

THE EFFECT OF ORGANIZATIONAL COMMITMENT AND EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE INDONESIA SECRETARIAT GENERAL OF THE NATIONAL RESILIENCE COUNCIL MEDIATED BY STRATEGIC LEADERSHIP

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Abstract: The purpose of this research was to analyse organizational performance at the Indonesia Secretariat General of the National Resilience Council by observing and examining the influence of organizational commitment and employee engagement as well as the mediating effect of Strategic leadership. This study examined seven hypotheses with a structural equation model using Smart PLS. The sample of this research consisted of 140 personnel at the Indonesia Secretariat General of the National Resilience Council.

The results of this study indicated that there was a direct positive and significant relationship between organizational commitment and employee engagement in organizational performance. This research also produced interesting findings because of the role of strategic leadership which had a significant negative effect both directly and as a mediator on organizational commitment. Even, it had no significant effect in mediating the relationship between employee engagement and organizational performance. In general, this research showed a strategic leadership role that was opposite to the general results of related research, which was the novelty of this research.

The results of this study showed the need for changes in policy, strategy, and leadership efforts in the form of attitudes, methods, and commitment of the leadership of the Indonesia Secretariat General of the National Resilience Council as a framework for implementing strategic leadership to be able to contribute to improving organizational performance. The limitation of this research was the need for in-depth analysis to find potential root causes which could generally be obtained through inductive methods in qualitative research.

Keywords: organizational commitment, employee engagement, strategic leadership, organizational performance

1. Introduction

The National Resilience Council has existed since 1946, following the mandate of Law No. 6 of 1946 concerning the State of Emergency at that time the National Resilience Council was still known as the National Defense Council, which had the function of holding emergency powers. While the current National Resilience Council was developed following Presidential Decree (Keppres) number 101 of 1999 concerning the National Resilience Council and the Indonesia Secretariat General of the National Resilience Council. The Indonesia Secretariat General of the National Resilience Council, as explained in the Presidential Decree, has the function of formulating draft decisions on national policies and strategies in the framework of fostering national resilience, as well as in the context of ensuring the safety of the nation and state from threats to the sovereignty, unity, integrity, and defending the life of the nation and state, and compiling estimates of national development risks faced within a certain time limit and drafting national policy stipulations and strategies to rehabilitate the effects of development risks. This is in line with the opinion of M. A. Khan et al., (2020) that any organization or agency is established to achieve the goals that should be based on its vision and mission. Hence, to achieve the goal, good cooperation is needed.

Mjaku & c, (2020) states that organizational performance is influenced by several factors, namely internal organizational environmental factors, organizational external environmental factors, and internal personnel factors so that in quality and quantity the performance of employees and organization in carrying out the delivery of tasks and authority is in line with responsibilities given to the employee (Nosratabadi et al., 2020). Organizational performance at the Indonesia Secretariat General of the National Resilience Council can be improved by taking into account the following factors: Organizational Commitment, Employee Engagement, and the importance of encouraging the role of Strategic Leadership in carrying out its main duties so that all programs and performance targets of the Indonesia Secretariat General of the National Resilience Council can be implemented optimally.

De las Heras-Rosas et al. (2021) states that organizational commitment can have an impact on organizational performance by providing opportunities for its members to receive more challenging assignments, greater autonomy, flexibility to work, greater levels of extrinsic imbalance, and opportunities to get a higher promotion. Organizational commitment, according to Jang et al., (2021), is a spirit that must remain for personnel to be able to make the organization even better in the future. All statements and opinions about Organizational Commitment above are organizational commitments that need to be cultivated by the leadership of the Indonesia Secretariat General of the National Resilience Council to follow the rules that have been set for a better achievement of organizational performance.

The role of Strategic Leadership in running an organization is also an important factor in improving organizational performance. Pasaribu et al. (2021) conveyed that strategic leadership is the ability to influence people to make decisions in daily activities simultaneously which will increase the survival of organizational performance in the long term.

The role of Strategic leadership, according to Alblooshi et al. (2020) is the process of forming a vision for the future, communicating this vision to subordinates, stimulating & motivating followers, and taking part in interactions that support commitment by involving employees in achieving organizational performance goals.

The research gap in this study with previous research was observation and research constructs, where the strategic leadership variable which is generally used as an independent variable is directed to become a mediating variable, this was done to see the important role of strategic leadership whether it strengthened in building quality organizational performance at the Secretariat General of the Council National Resilience, because so far there are still many things that have not been carried out properly at the Indonesia Secretariat General of the National Resilience Council, especially the interactions between each deputy, expert, and personnel were lack of efforts to achieve organizational goals.

