time, enthusiasm, and attachment. Work engagement is a combination of satisfaction and commitment, and satisfaction refers more to emotional or attitudinal elements, while commitment involves more motivational and physical elements

(Rajper et al, 2020). Work engagement moves beyond satisfaction to combine various employee perceptions that collectively demonstrate performance, commitment, and loyalty. Work engagement is a condition in which individuals from an association related to their work and employees will say what they need to complete their work as well as expected (Toth et al, 2020).

Based on the definition above, it can be concluded that work engagement is a situation where members of an organization identify themselves with their work. The existence of a positive motivational state is characterized by high levels of energy and resilience (Ashfaq & Hamid, 2021). Willingness to invest energy, persistence, and not getting tired easily, apart from that is also characterized by strong involvement (Rayton et al, 2019). This can also be seen in enthusiasm and a sense of pride and inspiration, as well as a state of total immersion in employees which is characterized by the rapid passing of time. and the difficulty of separating oneself from one's work. Employees who have an awareness of the purpose of their role to provide services to the organization, then the employee has engaged with the organization (Ilmia et al, 2024).

2.2. Person job fit

Person-job fit is based on the employee's personality and the job (Ilmia et al, 2024). When an employee's personality and work match and align, employee job satisfaction can increase. This means that each individual will be able to know more about the meaning of their work so that they will have the opportunity to develop themselves in the world of work (Karim et al, 2023). In the person-job fit theory, the existence of a match between the job characteristics of a job task and a person's need to carry out that task can strengthen an employee's attachment to his or her job, that is, the employee will be more committed to his or her job.

A person's job fit is the match between the skills possessed by an employee and the characteristics of the job (Wahyuni et al, 2022). An organization will place someone based on their abilities, which will have an impact on a person's behavior and decision to stay or change jobs. Employees who have the right skills and qualifications will be more comfortable in carrying out their duties and stay in their jobs.

Individual suitability for work is a job specification process as an effort to help identify individual employee competencies needed to achieve success, such as knowledge, abilities, skills, and other factors that can refer to obtaining superior performance, therefore this variable is very important for organizations to pay attention to. Individual job fit takes into account the types of individuals required with qualifications: the suitability of an individual's knowledge, skills, abilities, social skills, individual needs, values, interests, and attitudes (Heyns et al, 2019). Thus, organizations need to make individual job adjustments to obtain optimal individual performance. Based on the definitions above, it can be concluded that a person's job fit is a match between an individual and the job they get, seen from the abilities, skills, and knowledge possessed by the individual and the demands of the work assigned (Al-Hawar et al, 2019).

The benefit of person-job fit is that, if an organization hires employees with skills and preferences that match the characteristics required by the job, it will allow the organization to get value from employees, without having to implement long training programs (Carnevale & Hatak, 2020). Person job fit is not only nice to have but is very important to the success of the organization (Sekhar, 2022). Person job fit offers many benefits solving many problems and enabling organizations to take advantage of opportunities. The following are the benefits of person-job fit based on the image scheme (Holloway et al, 2013):

Table 1. Benefits of person-job fit

Retention and turnover	If employees feel happy and satisfied with their work, then they will stay with the organization.
Brain drains	Person job fit helps organizations determine the right people in the organization.

Attract talented applicants	Becoming an organization that is committed to its employees and provides meaningful work will attract new applicants.
Recruiting and staffing	Helps organizations filter out unsuitable and suitable employees so that they only focus on those who are suitable.
Performance	When someone is suited to their work, productivity will increase.
Effective	Employees have a much greater opportunity to be able to take on additional work if the main job is in line with their main duties and responsibilities.

Person job fit is the suitability of an employee's knowledge, expertise, and skills with a particular job or task (Khan et al, 2024). This suitability will strengthen employees' ties to their work, that is, employees will be more committed to their work.

2.3. Organizational commitment

The success of organizational management is determined by management's success in fostering employee organizational commitment (Stirpe et al, 2022). How far the employee's organizational commitment is to the organization will greatly determine the achievement of organizational goals. Employee organizational commitment is very important because employees who have a strong commitment to the organization will display their best performance and be productive in carrying out their work (Chaudhary et al, 2023). In fact, in many organizations, organizational commitment is an absolute requirement for holding certain managerial positions (Rukh, 2022).

Employee organizational commitment is an identification of employees' feelings, involvement, and loyalty towards the organization where they serve and work (Indriyani et al, 2020). Employee organizational commitment is shown in an attitude of acceptance, a strong belief in the values and goals of the organization, as well as a strong drive to maintain and become an important part of the organization's members to achieve organizational goals. Strong employee organizational commitment influences the performance displayed by employees (Sharma & Patel, 2023).

Organizational commitment shows the degree to which a worker identifies himself with the organization and shows a desire to strive for good behavior continuously (Aiessa & Durugbo, 2022). Working with high organizational commitment helps the organization when the organization faces difficulties, while workers with low commitment will leave the organization to get a better job. Workers with low commitment have a strong intention to leave the organization, and workers with low involvement at work, are difficult to motivate. Low commitment to the organization can result in higher employee stress, higher insurance costs, and more legal claims (Maiyo & Kimutai, 2020). The consequences of job dissatisfaction, directly or indirectly, will increase organizational costs.

Organizational commitment is an attitude regarding employee loyalty to the organization where they work. This attitude is a continuous process where employees also show high concern for the organization so organizational commitment is a work attitude that is durable and stable (Rahman, 2024). Organizational commitment is a condition in which an employee identifies with a particular organization and its goals and is willing to maintain its membership in that organization. Organizational commitment is an employee's attitude of loyalty towards the organization, by remaining in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason.

Based on the description above, it can be concluded that organizational commitment is an attitude of employee loyalty toward the organization. This attitude of employee loyalty is manifested by employees paying attention to the organization, trying to maintain themselves as members of the organization providing the best performance at work, and trying to achieve the goals of the organization.

2.4. Employee performance

The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his functions according to the responsibilities given to him. Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or targets, or predetermined criteria that have been mutually agreed upon (Atiku & Van, 2024).

