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Analysis of the Influence of Employee Engagement on the Performance of Inspectorate Employees of Southwest Aceh Regency

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze the influence of employee engagement on the performance of employees of the Southwest Aceh Regency Inspectorate. The research uses a quantitative approach with an associative method. The sample totaled 41 employees who were taken by saturated sampling. Data was collected through questionnaires and analyzed using simple linear regression. The results of the study showed that employee engagement had a positive and significant effect on employee performance, with an R^2 value of 0.432. This means that the higher the level of employee attachment to the organization, the higher the performance produced. These findings affirm the importance of creating a participatory work culture and organizational support in improving the performance of regional supervisory apparatus.

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INTRODUCTION

Employees in government agencies always play an important role in realizing organizational goals, including in the Southwest Aceh Regency Inspectorate. Employee performance is not only performing routine duties, but also reflects the effectiveness and efficiency of the implementation of supervision, accountability, and public service functions. The condition of the work environment, motivation, and employee engagement are strategic factors that deserve attention to improve performance in institutions like this.

The concept of Employee Engagement or work attachment, essentially describes the extent to which employees are emotionally, cognitively, and physically involved in their work and the organization. As stated that "employees who have a high attachment to work and their organization will come to work regularly, have a sense of belonging to the organization, have high motivation and individual performance. (Widyastuti & Rahardja, 2018)". This shows that employee engagement is not just physical presence, but also commitment and self-identification with work.

In the context of the public sector, especially in supervisory institutions such as the Inspectorate, employee attachment to tasks and organizations can have a significant impact on the quality of supervision, reporting accuracy, and compliance with internal standards and external regulations. A study on government agencies shows that employee engagement has a positive and significant effect on employee performance (Ngamel et al., 2025). Therefore, when employees feel fully engaged, they tend to work not only 'enough' but 'more' than expected.

However, there are still various challenges that color the implementation of human resource management in local government agencies. Among them are a complex bureaucracy, an increased workload, high employee turnover, and the possibility of low internal employee motivation. All of this can be an obstacle to the creation of optimal work attachments. Therefore, strengthening employee engagement is a must so that the performance of employees at the Southwest Aceh Inspectorate can be more optimal.

Furthermore, employee performance variables also require a clear definition in the context of the Inspectorate. Employee performance in a supervisory organization means the ability of employees to carry out supervisory tasks, provide recommendations, ensure follow-up, and maintain integrity and transparency. These indicators make performance a complex benchmark, not just the quantity of work but also the quality, timeliness, and impact. Thus, efforts to increase employee engagement are expected to encourage the improvement of these aspects.

This background encourages a deeper analysis of the influence of employee engagement on employee performance at the Southwest Aceh Regency Inspectorate. This institution has a strategic role in maintaining good governance in the district, so that the quality of employees and their performance greatly determine the effectiveness of the institution. This analysis aims to provide an empirical picture that can be the basis for internal policies for performance improvement.

Previous research has confirmed that employee engagement has a real influence on employee performance. For example, in a study within the Environment Agency of Central Papua Province, it was found that "the higher the work attachment, the better the performance shown by employees" (Ngamel et al., 2025). Then in another study at the Langsa City Government's BKPSDM, it was also proven that there was a positive and significant relationship between employee engagement and performance (Manurung et al., 2025). These findings reinforce the relevance of the topic in the context of local government.

However, specific research focusing on the Inspectorate in districts in Southwest Aceh is still limited. This opens up research space that has not been worked on much, so that the results can contribute to personnel management practices at the regional level. Thus, this study is not only academic but also applicable to policy makers at the Inspectorate.

Factors that affect employee engagement also need to be considered, such as organizational support, internal communication, training, work environment, and leadership. For example, research shows that organizational support and employee engagement together affect employee performance (Umihastanti & Frianto, 2022). By paying close attention to these variables, organizations can design interventions to increase employee work engagement.