The novelty of the research was the analysis of organizational commitment and employee engagement in the organizational performance of the Indonesia Secretariat General of the National Resilience Council mediated by the strategic leadership. This was the first research conducted in a government institution specifically in the Secretariat General of the National Resilience Council. This research was carried out since the researcher considered that the Indonesia Secretariat General of the National Resilience Council had not optimally been able to carry out its main tasks so there was a need to increase performance at the Indonesia Secretariat General of the National Resilience Council. This novelty was also intended to be able to provide input to the Indonesia Secretariat General of the National Resilience Council, especially to the Leaders and Echelon I and II at the Indonesia Secretariat General of the National Resilience Council regarding the importance of improving Human Resources (HR) through increasing applicable organizational commitment and employee engagement to produce good organizational performance strengthened by strategic leadership to support the success of the main tasks of the Indonesia Secretariat General of the National Resilience Council.

Specifically, the purpose of this research was described as follows:

1. To analyse the influence of organizational commitment on organizational performance at the Indonesia Secretariat General of the National Resilience Council.
2. To analyse the influence of employee engagement on organizational performance at the Indonesia Secretariat General of the National Resilience Council.
3. To analyse the influence of organizational commitment on strategic leadership at the Indonesia Secretariat General of the National Resilience Council.

4. To analyse the influence of employee engagement on strategic leadership at the Indonesia Secretariat General of the National Resilience Council
5. To analyse the influence of strategic leadership on organizational performance
6. To analyse the influence of organizational commitment on organizational performance mediated by strategic leadership at the Indonesia Secretariat General of the National Resilience Council.
7. To analyse the influence of employee engagement on organizational performance mediated by strategic leadership at the Indonesia Secretariat General of the National Resilience Council.

2. Theoretical Background

2.1. Organizational Commitment

The definition of organizational commitment, according to Jang et al. (2021), is essentially an individual attitude and values given to the organization to devote himself to an organization and be involved in efforts to achieve the mission, values, and goals of the organization. The dimension used in this study was to measure organizational commitment using the dimensions from Hirschi & Spurk (2021) which could be described as follows:

1. Affective commitment: affective commitment referred to emotional attachment to the organization, identification with the organization, and involvement in the organization. A person's affective commitment would be stronger if his experience in an organization was consistent with expectations and satisfied his needs.
2. Continuance commitment: it involved commitment based on the cost that the employee is associated with leaving the organization. The concept whose orientation emphasized a person's contribution could be lost at any time if that person left the organization. Leaving an organization was a high-risk activity because people were afraid of losing the contribution they had made to the organization and realized that it was impossible to find a replacement.
3. Normative commitment: it involved employees' feelings of obligation to stay with the organization. Normative commitment could be influenced by various aspects, including initial socialization and the form of a person's role from his or her organizational experience. The strong link between commitment and empowerment was caused by the desire and readiness of employees in the organization to be empowered by accepting various challenges.

2.2. Employee Engagement

Bapat & Upadhyay (2021) states that employee engagement is employee involvement including emotional aspects whether employees have positive or negative attitudes towards the organization and its leaders. The physical aspect of employee engagement concerns the physical involvement given by individuals to complete their roles within the organization. The dimensions used to measure this research are according to Ghayas & Khan, (2022), employee engagement in an organization is how members of the organization express and state their opinions regarding the sustainability of the organization, both in terms of performance and this is measured by dimensions including;

1. Comfortable, a condition in which a person feels well or comfortable both mentally, physically, and socially.
2. Respect, respect or comply with all the rules involved in the organization.
3. Ability, individual capacity to carry out various functions in a job.
4. Challenge, an object that inspires determination to improve the ability to solve problems.
5. Fairly, as it is without any additions that are not good for the organization.

2.3. Strategic Leadership

Al Khajeh (2018) defines strategic leadership as a person's ability to anticipate, imagine, maintain flexibility, think strategically, and work with others to initiate changes that will create a good future for the organization. Bin Atan & Mahmood (2019) state that strategic leadership is the ability to influence others to voluntarily make everyday decisions that enhance the long-term viability of the organization, while at the same time maintaining short-term financial stability. The dimensions used in this study were those carried out by Alblooshi et al. (2020). The dimensions of strategic leadership were as below:

1. Visionary is a personality or attitude that can be used as a reference in choosing a leader.
2. Managerial, set something that has been determined properly and directed.
3. Sustaining, trying to keep everything unchanged and remain as it is.