Employee performance as the potential of human resources is a strength or ability to produce something material or non-material, whether it can be calculated or valued in money or not. So, by having high performance, everything the organization programs and plans to achieve its goals can be immediately realized (Pratiwi & Wahyuningsih, 2023). However, not all employees have high performance, there are various levels of performance that employees have.

Performance is a track record of an individual's contribution to work in one period aimed at achieving organizational goals. Good or bad performance is described through the responsibilities of each individual concerned. Performance is the result achieved by an employee in carrying out the work assigned to him by the authority and responsibility given in a certain period. In an organization, a certain period can be every six months/semester, or it can also be per year (Haar et al, 2019). However, the assessment is still carried out during one year of employment.

Performance is the result of work that has a strong relationship with the organization's strategic goals, and customer satisfaction and contributes to the economy. Thus, performance is about doing work and the results achieved from that work (Sabuhari et al, 2020). Employee performance is the quality and quantity of work performance presented by employees, both individually and in groups, in carrying out their duties by the tasks and functions given by the organization and work procedures contained in the institution or organization they participate in.

Performance is said to be a result (output) of a certain process carried out by all components of the organization regarding certain resources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain organizational goals. Within the organizational framework, there is a relationship between individual performance and organizational performance. Government and private organizations, large or small, achieve their stated goals through activities driven by people or groups of people who actively act as actors, in other words, achieving organizational goals is only possible because of the efforts made by people in the organization.

Based on the definition of performance from several opinions, it can be concluded that performance is a work result achieved by a person in carrying out the tasks assigned to them and how much they can contribute to the organization. Performance also means the results achieved by a person, both quantity and quality in an organization by the responsibilities given to him. Performance is the appearance of a person's work in the form of quality or quantity in an organization. Performance can be the appearance of individuals or work groups of employees (Kim et al, 2022). Three important things in performance are goals, measures, and assessment.

Determining the goals of each organizational unit is a strategy to improve performance. This goal will provide direction and influence what work behavior the organization expects from each personnel. However, it turns out that goals alone are not enough, because it is necessary to measure whether personnel have achieved the expected performance. For this reason, quantitative and qualitative assessments of performance standards for each personnel task and position play an important role. The end of the performance process is the performance assessment itself which is linked to the process of achieving goals.

3. Research Methodology

The type of research used in this research is quantitative research. Quantitative research methods are a type of research whose specifications are systematic, planned, and structured from the start until the creation of the research design. Quantitative research method (Sugiyono & Rachmawati, 2019). The research method is based on the philosophy of positivism, used to research certain populations or

samples, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses, to determine the effect of work engagement and person-job fit on commitment organization and employee performance.

This research was carried out on employees of the agriculture, livestock, and plantation service office, Majene Regency, South Sulawesi Province. The researcher's consideration in taking research on this object is because this agency is an agency in the regional work unit in Majene Regency which contributes quite well to local original income.

3.1. Population and sample

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study were employees at the agriculture, livestock, and plantation service, Majene Regency, West Sulawesi Province, totaling 318 employees.

The sample is part of the number and characteristics of the population. In determining the number of samples to be processed from the total population, it must be done using appropriate sampling techniques. Determine the number of samples, can be done using the sloving formula with the following formulation:

$$n = \frac{N}{1 + N(e)^2}$$

So, the research sample can be determined as follows:

$$n = \frac{318}{1 + 318 (0.05)^2}$$

$$n = \frac{318}{1,795}$$

n = 177.15 or rounded up to 177 respondents

3.2. Data analysis techniques

Data analysis in this research used the Partial Least Square (PLS) method. PLS is also used to measure the relationship of each indicator with its construct. Apart from that, in PLS, bootstrapping tests can be carried out on structural models that are outer models and inner models. The steps taken in the analysis using PLS are:

3.2.1. Outer model

This model is used to determine the validity and reliability that connects indicators with latent variables. The indicators in this research are reflective because the latent variable indicators influence the indicators, for this reason, 2 methods of measurement are used (Yamin et al, 2017), namely: (1) Convergent validity measures the magnitude of the correlation between the construct and the latent variable. In evaluating convergent validity by examining individual item reliability, it can be seen from the standardized loading factor. The standardized loading factor describes the magnitude of the correlation between each measurement item (indicator) and the construct.

Correlation can be said to be valid if it has a value > 0.5. (2) The next evaluation is to look at and compare discriminant validity and square root of average variance extracted (AVE). The measurement model is assessed based on cross-loading measurements with the construct. If the correlation of a construct with each indicator is greater than the size of the other constructs, then the latent construct predicts the indicator better than the other constructs. If the value is higher than the correlation value between the constructs, then good discriminant validity is achieved. The following is the formula used to calculate AVE, namely as follows:

$$\sum \lambda_i^2$$

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \text{var}(\epsilon_i)}$$

Where: λ_i is the loading factor (convergent validity), and $\epsilon_i = 1 - \lambda_i^2$. (Ghazali, 2018) states that this measurement can be used to measure reliability and the results are more conservative compared to composite reliability values. To determine composite reliability, if the composite reliability value is > 0.8 it can be said that the construct has high or reliable reliability, and > 0.6 is said to be quite reliable (Yamin, 2017). The following is the formula for calculating composite reliability, namely:

$$AVE = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum \text{var}(\epsilon_i)}$$

In PLS, the reliability test is strengthened by Cronbach alpha where the consistency of each answer is tested. Cronbach alpha is said to be good if $\alpha \geq 0.70$ and it is said to be sufficient if $\alpha \geq 0.60$.

3.2.2. Inner model

The structural model was evaluated using R-square (R^2) for dependent constructs, the Stone-Geisser Q-square test for predictive relevance, and the t-test and significance of structural path parameter coefficients. R^2 can be used to assess the influence of the independent latent variable on the dependent latent variable and whether it has a substantive influence. The criteria for limiting the R^2 value are in three classifications, namely: 0.67, 0.33, and 0.19. The influence of the magnitude of f^2 can be calculated using the following formula:

$$f^2 = \frac{R^2_{\text{include}} - R^2_{\text{exclude}}}{1 - R^2_{\text{include}}}$$

Where: R^2_{include} and R^2_{exclude} are the R-square of the dependent latent variable when the latent variable predictor is used or excluded in the structural equation. The f^2 values are equal to 0.02, 0.15, and 0.35. Apart from looking at the R-square value, the PLS model is also evaluated by looking at the Q-square predictive relevance to measure how well the observed values are produced by the model and the estimated parameters. A Q-square value greater than 0 indicates that the model has predictive relevance, while a Q-square value less than 0 indicates that the model lacks predictive relevance.