In the realm of supervisory institutions, employees who feel involved in the organization's vision and mission tend to be more responsible and show more initiative in the implementation of tasks. When work attachment is fostered through open communication, participation in decision-making, and appreciation for employee contributions, individual and organizational performance can grow synergistically. This is important for the Southwest Aceh Regency Inspectorate as a supervisory institution that is required to provide accountable results.

Furthermore, internal challenges such as regulatory changes, demands for public transparency, digitization of the supervisory process, and employee competence are external factors that demand to improve employee performance. In situations like this, employee engagement serves as an internal driver that allows employees to face challenges with readiness, enthusiasm, and commitment. Thus, work attachment is a key element in dealing with the dynamics of the work environment in local government.

Another thing that needs to be considered is the local context of Southwest Aceh which has distinctive regional social, cultural, and bureaucratic characteristics. The uniqueness of this context makes it necessary to analyze it by considering local conditions such as organizational structure, work culture of the apparatus, and community expectations. Without understanding this context, efforts to improve employee engagement and performance may not be optimal.

In this study, the researcher will analyze how much employee engagement affects employee performance at the Southwest Aceh Regency Inspectorate, as well as identify managerial implications that can be applied in this environment. These objectives include empirical validation, recommendation development, as well as contributions to the public sector personnel management literature.

The benefits of the research are expected to be felt by various stakeholders, including the leaders of the Inspectorate, employees themselves, as well as external stakeholders such as the community and local governments. With better employee performance, the effectiveness of the supervisory and governance functions in Southwest Aceh Regency can increase.

This research will also encourage the development of strategies to increase employee engagement, such as relevant training, awards, improving organizational communication, and employee career development. All of these interventions will be directed so that employees feel more belonging, more contributed, and more recognized in the organization.

In summary, through this analysis, it is hoped that it can be known how employee engagement as an independent variable affects employee performance variables as dependent variables within the Southwest Aceh Regency Inspectorate. In addition, this research will provide a practical overview of how to improve employee performance through optimal work attachment.

Thus, the importance of this research is not only limited to the academic side, but also to the side of applying real practices in local government. When employees at the Inspectorate feel fully involved, they not only carry out their duties according to the minimum, but actively innovate and contribute to improving governance.

Finally, this research is expected to be a foothold for further research in the field of public service management, especially in areas with different socio-cultural characteristics such as Southwest Aceh Regency. Thus, the results of the research can be the basis for strategic policies to improve the performance of supervisory apparatus at the regional level.

LITERATURE REVIEW

Employee Engagement

Employee engagement is a concept that describes the extent to which an employee is emotionally, cognitively, and physically involved in his or her work. According to (Kahn, 1990), engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." This means that employees who have high engagement will present themselves fully when working, not just physically present.

(B. Schaufeli & B. Bakker, 2004) define employee engagement as a positive psychological condition characterized by *Vigor* (high spirits), *dedication* (devotion), and *Absorption* (fully engaged). These three dimensions form the basis for assessing how much an employee feels involved and has a sense of responsibility for his work and organization. Engaged employees tend to have high intrinsic motivation, are more loyal, and have better performance than non-engaged employees.

Moreover (Judge & Robbins, 2013) It also emphasized that employee attachment is an important indicator of the success of modern organizations. Employee engagement creates an emotional connection between employees and organizational goals, which ultimately affects productivity levels and work

effectiveness. Thus, engagement is not just a sense of job satisfaction, but also reflects commitment and active participation in achieving organizational targets.

Employee Performance

Employee performance (*employee performance*) can be understood as the result of work achieved by a person in carrying out tasks according to the responsibilities given (Anwar Prabu, 2017). In the context of public organizations such as the Inspectorate, performance is not only measured by work output, but also compliance with procedures, service ethics, punctuality, and contribution to organizational goals.

According to (Umihastanti & Frianto, 2022), employee performance consists of several main indicators, namely work quality, work quantity, punctuality, effectiveness, and independence. In the government sector, this indicator needs to be adjusted to the context of bureaucracy and operational standards of public agencies. Thus, the performance of Inspectorate employees includes the implementation of supervisory functions, audit reporting, and contributions to increasing public accountability.