2.4. Organizational Performance

According to K. Singh & Misra (2021), organizational performance reflects the way an organization takes advantage of tangible and intangible resources to achieve goals and the culmination of organizational work processes and activities. According to Hasani & O'Reilly (2021), organizational performance is defined as related to organizational goals and objectives, which states that organizational performance is the actual result or output of an organization that is measured against output. The dimensions used for this study were according to Alhashedi et al. (2021), with the dimensions being:

1. Task Performance, conducting an assessment based on the implementation that has been carried out.
2. Contextual Performance, indirectly affects the organization but can provide support for the performance achieved.
3. Counter-productive Work Behavior, not following instructions or deliberately doing work in the wrong way.

2.5. Research hypothesis

The various challenges that will be faced to maintain and increase organizational commitment and the involvement of organizational supervisors who are encouraged and directed by strategic leaders are the most important parts of making an organization's performance more optimal. Based on problem identification, research questions, and previous research, the researcher created a conceptual framework that was formed in the study, as shown below:

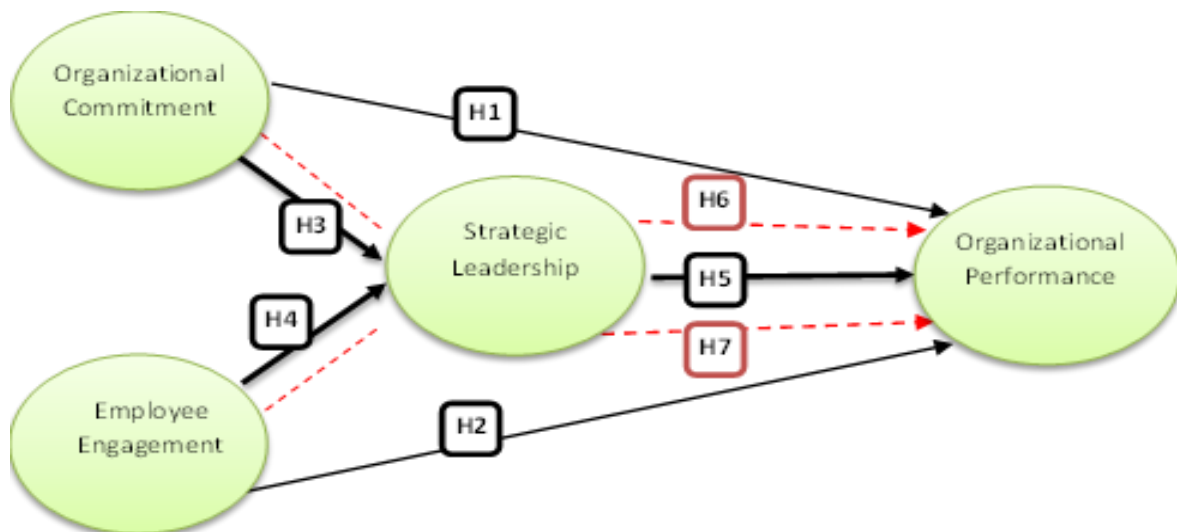


Figure 1: Conceptual framework of research

The hypotheses in this research were:

2.1.1. The Effect of Organizational Commitment on Organizational Performance

W. Wang et al. (2020) states that employees who have high organizational commitment will voluntarily provide maximum effort for the progress of the organization. The same thing was also expressed by Herrera & De Las Heras-Rosas (2021), it was stated that there is a positive relationship between organizational commitment and the results desired by the organization. In fact, according to Hasan et al. (2021), employees who are committed to the organization have the potential to improve performance individually, in groups, and the organization. Hence, the influence of organizational commitment has a systemic impact on all components of the organization so it has the potential to multiply the achievements or performance of the organization. The above view is reinforced by

research conducted by S. Endang & S.Dyah (2022), where research on the influence of entrepreneurial leadership and organizational learning on the performance of midwives in Banyuwangi mediated by organizational commitment showed a positive and significant relationship between organizational commitment to midwife performance. The commitment that midwives have would be able to improve their performance. These findings strengthen the findings of Abdullan and Ramay (2012) who also concluded that organizational commitment has a direct influence on organizational performance. Some experts also strengthen the relationship between organizational commitment and organizational performance (Peterson et al, 2003). Based on the description of the previous research above, the hypotheses produced in this study was:

H1: There was an influence of Organizational Commitment on Organizational Performance.