3.3. Research instrument

The survey instruments used in this study were developed based on established scales and theoretical frameworks. The work engagement scale was adapted from (cite relevant source), which captures dimensions such as vigor, dedication, and absorption. The person-job fit scale was derived from (cite relevant source), measuring the congruence between individual characteristics and job demands. The organizational commitment and employee performance scales were adopted from (cite relevant sources), assessing affective, normative, and continuance commitment, as well as task and contextual performance, respectively. These scales were translated into the local language and underwent a rigorous validation process, including expert review, pilot testing, and assessment of reliability and validity.

4. Result

A general description of respondents is presented in this research to describe the characteristics of respondents who have filled out the research questionnaire. Presentation of respondent demographics is necessary to describe the respondent's condition, which is additional information for understanding the research results. The respondents in this research were employees who worked at the Department

of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province, totaling 177 employees. 177 questionnaire data can be used as data in this research.

The presentation of questionnaire data regarding the identity of respondents aims to provide an overview of the condition of individual data from respondents, who are identified based on: age, gender, highest level of education, length of service, and marital status which can be seen in the following table:

Table 2. General description of respondents

Respondents by age		
Age	Frequency	Percentage
< 25 years	11 people	6.2%
26 – 35 years	27 people	15.3%
36 – 45 years	70 people	39.5%
46 – 50 years	48 people	27.1%
> 50 years	21 people	11.9%
Total	177 people	100.0%

Respondents by gender		
Gender	Frequency	Percentage
Male	94 people	53.1%
Female	83 people	46.9%
Total	177 people	100.0%

Respondents according to last education		
Last education	Frequency	Percentage
Senior high school	8 people	4.5%
Academy	8 people	4.5%
Bachelor	152 people	85.9%
Postgraduate	9 people	5.1%
Total	177 people	100.0%

Respondents according to length of service		
Years of service	Frequency	Percentage
< 2 years	8 people	4.5%
2.1 – 5 years	31 people	17.5%
5.1 – 10 years	73 people	41.5%
>10 years	65 people	36.7
Total	177 people	100.0%

Respondents according to marital status		
Marital status	Frequency	Percentage
Marry	172 people	97.2%
Not married yet	3 people	1.7%
Divorce	2 people	1.1%
Total	177 people	100.0%

Source: Authors finding, 2023.

4.1. Test research instrument

The instrument test used in this research consists of two parts, namely, the validity test and the reliability test.

4.2.1. Validity test

This validity test is used to see whether the questions used in the questionnaire can be measured accurately or not. This analysis is used to find out how carefully a test can determine its measuring function. With the help of the SPSS 26 for Windows program, the results were obtained that all statements were valid. In determining whether or not an item is suitable for use, a direct assessment of the correlation coefficient can be carried out with a minimum correlation value or r standard above 0.30. Complete results can be seen from the corrected item-total correlation coefficient which can be presented in Table 3.

Table 3. Validity test values

Research variable	Statement item code	Corrected item-total correlation	Standard R value	Conclusion
Work engagement	X1.1.1	0.829	0.30	Valid
	X1.1.2	0.774		
	X1.2.1	0.799		
	X1.2.2	0.713		
	X1.3.1	0.832		
	X1.3.2	0.743		
Person job fit	X2.1.1	0.865	0.30	Valid
	X2.1.2	0.845		
	X2.1.3	0.783		
	X2.1.4	0.824		
	X2.2.1	0.799		
	X2.2.2	0.837		
	X2.2.3	0.811		
	X2.2.4	0.766		
Organizational commitment	Z.1.1	0.829	0.30	Valid
	Z.1.2	0.732		
	Z.2.1	0.809		
	Z.2.2	0.828		
	Z.3.1	0.838		
	Z.3.2	0.815		
Employee performance	Y.1.1	0.860	0.30	Valid
	Y.1.2	0.671		
	Y.2.1	0.865		
	Y.2.2	0.803		
	Y.3.1	0.839		
	Y.3.2	0.858		
	Y.4.1	0.899		
	Y.4.2	0.848		
	Y.5.1	0.863		
	Y.5.2	0.887		
	Y.6.1	0.889		
	Y.6.2	0.874		

Source: Authors finding, 2023

The results of the validity test on the answers to this questionnaire show that all statement items in the questionnaire are declared valid. This is because each question item has a corrected item-total correlation coefficient that is greater than the standard *r* value. With a sample of 177 respondents, it shows that all statement items on the variables work engagement, person-job fit, organizational commitment, and employee performance are declared valid, the reason is that they have a corrected item-total correlation value above 0.30.

4.2.2. Reliability test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A measuring instrument can only be trusted and relied upon if consistent results are always obtained from unchanged measurement phenomena carried out at different times. To carry out a reliability test, Cronbach's alpha technique can be used, where a research instrument is said to be reliable if it has a social needs coefficient or alpha of 0.60 or more. The results of the reliability test for the variables work engagement, person-job fit, organizational commitment and employee performance can be seen in the following table:

Table 4. Reliability test values

Variable	Cronbach's alpha	Description
Work engagement (X1)	0.923	Reliable
Person job fit (X2)	0.949	
Organizational commitment (Z)	0.935	
Employee performance (Y)	0.972	

Source: Authors finding, 2023.

The results of the reliability test above show that Cronbach's alpha value of work engagement is 0.923, person-job fit is 0.949, organizational commitment is 0.935, and employee performance is 0.972. This shows that all variables have a Cronbach's alpha value greater than 0.60, which means there are no unreliable statements.