(Armstrong & Taylor, 2023) adding that employee performance is the result of synergy from individual factors (competence, motivation, attitude), organizational factors (work culture, leadership, reward system), and psychological factors (attachment and job satisfaction). Employee engagement is a psychological factor that plays a direct role in individual performance.

The Relationship between Employee Engagement and Employee Performance

The relationship between employee engagement and employee performance has been the focus of various human resource management research. In general, the theory states that the higher the employee's attachment to his work, the better the performance he or she shows (Sakeru et al., 2019). This is due to emotional involvement and a greater sense of responsibility for the results of the work.

According to the theory *Job Demands-Resources Model* (Bakker & Demerouti, 2007), engagement increases when organizational resources such as leadership support, positive feedback, and growth opportunities are available to employees. These resources act as motivational factors that encourage individuals to work with greater passion and dedication. When engagement increases, naturally performance is also pushed up.

Thus, the positive relationship between these two variables forms the basis for the research hypothesis:

H_1: Employee engagement has a positive and significant effect on the performance of employees of the Southwest Aceh Regency Inspectorate.

METHODOLOGY

Types and Approaches to Research

This study uses a quantitative approach with the type of associative research. The quantitative approach was chosen because it aims to test the relationship and influence between variables in a measurable manner based on

numerical data. Associative research is used to determine the extent of the relationship and influence between independent variables (*employee engagement*) and dependent variables (*employee performance*).

According to (Akbar et al., 2023), associative research is research that aims to find out the relationship between two or more variables. Thus, this study seeks to explain the influence of employee attachment on employee performance at the Southwest Aceh Regency Inspectorate empirically and measurably.

Research Location and Time

This research was carried out at the Southwest Aceh Regency Inspectorate, which is located in Blangpidie, Aceh. The selection of this location was carried out purposively because this institution has a strategic function in supervising and controlling local governance.

The research period was carried out for four months, from April 2025 to July 2025, which included the stage of instrument preparation, data collection, data analysis, and the preparation of research reports.

Population and Sample

Population

The population in this study is all employees who work at the Southwest Aceh Regency Inspectorate. Based on personnel data in 2025, the total number of employees is 41 people, consisting of structural and functional employees.

Sample

Because the population is relatively small (less than 100 respondents), the sample determination technique used is saturated sampling (census). According to (Sugiyono, 2010), saturated sampling technique is a sample determination technique when all members of the population are used as research samples.

Thus, the number of samples in this study is 41 employees at the Southwest Aceh Regency Inspectorate.

Data Types and Sources

The data used in this study consists of two types, namely:

1. Primary data, namely data obtained directly from respondents through the distribution of questionnaires regarding *employee engagement* variables and *employee performance*.
2. Secondary data, namely data obtained from official agency documents such as data on the number of employees, organizational structure, performance reports, as well as relevant literature and previous research.

Data Collection Techniques

The data collection techniques used in this study include:

1. Questionnaire

The main instrument used was a closed-ended questionnaire containing statements based on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). This questionnaire was compiled based on indicators from each research variable.

2. **Documentation Studies**
   The researcher also collected secondary data through official documents such as performance reports, organizational structures, and internal policies related to employee management at the Southwest Aceh Regency Inspectorate.
3. **Supporting Interview (optional)**
   To strengthen the quantitative data, brief interviews were conducted with several structural officials to obtain a contextual picture related to the implementation of duties and employee work culture.

Operational Variables and Definitions

This study has two main variables, namely:

1. Independent Variable (X): Employee EngagementRefers to the theory of Schaufeli and Bakker (2010), which includes three main dimensions:
   - *Vigor* (enthusiasm and energy at work)
   - *Dedication* (devotion and enthusiasm for work)
   - *Absorption* (full involvement in work)
2. Dependent Variable (Y): Employee PerformanceBased on Mangkunegara (2017), performance indicators include:
   - Quality of work
   - Working quantity
   - Timeliness
   - Effectiveness
   - Independence

Each indicator is measured using several statement items adapted from the literature and previous research.