2.1.2. The Effect of Employee Engagement on Organizational Performance

Wiley, J.W. (2013) said that employee engagement affects organizational commitment. In his view, Wiley stated that employee engagement includes components in general including enthusiasm for work, commitment, organizational pride, employee alignment towards organizational goals, and the desire to make special efforts ((Vance, 2006; Robinson, 2007; Schneider, Macey, Barbera, & Martin, 2009). In this context, employee engagement according to Wiley is the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary efforts to complete tasks that are important for achieving organizational goals. Goswami, S. & Goswami B.K.'s research (2021) on hospitals in Turkey found that there was a positive and significant effect between the combination of employee experience and employee engagement on organizational performance. Based on the description of the previous research above, the hypothesis developed in this study was:

H2: There was an influence of Employee Engagement on Organizational Performance.

2.1.3. The Effect of Organizational Commitment on Strategic Leadership.

Hutagalung et al., (2020) in his research found that Organizational Commitment had a positive and significant effect on Leadership. This was also reinforced in the view of Meerits & Kivipõld (2020) that Organizational Commitment and Leadership will have a strong influence on each other that will have an impact on organizational performance in the future. This is also in line with Akbar, S., & Zaman, S. (2011) who researched the Pakistani communications sector, finding that there is a strong influence between strategic leadership and organizational commitment. Leadership is influenced by internal factors and external factors. Internal factors are factors from within that are influenced by individual character. While external factors include the situation and condition of the group or subordinates. This means that if the conditions of the group are conducive it will influence the effective leadership style. The positive influence of Organizational Commitment and Strategic Leadership is able to run well and lead to a positive Organizational Commitment. Based on the description of the previous research above, the development of the hypothesis in this study was:

H3: There was an influence of Organizational Commitment on Strategic Leadership.

2.1.4. The Effect of Employee Engagement on Strategic Leadership.

Papalexandris, N. & Galanki, E. (2009) in a study based on data from 50 CEOs in Greece in 2004 which was part of phase II of the GLOBE project (Global Leadership and Organizational Behavior Effectiveness Research Project) found a positive and significant relationship between leadership and employee engagement. This is in line with research from Mariappanadar, S. (2018) on consulting industry companies in Australia which found that leadership style is complementary to employee engagement. Employee Engagement that is built in work groups within the organization will be a catalyst in building togetherness which is a strength for the organization in carrying out its duties. This condition becomes an external factor that influences strategic leadership. Based on the explanation of the experts above, the development of the hypothesis in this study was:

H4: There was an influence of Employee Engagement on Strategic Leadership.

2.1.5. The Effect of Strategic Leadership on Organizational Performance.

In Oarham's Dissertation, J.B. (1974) regarding the effect of leadership on the organizational performance of companies registered with the Michigan Employment Security Commission strengthens the theoretical framework regarding the existence of a strong and positive relationship between strategic leadership and organizational performance. In line with that, Kamariah, N., Kadir, A.R., & Kadir Muh, I.A. (2018) at four hospitals (RS) in Makassar, namely RD. Dr. Wahidin Sudiro Husodo, Lauang Baji Hospital, Haji Hospital, and Makassar Hospital found that there is a positive and significant relationship between strategic leadership and organizational performance, especially in the aspect of accountability. From the theoretical study and research results above, the hypothesis in this study was:

H5: There was an influence of Strategic Leadership on Organizational Performance.

2.1.6. The Effect of Organizational Commitment on Organizational Performance Mediated by Strategic Leadership.

Research by Meerits & Kivipõld (2020) and Akbar, S., & Zaman, S. (2011) clearly shows that there is a strong influence between organizational commitment on Leadership. In an identical context, S. Endang & S. Dyah (2022) and Abdullan and Ramay (2012) show a positive and significant relationship between organizational commitment to organizational performance. Even Peterson et.al. (2003) showed the views of experts that strengthen the relationship between organizational commitment and organizational performance (Peterson et al, 2003). Meanwhile, Oarham's dissertation, J.B. (1974) and Kamariah, N., Kadir, A.R., & Kadir Muh, I.A. (2018) show the relationship between strategic leadership and organizational performance. Thus, it can be assumed that there is a strategic leadership role as a mediator of the relationship between organizational commitment to organizational performance. Based on the description of the previous research above, the development of the hypothesis in this study was:

H6: There was an influence of Organizational Commitment on Organizational Performance which is mediated by Strategic Leadership.