4.2. Measurement model analysis

An idea or research framework cannot be tested in a prediction model that describes causal or relational relationships between variables unless it has passed the refinement stage in the measurement model. Therefore, it is necessary to assess the model or external models using the Smart-PLS Algorithm 3.2.9 method. This stage aims to determine in more detail how the latent variable is related to the indicators that measure it. The measurement model is used to test whether the indicators in this research have adequate validity and reliability. In this research, validity, and reliability testing was carried out, namely convergent validity and discriminant validity:

4.2.1. Convergent validity

Convergent validity relates to the concept that measuring instruments for a construct should show a high correlation. Convergent validity occurs when scores resulting from two different instruments, but measuring the same construct, have a strong correlation. In Smart-PLS 3.2.9, the convergent validity test is evaluated by examining factor loadings. As a general guideline, the loading factor value should exceed 0.70 for confirmatory research, and between 0.60-0.70 is still acceptable for exploratory research. In addition, the average variance extracted (AVE) value should be greater than 0.50. However, in the initial stages of research and measurement scale development, loading factor values between 0.50-0.60 are still acceptable (Algarni & Ghazali, 2021).

A loading factor value that exceeds 0.70 is considered very good, while a value that exceeds 0.60 is considered sufficient (Yuwono et al, 2020). The views expressed by (Algarni & Ghazali, 2021) in this study used a loading factor value that exceeded 0.70. The reason behind this is to ensure that the study can provide more representative results. The results of data analysis using Smart-PLS 3.2.9 will produce algorithm results which can be illustrated in Figure 1 below:

PERSON JOB FIT

Figure 1. Algorithm in Smart PLS 3.2.9
Source: Authors findings, 2023.

Based on Figure 1, which is the algorithm results from Smart PLS 3.2.9, first, it will be explained the outer loading results, which are in Appendix 7 and can be shown in Table 5, as follows:

Table 5. Outer loading value in Algorithm Smart PLS 3.2.9

Research variables	Statement item code	Loading eactor	Loading factor	Description
Work engagement	X1.1	0.921	0.70	Valid
	X1.2	0.916		
	X1.3	0.925		
Person job fit	X2.1	0.978	0.70	Valid
	X2.2	0.974		
Organizational commitment	Z.1	0.914	0.70	Valid
	Z.2	0.939		
	Z.3	0.925		
Employee performance	Y.1	0.895	0.70	Valid
	Y.2	0.946		
	Y.3	0.948		
	Y.4	0.952		
	Y.5	0.938		
	Y.6	0.915		

Source: Authors findings, 2023.

Table 5 is the outer loading value in the Smart-PLS 3.2.9 algorithm. These results illustrate the convergent validity of each research variable, for the work engagement variable, which is measured using 3 research indicators, has a loading factor ranging from 0.916 to 0.925. Because all research indicators for the work engagement construct have a cutoff loading factor value above 0.70, this shows that the convergent validity for the work engagement construct can be considered valid. Furthermore, for the construct of the person-job fit variable, which was measured using 2 research indicators, it was found that the loading factor value ranged from 0.974 to 0.978. All indicators of person-job fit also have loading factor values above 0.70, so it can be said that all of these indicators also fulfill convergent validity well.

The organizational commitment construct is measured by three research indicators, and each of them has a loading factor value between 0.914 to 0.939. Because all loading factor values have exceeded the limit of 0.70, it can be concluded that the three research indicators for organizational commitment have met the requirements for convergent validity well. This is also related to employee performance which is measured using six research indicators, with each indicator having a loading factor value between 0.895 to 0.952. Because all of these loading factor values are also greater than 0.70, it can be considered that all research indicators for employee performance have met the criteria for adequate convergent validity. With good convergent validation results for each indicator of each research construct, it can be said that all research indicators for each research construct have met good convergent validity, meaning that these indicators can be used in hypothesis testing in research.

4.2.2. Discriminant validity

Discriminant validity involves the concept that two different constructs should not be highly correlated. Discriminant validity can be confirmed when two different instruments, measuring two different constructs, do not show a significant correlation in producing scores that should not be correlated. Discriminant validity testing is usually carried out by looking at the cross-loading of

measurements, where from the algorithm results in Smart PLS 3.2.9 the cross-loading value of each research construct will be presented for each research indicator, namely work engagement, person-job fit, organizational commitment, and employee performance. can be shown in table 6, namely:

Table 6. Cross-loading values in the Smart PLS 3.2.9 algorithm

	X1	X2	Y	Z
X1.1	0.921	0.137	0.526	0.541
X1.2	0.916	0.190	0.562	0.541
X1.3	0.925	0.081	0.523	0.549
X2.1	0.175	0.978	0.480	0.423
X2.2	0.112	0.974	0.458	0.386
Y.1	0.465	0.426	0.895	0.731
Y.2	0.566	0.460	0.946	0.760
Y.3	0.540	0.472	0.948	0.771
Y.4	0.560	0.456	0.952	0.750
Y.5	0.555	0.432	0.938	0.763
Y.6	0.580	0.446	0.918	0.731
Z.1	0.547	0.381	0.718	0.914
Z.2	0.536	0.390	0.768	0.939
Z.3	0.559	0.382	0.751	0.925

Source: Authors findings, 2023.

Table 6 is the cross-loading value in the algorithm in Smart-PLS 3.2.9 where each loading value of each indicator item for the construct is greater than the loading value. Thus, it can be concluded that all constructs already have other discriminant validity, where the indicators in the construct indicator block are better than the indicators in the other blocks.

Reliability shows the accuracy, consistency, and precision of a measuring instrument in making measurements. Reliability testing on SmartPLS 3.2.9 can use 2 methods, namely Cronbach's alpha value and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct. However, composite reliability is considered better in estimating the internal consistency of a construct, it is stated that the composite reliability rule of thumb and Cronbach's alpha values are good if ≥ 0.70 . In connection with the description above, the Cronbach Alpha and composite reliability values which are processed using the SmartPLS 3.2.9 application will be presented which can be displayed in the following table:

Table 7. Cronbach's alpha and composite reliability results

Variable	Cronbach's Alpha	Reliability composite	Description
Work engagement (X1)	0.910	0.943	Reliable
Person job fit (X2)	0.950	0.976	
Organizational commitment (Z)	0.970	0.976	
Employee performance (Y)	0.917	0.948	

Source: Primary data processing results, 2023.