Data Analysis Techniques

Data analysis is carried out through the following stages:

1. **Validity and Reliability Tests**
   To ensure that the questionnaire instrument is authentic and consistent. The validity test was carried out using *Pearson's Product Moment* correlation, while the reliability was tested using *Cronbach's Alpha coefficient* with a minimum limit of 0.70 (Nunnally, 1978).
2. **Descriptive Analysis**
   Used to describe the characteristics of the respondent and the distribution of the respondent's answers to each statement item.
3. **Classic Assumption Test**
   Includes normality tests, multicollinearity tests, and heteroscedasticity tests to ensure data meet the requirements of classical linear regression models.
4. **Simple Linear Regression Analysis**
   It is used to test the influence of employee engagement variables on employee performance with the equation:

$$Y = a + bX + e$$

where:
Y = Employee Performance
X = Employee Engagement
a = Constant
b = Regression coefficient
e = Error term

5. **Hypothesis Test (t-Test)**
   To find out whether employee engagement variables have a significant effect on employee performance. The test was carried out with a significance level of 0.05.

Research Ethics

The entire research process is carried out by paying attention to the principles of research ethics, including maintaining the confidentiality of respondent data, obtaining official permission from the agency leadership, and ensuring that research results are used only for academic purposes.

RESEARCH RESULTS

Respondent Overview

This study involved 41 employees of the Southwest Aceh Regency Inspectorate as respondents. They consist of structural and functional employees, with an average working period of more than five years. The composition of respondents reflects all parts of the organization, so the results of the study include a comprehensive view of *employee engagement* and performance.

Data Analysis Results

Simple Linear Regression Test (Employee Engagement on Employee Performance)

To determine the influence of *the employee engagement* variable (X_1) on *employee performance* (Y), a simple linear regression analysis was performed with the help of SPSS version 25. The results can be seen in the following table:

Table 1. Simple Linear Regression Test Results

Independent Variables	Coefficient (B)	t-count	Sig.	Information
Employee Engagement (X_1)	0.482	4.210	0.000	Significant
Constant (a)	1.152	–	–	–
R Square (R^2)	**0.432**			
N = 41 respondents				

Source: Primary data processed with SPSS (2025)

Interpretation of Regression Results

Based on the table above, the regression equation is obtained as follows:

$$Y = 1.152 + 0.482X_1$$

This means that every 1 unit increase in *employee engagement* value will increase *employee performance* by 0.482 units. The t-count value of 4.210 was greater than the t-table (2.021) at a significance level of 5% (α = 0.05). Sig value = 0.000 < 0.05, which means that *employee engagement* has a positive and significant effect on *employee performance*.

The R-Square value of 0.432 indicates that 43.2% of the variation in employee performance can be explained by *employee engagement* factors, while the remaining 56.8% is explained by other variables not examined in this model (e.g. leadership, motivation, and work environment).

DISCUSSION

The results of the study show that employee engagement has a positive and significant effect on the performance of employees of the Southwest Aceh Regency Inspectorate. Based on simple linear regression analysis, a *t-count* value of 4.210 with a significance level of 0.000 was obtained, which is smaller than 0.05. That is, the hypothesis that employee *engagement* affects *employee performance* is accepted. A determination coefficient value (R^2) of 0.432 indicates that 43.2% of employee performance variations can be explained by work attachment, while the remaining 56.8% can be explained by other factors such as motivation, work environment, and leadership.

Theoretically, these results are consistent with the view that (Kahn, 1990) which states that *employee engagement* is a psychological condition in which employees express themselves physically, cognitively, and emotionally in their work. Employees who have a high level of engagement will work enthusiastically, show high dedication, and be fully involved in the execution of tasks. In the context of the Southwest Aceh Regency Inspectorate, this means that employees who feel connected to the organization will be more enthusiastic in carrying out supervision and reporting tasks, and show high responsibility for the results of their work.

This research also strengthens the theory of the Job Demands-Resources Model (Demerouti & Bakker, 2023), explaining that when organizations provide adequate resources—such as leadership support, effective communication, and a conducive work environment—employees will feel valued and motivated to perform at their best. In this case, employee attachment serves as a bridge between organizational resources and individual performance improvement. Inspectorate employees who have work support and a high sense of involvement tend to be more productive and committed to achieving audit targets and implementing supervisory functions.