2.1.7. The effect of Employee Engagement on Organizational Performance mediated by Strategic Leadership.

Research by Papalexandris, N. & Galanki, E. (2009) and research by Mariappanadar, S. (2018) shows that there is a positive and significant relationship between employee engagement and strategic leadership. While Oarham's dissertation, J.B. (1974) and research by Kamariah, N., Kadir, A.R., & Kadir Muh, I.A. (2018) saw a positive and significant relationship between strategic leadership and organizational performance. This illustrates the role of strategic leadership as a mediator, especially as related to the relationship between employee engagement and organizational performance. Ngwa's thesis, C.M. (2012) reinforces the important role of strategic leadership style in the success of public, private, and NGO organizations. In his findings, although there are differences in the focus of leadership in public organizations which are more long term, and private organizations which are more short term, in essence, strategic leadership becomes the main guideline and role model in realizing what the organization wants to aim or achieve. Therefore, whatever the factors related to the process of organizational activities, leadership is always a mediator in directing organizational activities toward the goals that have been set. Based on the description of the previous research above, the development of the hypothesis in this study was:

H7: There was an influence of Employee Engagement on Organizational Performance which is mediated by Strategic Leadership

3. Methodology

This research would later use survey techniques, a deductive approach, and be quantitative (Sarstedt et al., 2020). The deductive approach aims to test the theory by collecting data from respondents and then applying it and observing it with statistical tests. The approach in this research is quantitative with the type of explanatory research or hypothesis testing research. Yusup (2018) explains that explanatory research explains the causal relationship between variables that influence the hypothesis. The research design according to Wang, Tang, &

Cheng (2018) is a testing hypothesis that aims to explain the nature of the relationship between two or more variables.

3.1. Population and Sample

Questionnaires were distributed to 148 respondents who were senior officials at the Indonesia Secretariat General of the National Resilience Council at the level of determining strategic or operational policies. The number of samples in this study that was feasible was as many as 140 respondents, while those that were not suitable were as many as 8 respondents. Descriptive statistics is a process that can be carried out in research data in the form of tabulations so that it can be easily understood and interpreted. Descriptive statistical data analysis aims to analyse data by summarizing and describing numerical data regarding the gender, age, position, length of time in office, and education of the respondents.

3.2. Data Analysis

Evaluation of the measurement model or outer model begins with testing convergent validity and discriminant validity. Based on the Partial Least Square (PLS) analysis using Smart PLS version 3.2 software, was presented in Figure 2.