Table 7 above shows that the composite reliability value is in the range of 0.943-0.976 which is greater than the rule-of-thumb value of 0.70. This can be concluded that all research indicators for each construct that were observed in this research already have a consistency that can be achieved. reliable in measuring each construct that is observed in this research. Based on the results of the evaluation of the measurement model (outer model), the conclusions that can be drawn in this research are from each

construct observed in this research such as work engagement (X1), person-job fit (X2), organizational commitment (Z) and employee performance. (Y) already has good validity and apart from that, it has the consistency of a reliable measuring instrument so that it can be processed for hypothesis testing in this research.

4.3. Hypothesis testing analysis

After evaluating the measurements (outer model), the next stage is testing the research hypothesis (inner model), where the inner model is the specification of the relationship between latent variables based on the substantive theory of the research. Before testing the research hypothesis (inner model), bootstrapping will first be presented in Smart-PLS 3.2.9, namely:

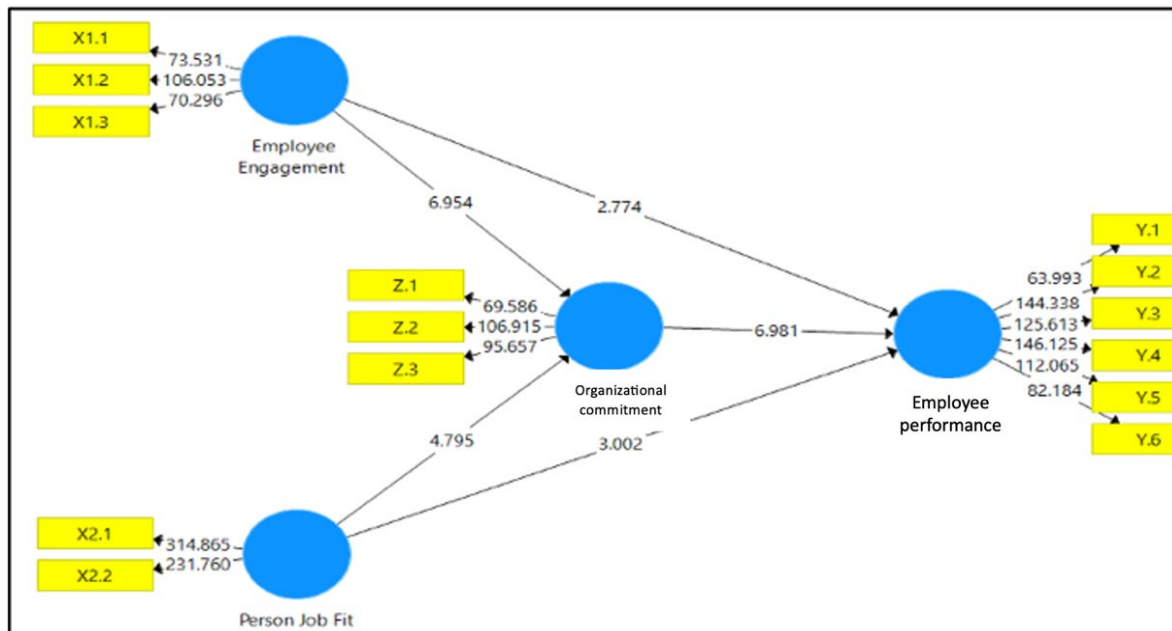


Figure 2. Bootstrapping in Smart-PLS 3.2.9
Source: Authors findings, 2023.

Based on Figure 2, namely the results of Smart-PLS 3.2.9 bootstrapping, the R-square and adjusted R-square analysis will first be presented which can be shown in the table as follows:

Table 8. The value of R-square and adjusted R-square

	R Square	Adjusted R Square
Organizational commitment	0.699	0.694
Employee performance	0.458	0.452

Source: Authors findings, 2023.

The R-square value for organizational commitment is 0.699 or 69.90% of organizational commitment which can be explained by work engagement and person-job fit while the remaining 0.301 or 30.10 percent can be explained by other factors not included in this research. Then, looking at the R-square value of employee performance, it is 0.458, which shows that 45.80% of employee performance can be explained by work engagement, personal job fit, and organizational commitment, while the remainder is 0.542 or 54.20%. Q² predictive relevance value, which aims to measure how this model can predict observation values and parameter estimates. A Q-Square value greater than 0 indicates that this model has good predictive relevance. Conversely, if the Q-Square value is less than 0, then this model has low predictive relevance or even no predictive relevance at all. The predictive relevance value is calculated using the following formula:

$$Q^2 = 1 - (1 - R^2) - (1 - R^2) \dots \dots \dots (1 - R^2)$$

From the formula above, the value of predictive relevance (Q^2) can be determined through the following calculation:

$$Q^2 = 1 - (1 - 0.458) (1 - 0.699)$$

$$Q^2 = 1 - (0.542 \times 0.301)$$

$$Q^2 = 1 - 0.163$$

$$Q^2 = 0.837$$

Based on the results of the Q square calculation in this research, which is 0.837 or 83.70 percent, it can be said that the model in this research has a good predictive relevance value because it is greater than 0, the results of the analysis seen from testing the research model are seen from the predictive results relevance (Q^2), then the research model is considered fit because the results of the path testing analysis will be carried out in this research. The path coefficient values, mean, t-values and P-values can be shown in the following table:

Table 9. Path coefficient values, mean, stdev t-values and p-values

	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P-values
X1 – Z	0.541	0.542	0.078	6.954	0.000
X2 – Z	0.335	0.335	0.070	4.795	0.000
X1 – Y	0.196	0.190	0.071	2.774	0.000
X2 – Y	0.201	0.196	0.067	3.002	0.003
Z - Y	0.606	0.613	0.087	6.981	0.000

Source: Authors findings, 2023.