This proves that the higher the emotional involvement and sense of belonging to the organization, the higher the performance produced. Engaged employees work not only out of obligation, but also out of a sense of moral and professional responsibility for their duties.

These findings are also supported by research (Hibatullah, 2025), which found a positive and significant influence between *employee engagement* and employee performance at the West Sumatra Provincial Regional Civil Service Agency. The study explains that work attachment plays an important role in

building employees' sense of belonging to the organization, which ultimately encourages increased work productivity.

Meanwhile, research (Vindriana & Rahayu, 2023) found that *employee engagement* has an effect of 47% on the performance of employees within BPKP, an institution that has similar functions and work characteristics to the Inspectorate. This shows that work involvement is very relevant in government agencies that focus on the function of supervision and public accountability. Employees who are engaged in supervisory institutions tend to have a high sense of responsibility and integrity in carrying out audit tasks and compiling audit report results.

In addition to strengthening previous theories and empirical findings, the results of this study also provide a contextual picture that the level of engagement in the Southwest Aceh Regency Inspectorate is an important factor to support organizational effectiveness. In government agencies, employees often face challenges such as bureaucratic routines, high administrative burdens, and limited resources. Therefore, a high level of work attachment can serve as an *internal drive* to maintain enthusiasm and productivity in the midst of existing limitations.

This result also reinforces the concept (Judge & Robbins, 2013) which states that employee attachment creates a positive emotional connection between the individual and the organization, which further drives improved performance. In the case of the Inspectorate, employees who felt involved in planning, supervising, and evaluating work programs performed better than those who did not feel involved. This shows the importance of creating a participatory and transparent organizational culture.

Furthermore, the positive relationship between engagement and performance also strengthens the theory **Self-Determination** (Ryan & Deci, 2024) which explains that individuals will show optimal performance if their psychological needs for autonomy, competence, and social connectedness are met. Inspectorate employees who feel trusted, involved in decision-making, and have a harmonious working relationship with the leadership will feel more motivated to work well.

Nevertheless, despite the influence of *employee engagement* Quite strong, the R^2 value of 0.432 also shows that there are still other factors that affect employee performance by 56.8%. These factors can be in the form of leadership style, reward system, intrinsic motivation, or organizational culture. This is in line with the results of the research (WIJAYANTI, 2025) which states that employee attachment has a positive but insignificant effect on performance at KPP Pratama Yogyakarta due to the existence of excessive workload and an uneven reward system.

Thus, although work attachment has been shown to have a positive effect on employee performance, the success of improving overall performance also depends heavily on the synergy between individual and organizational factors. In the context of the Southwest Aceh Regency Inspectorate, strengthening *employee engagement* must be followed by efforts to increase employee capacity, role clarity, and a work environment that supports participation and innovation.

Overall, the results of this study confirm that *employee engagement* is one of the main pillars of improving employee performance in the public sector. Employee involvement not only creates harmonious working relationships, but

also encourages commitment to the quality of work results and moral responsibility to the organization. Therefore, the Southwest Aceh Regency Inspectorate needs to continue to develop a human resource management strategy that is oriented towards employee engagement, reward, and competency development to ensure the sustainability of optimal organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study show that employee engagement has a positive and significant effect on the performance of employees of the Southwest Aceh Regency Inspectorate. The higher the level of involvement and sense of belonging of employees to the organization, the higher the performance produced. The work attachment factor contributed 43.2% to the variation in employee performance. Therefore, it is recommended that the leadership of the Inspectorate strengthen a participatory work culture, provide proportionate rewards, and create a work environment that supports collaboration, open communication, and self-development opportunities for all employees.

ADVANCED RESEARCH

The next study is expected to add other variables such as motivation, leadership, and work environment so that the results are more comprehensive. In addition, mixed methods (quantitative and qualitative) can be used to dig deeper into employees' perceptions of the factors that affect their performance.

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