Table 8, namely the path coefficient values, mean, stdev, t-values, and p-values, will present the results of the path test in this research which can be analyzed for direct and indirect effects which can be described as follows:

4.3.1. Direct effect

Based on the results of data processing using smart-pls 3.2.9 software, which is related to the influence of work engagement on organizational commitment at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi, a path coefficient value of 0.541 was obtained. This can mean that an increase of 1 unit in employee work engagement can be followed by an increase in organizational commitment. The findings in this research indicate that every employee who has work engagement in handling his work will make the employee committed to carrying out his work. Then, looking at the value ρ -value = 0.000 < 0.05, this shows that work engagement has a significant influence on organizational commitment. The findings of this research indicate that work engagement has a significant influence in increasing organizational commitment, especially for every employee who works at the Department of Agriculture, Livestock and Plantation Office, Majene Regency, West Sulawesi Province. Thus, the research hypothesis (H_1) can be accepted.

The results of path testing using smart-pls 3.2.9, namely the influence of person-job fit on organizational commitment at the Agriculture, Livestock, and Plantation Service office, Majene Regency, West Sulawesi Province, obtained a coefficient value of 0.335. Where it can be interpreted that every one-point increase in in-person job fit by 1 unit will be followed by an increase in organizational commitment of 0.335 points. This can be said that personal job fit contributes to increasing organizational commitment, where there is a match between employees and the work they do. In the workplace, it will make employees committed to carrying out their work, especially in the Agriculture, Livestock, and Plantation Service office, Majene Regency, West Sulawesi Province.

Then, looking at the level of significance with a p-value of 0.000 < 0.05, it can be said that a person's job fit has a positive and significant effect on organizational commitment. It can be said that the suitability of the individual to the job, especially employees, will increase organizational

commitment. The findings in this research indicate that person-job fit has a significant influence in increasing organizational commitment at the Agriculture, Livestock, and Plantation Service Office, Majene Regency, West Sulawesi. Thus, the hypothesis in this research is accepted.

Based on the results of data analysis in this research, a path coefficient value of 0.196 was obtained, which means that for every 1-point increase in work engagement, employee performance will increase by 0.196 points. This can be indicated that the existence of a situation where employees feel positive and satisfied with the work, they are handling will improve work performance for employees who work at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi Province.

Furthermore, with a value of $p\text{-value} = 0.006 < 0.05$, it can be said that work engagement has a positive and significant effect on employee performance. The findings in this research indicate that if employees feel positive and satisfied, which is characterized by work enthusiasm and high dedication to carrying out their work, this will have a meaningful influence in improving their work performance. Thus, the research hypothesis is accepted.

The results of data analysis using smart-pls 3.2.9 software, namely related to the influence of person-job fit on employee performance at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi, obtained a path coefficient value of 0.201, this can be interpreted as meaning that for every 1-point increase person job fit can be followed by an increase in employee performance of 0.201 points. The findings in this research show that the suitability of employee work placement will be able to improve employee performance, especially at the Agriculture, Livestock, and Plantation Service office, Majene Regency, West Sulawesi Province.

Then, with a $p\text{-value} = 0.003 < 0.05$, it can be indicated that there is a positive and significant influence between a person's job fit and employee performance at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi, where in this research it indicates that there are characteristics between work tasks with individual needs to carry out these tasks will strengthen employee attachment to work so that it will have a meaningful impact in improving employee work performance. From the research hypothesis that has been stated previously, it can be accepted.

Based on the results of data analysis in this research, a path coefficient value of 0.196 was obtained, which means that for every 1-point increase in work engagement, employee performance will increase by 0.196 points. This can be indicated that the existence of a situation where employees feel positive and satisfied with the work, they are handling will improve work performance for employees who work at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi Province.

Furthermore, with a value of $p\text{-value} = 0.006 < 0.05$, it can be said that work engagement has a positive and significant effect on employee performance. The findings in this research indicate that if employees feel positive and satisfied, which is characterized by work enthusiasm and high dedication to carrying out their work, this will have a meaningful influence in improving their work performance. Thus, the research hypothesis is accepted.

Based on the results of data analysis using smart-pls 3.2.9 software, which is related to the influence of person-job fit on employee performance at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi, a path coefficient value of 0.201 was obtained, this can be interpreted as meaning that for every increase of 1 point person job fit can be followed by an increase in employee performance of 0.201 points. The findings in this research show that the suitability of employee work placement will be able to improve employee performance, especially at the Agriculture, Livestock, and Plantation Service office, Majene Regency, West Sulawesi Province.

Then, with a $p\text{-value} = 0.003 < 0.05$, it can be indicated that there is a positive and significant influence between person-job fit and employee performance at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi Province, where in this research it indicates that there are characteristics between the characteristics of work tasks with individual needs to carry out these tasks will strengthen employee attachment to work so that it will have a meaningful impact in

improving employee work performance. From the research hypothesis that has been stated previously, it can be accepted.

The results of path testing regarding the influence of organizational commitment on employee performance which was processed using smart-pls 3.2.9 obtained a path coefficient value of 0.606, which can be interpreted that for every 1 unit increase in an organizational commitment by employees, it will be followed by an increase in employee performance of 0.606 points. The findings in this research indicate that the higher the employee's commitment to work, the higher the employee's performance will be. Then with a p-value = 0.000 < 0.05, this shows that there is a positive and significant influence on employee performance at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi, where it can be said that the higher the employee's commitment to working according to their duties and responsibilities, the higher the employee's commitment to work according to their duties and responsibilities. will have a meaningful impact in improving employee performance, thus the research hypothesis stated previously can be accepted.

4.3.2. Indirect effect

The results of path testing regarding the influence of organizational commitment on employee performance which was processed using smart-pls 3.2.9 obtained a path coefficient value of 0.606, which can be interpreted that for every 1 unit increase in organizational commitment by employees, it will be followed by an increase in employee performance of 0.606 points. The findings in this research indicate that the higher the employee's commitment to work, the higher the employee's performance will be.

Then, with a p-value = 0.000 < 0.05, this shows that there is a positive and significant influence on employee performance at the Agriculture, Livestock and Plantation Service Office, Majene Regency, West Sulawesi, where it can be said that the higher the employee's commitment to working according to their duties and responsibilities, the higher the employee's commitment to work according to their duties and responsibilities. will have a meaningful impact in improving employee performance, thus the research hypothesis stated previously can be accepted.

Table 10. The amount of indirect influence path testing with smart-pls 3.2.9

	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P-values
X1 -> Z -> Y	0.328	0.334	0.073	4.475	0.000
X2 -> Z -> Y	0.203	0.207	0.056	3.613	0.000

Source: Authors findings, 2023.

Based on the results of the path test, the influence of work engagement on employee performance is mediated by organizational commitment, where the magnitude of the indirect effect is 0.328 (0.541 x 0.606). This shows that the work engagement of employees who work at the Department of Agriculture, Livestock and Plantation Office, Majene Regency, West Sulawesi through organizational commitment to improving employee performance is 0.328, whereas seen from the p-value of 0.000 < 0.05, this indicates that organizational commitment can mediate the influence work engagement on employee performance.

The findings of this research can provide evidence that work engagement can increase employee commitment to work so that it will have an impact on improving employee performance, especially at the Agriculture, Livestock and Plantation Service office, Majene Regency, West Sulawesi. The research hypothesis that has been put forward is accepted.

The results of the path test are the indirect influence of person-job fit on employee performance through organizational commitment, where the magnitude of the indirect influence is 0.203 (0.335 x 0.606). This shows that the increase in personal job fit of employees who work at the Agriculture,

Livestock and Plantation Service office, Majene Regency, West Sulawesi will increase organizational commitment, thereby having an impact on employee performance, namely 0.203 or 20.30%.

Then, with a p-value of $0.000 < 0.05$, this shows that organizational commitment can mediate the influence of a person's job fit on employee performance. This indicates that person job fit can increase organizational commitment it can have implications for employee performance, especially at the Agriculture, Livestock and Plantation Service Office, Majene Regency, West Sulawesi. Thus, the hypothesis of this research can be accepted.

5. Discussion

The findings in this research are regarding the suitability of theory to research, opinions, and previous research which has been put forward by the results of previous research which supports this research. Following are seven main sections that will be discussed in the analysis of the findings of this research, namely: (1) the influence of work engagement on organizational commitment; (2) The influence of personal job fit on organizational commitment; (3) The effect of work engagement on employee performance; (4) The influence of person-job fit on employee performance; (5) The influence of organizational commitment on employee performance; (6) Organizational commitment mediates the influence of work engagement on performance; and (7) Organizational commitment mediates the influence of person-job fit on employee performance.

5.1. Direct influence

Based on the results of the SEM-PLS analysis, it was found that the work engagement variable on organizational commitment has a p-value of 0.000 because the p-value is $0.000 < 0.05$, which means that work engagement has a positive and significant effect on organizational commitment. This is interpreted to mean that the higher the work engagement that an employee has, the higher the sense of work commitment will be for every employee who works at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province.

Based on the results of observations made, it shows that the first indicator of work engagement, namely work enthusiasm, is included in the high category with a percentage of 3.80. This means that the average employee has high work enthusiasm in carrying out their duties and responsibilities as state officials, and employees work beyond what is normally expected to help the organization achieve its vision and mission. Then the second indicator, namely dedication, is included in the high category with a percentage of 3.88. This shows that the average employee is highly dedicated, the reason is that each employee always provides ideas or ideas for the progress of the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province, and employees are always focused on the work or tasks given by the leadership.

Furthermore, the third indicator of work engagement is absorption which is included in the high category with a percentage of 3.86. This can be explained by the fact that every employee is very happy when they are involved in every job or task they are given, and employees feel that time goes by so quickly when they are working. From the results of the analysis carried out, it can be concluded that on average employees have high work engagement or engagement in carrying out daily work activities at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi. The higher the employee's work engagement, the greater the work commitment will be. the higher it is. Employees who have high work engagement will work better; they work with commitment to goals. High work engagement makes an individual highly motivated at work and has commitment, enthusiasm, and enthusiasm for work.

From the results of the SEM-PLS analysis, the variable person-job fit on organizational commitment has a p-value of 0.000, because the p-value is $0.000 < 0.05$, which means that person-job fit has a positive and significant effect on organizational commitment. This explains that the higher the person's job fit regarding the compatibility between job characteristics and employee placement, the

more it will influence the organizational commitment of employees at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province.

Based on the results of research conducted regarding person-job fit, it appears that the first indicator, namely need-supply fit, is included in the high or good category with a percentage of 3.74, the reason is that the training organized by the organization is by job needs. Likewise, attributes such as salary, bonuses, and career paths provided by the organization follow the needs of employees. Apart from that, employees feel they have ideals and hopes that are in line with the goals the organization wants to achieve, and employees feel they have personality characteristics that follow the values espoused by the organization.

Based on the SEM-PLS results, the work engagement variable on employee performance has a p-value of 0.006, because the p-value is $0.006 < 0.05$, which means that work engagement has a positive and significant effect on employee performance. This can be interpreted to mean that the higher the engagement of employees in carrying out daily work activities, the more direct it will have an impact on improving employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province.

The results of the research show that the indicator of work engagement that has the highest influence on improving employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi is dedication. The reason is that every employee always puts forward ideas or thoughts that can be conveyed for the betterment of the organization. Apart from that, employees must always focus on the work and tasks given by the leadership to complete the work. The better the work engagement, the better the performance that can be achieved. Without good work engagement, few employees will have a sense of ownership and a sense of participation in advancing the organization by using all their potential abilities. An employee is said to have good work engagement if the employee wants to continue to strive to develop and develop their organization. Employees who have higher work engagement will tend to be more creative, more productive, and willing to work extra to produce performance.

Based on the SEM-PLS results, the work engagement variable on employee performance has a p-value of 0.003, because the p-value is $0.003 < 0.05$, which means that work engagement has a positive and significant effect on employee performance. This can be interpreted to mean that the higher the engagement of employees in carrying out daily work activities, the more direct it will have an impact on improving employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province.

The results of the research show that the indicator of work engagement that has the highest influence on improving employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi is dedication. The reason is that every employee always puts forward ideas or thoughts that can be conveyed for the betterment of the organization. Apart from that, employees must always focus on the work and tasks given by the leadership to complete the work. The better the work engagement, the better the performance that can be achieved. Without good work engagement, few employees will have a sense of ownership and a sense of participation in advancing the organization by using all their potential abilities. An employee is said to have good work engagement if the employee wants to continue to strive to develop and develop their organization. Employees who have higher work engagement will tend to be more creative, more productive, and willing to work extra to produce performance.

The results of the SEM-PLS analysis found that the organizational commitment variable on employee performance had a p-value of 0.000, because the p-value was $0.000 < 0.05$, which means that organizational commitment had a positive and significant effect on employee performance. This is interpreted to mean that if the organizational commitment of employees increases, it will have a direct effect on improving employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province.

Based on the results of the research conducted, it shows that the first indicator of organizational commitment, namely affective commitment, is included in the high category with a percentage of 4.01. This can be interpreted to mean that the average employee has high organizational commitment, as seen from the employee's feeling of pride in being part of this organization, apart from that, each employee will give their best effort beyond what is expected to help the organization achieve success. Then the second indicator, namely normative commitment, is included in the high category with a percentage of 4.06. It can be seen that the organization is very inspiring to achieve good job performance, as well as that employees have not contributed much to the development of this organization.

Meanwhile, the third indicator of organizational commitment is continuance commitment which is included in the high category with a percentage of 4.16. This can be seen that for employees this organization is the best organization to work for, apart from that employees find it difficult to get a job with a good income like the job they are currently doing. Organizational commitment for employees is very important because employees who have a strong commitment to the organization will display their best performance and be productive in carrying out their work. From the results of the analysis carried out, it can be concluded that the average employee has a high work commitment, both to their work and the organization where they work, so this influences the performance of employees at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi, the higher the employee's organizational commitment. then employee performance will increase.

5.2. Indirect influence

Based on the results of testing the indirect influence of work engagement on employee performance through organizational commitment, a p-value of 0.000 was obtained, because the $p\text{-value} = 0.000 < 0.05$, this result can be said that organizational commitment can mediate the influence of work engagement on employee performance. This shows that the presence of high employee engagement at work will make employees loyal to the tasks or work given, so it can indirectly influence the increase in employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi. Employees who show a high level of engagement tend to have high organizational commitment, this can be caused by the great enthusiasm and persistence that employees have to achieve organizational success.

Work commitment can mediate the influence of work engagement on employee performance. This shows that work engagement will have a positive impact on organizational commitment, namely by having work enthusiasm, dedication, and employee absorption or involvement in work, it will make employees feel proud of the organization where they work This inspires employees to produce high job performance or work performance in achieving quality and quantity of work for employees at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province. Organizational commitment cannot mediate the relationship between work engagement and employee performance. This means that work engagement is more effective in directly influencing employee performance without organizational commitment as a mediating or intervening variable.

The results of testing the indirect effect of person-job fit on employee performance through organizational commitment obtained a p-value of 0.000, because the $p\text{-value} = 0.000 < 0.05$, it can be said that organizational commitment can mediate the influence of person-job fit on employee performance. This shows that the existence of a person's job fit, namely the existence of suitability/personality that suits the job, will provide high work commitment for employees, thus having an impact on increasing employee performance at the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province.

The results of the analysis show that organizational commitment can mediate the influence of a person's job fit on employee performance. This shows that the existence of employee desires or needs includes psychological needs, preferences, values, interests, and goals. As well as the employee's ability regarding job requirements that must be met by skills and knowledge, they will provide the best effort

beyond what is expected to help the organization achieve success in achieving the organization's vision and mission. So, this will provide increased employee performance. Organizational commitment can be a mediating variable or intervening variable for the influence of a person's job fit on employee performance.

The findings of this study have significant practical implications for various stakeholders in the agricultural sector and the broader public sector in Indonesia. For organizational leaders and human resource managers, the observed positive influence of work engagement and person-job fit on employee performance underscores the importance of fostering a supportive work environment that promotes employee well-being and job satisfaction. Implementing initiatives such as job crafting, employee development programs, and strategic recruitment and selection practices can enhance work engagement and ensure a better fit between employees and their job roles, ultimately driving improved performance.

Furthermore, the study's insights could inform policymakers and regulatory bodies in developing guidelines and frameworks that prioritize employee well-being and job design within the public sector. By promoting best practices in work engagement and person-job fit, public sector organizations can enhance their operational efficiency and effectively contribute to the nation's agricultural development and economic growth.

6. Conclusion

In conclusion, this study has investigated the influence of work engagement and person-job fit on employee performance within the Department of Agriculture, Livestock and Plantation, Majene Regency, West Sulawesi Province, Indonesia. The findings reveal a significant positive impact of work engagement, characterized by enthusiasm, dedication, and absorption in one's work, on employee performance. Additionally, person-job fit, reflecting the congruence between individual characteristics and job demands, is found to positively influence employee performance. Notably, the study highlights the mediating role of organizational commitment, suggesting that work engagement and person-job fit contribute to enhanced organizational commitment, which subsequently drives improved employee performance.

The observed positive relationships between work engagement, person-job fit, organizational commitment, and employee performance underscore the importance of fostering a supportive work environment that promotes employee well-being and job satisfaction. Organizations in the agricultural sector and the broader public sector should prioritize initiatives such as job crafting, employee development programs, and strategic recruitment and selection practices to enhance work engagement and ensure a better fit between employees and their job roles.

Furthermore, the study's findings have practical implications for policymakers and regulatory bodies in developing guidelines and frameworks that prioritize employee well-being and job design within the public sector. By promoting best practices in work engagement and person-job fit, public sector organizations can enhance their operational efficiency and effectively contribute to the nation's agricultural development and economic growth.

However, it is important to acknowledge the limitations of this study, such as the potential for response biases due to self-reported data, the cross-sectional nature of the data collection, and the focus on a specific geographic region. Future research could explore longitudinal or experimental designs to establish causal relationships and examine the generalizability of the findings across different sectors or regions in Indonesia.

Additionally, further investigations could delve into the specific dimensions or facets of work engagement and person-job fit that have the most significant impact on employee performance and organizational commitment. Qualitative studies could also complement the quantitative findings, offering deeper insights into the lived experiences and perceptions of employees within the agricultural and public sectors.

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