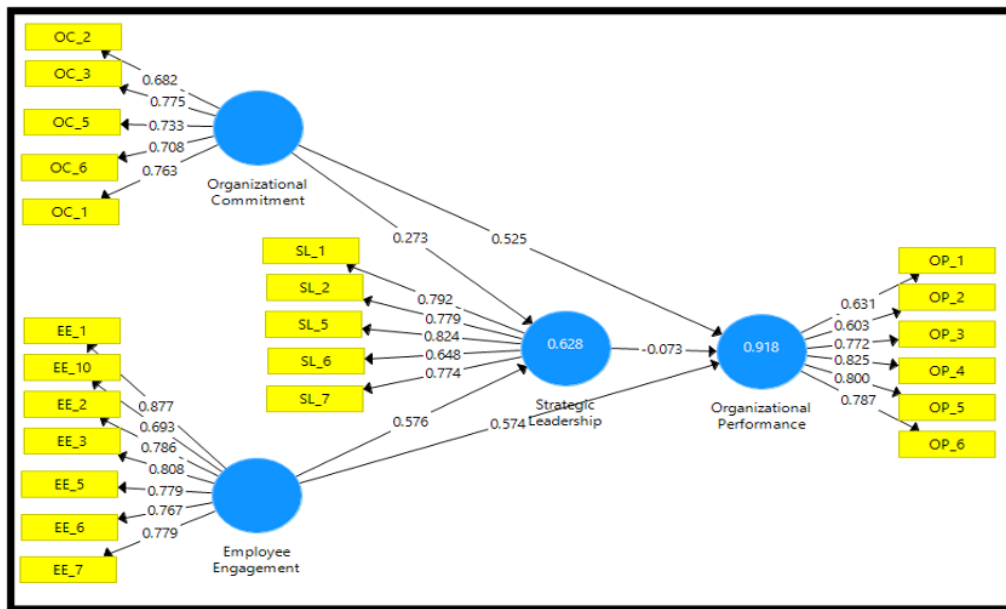


Figure 2: SEM-PLS research model

4. Results

The significance of the direct and indirect effect hypotheses can be observed in the path coefficients table, namely the output value of T-Statistics (Imam Ghazali, 2015). The requirement for a significance quality is 5% if the T-statistics number exceeds 1.96 or the P-value exceeds 0.05 (Imam Ghazali, 2015) as an alpha number (α). According to the current arrangement. If the tstatistic numbers $>$ table and p numbers $<$ α . then it shows that it meets the requirements so that H_0 is rejected or H_a can be accepted.

Tabel 1: Hypothesis testing results

Track	Estimated Value	P-Value	Conclusion
$\alpha \rightarrow \beta$ Direct			

<i>Organizational Commitment -> Organizational Performance</i>	0,525	0.000	H1: Influence/Accepted	Significant
<i>Employee Engagement -> Organizational Performance</i>	0,574	0.000	H2: Influence/Accepted	Significant
<i>Organizational Commitment -> Strategic Leadership</i>	0,273	0.001	H3: Influence/Accepted	Significant
<i>Employee Engagement -> Strategic Leadership</i>	0,576	0.000	H4: Influence/Accepted	Significant
<i>Strategic Leadership -> Organizational Performance</i>	-0,073	0.026	H5: Influence/Accepted	Significant
X ->M->Y/With Mediating				
<i>Organizational Commitment -> Strategic Leadership ->Organizational Performance</i>	-0,042	0.027	H6: Influence/Accepted	Significant
<i>Employee Engagement -> Strategic Leadership ->Organizational Performance</i>	-0,020	1.000	H7: Not significant/reject	

Note: $p \geq 0,05$, t -statistics > 1,96

4.1. The influence of Organizational Commitment on Organizational Performance.

Testing the research hypothesis of organizational commitment on organizational performance showed the results of a p-value of $0.000 > 0.05$, so it can be concluded that there is a direct influence of organizational commitment on organizational performance with a path coefficient value of 0.525 meaning that adding one unit value to organizational commitment will increase organizational performance by a positive 0.525. From the description and explanation above, it could be concluded that the results of this study supported previous findings that organizational commitment was a factor that had a significant effect on organizational performance.

4.2. The Influence of Employee Engagement on Organizational Performance.

Testing the employee engagement research hypothesis on organizational performance showed the results of a p-value > 0.05 . it could be concluded that there was a direct effect of employee engagement on organizational performance with a path coefficient value of 0.574 meaning that the addition of one unit value on employee engagement would increase organizational performance by a positive 0.574. Thus, the results of this study supported previous findings that employee engagement was a factor that had a significant effect on organizational performance at the Indonesia Secretariat General of the National Resilience Council.

4.3. The Effect of Organizational Commitment on Strategic Leadership.

Based on the results of testing the third hypothesis, the research on organizational commitment to strategic leadership showed the results of a p-value > 0.05 , it could be concluded that there was a direct effect of organizational commitment on strategic leadership with a path coefficient value of 0.273 meaning that adding one unit value to organizational commitment would increase strategic leadership of positive 0.273. Based on the description, it was explained that one that influenced strategic leadership was organizational commitment. It emphasized that organizational commitment could be defined as a form of leadership needed by an organization to improve basic capabilities and to increase organizational commitment, especially at the Indonesia Secretariat General of the National Resilience Council.

4.4. The Effect of Employee Engagement on Strategic Leadership.

Testing the fourth hypothesis of employee engagement research on strategic leadership showed a p-value > 0.05 , so it could be concluded that there was a direct effect of employee engagement on strategic leadership with a path coefficient value of 0.576 meaning that adding one unit of value to employee engagement would increase strategic leadership by a positive 0.576. Based on the description, it was explained that one that influenced strategic leadership was employee engagement which could be defined as a form of personnel involved in the organization to implement strategic leadership policies that had been set by the leadership at the Indonesia Secretariat General of the National Resilience Council.

4.5. The Effect of Strategic Leadership on Organizational Performance.

Testing the strategic leadership research hypothesis on organizational performance showed the results of p-value $0.026 > 0.05$, it could be concluded that there was a direct effect of strategic leadership on organizational performance. With a path coefficient value of -0.073, it meant that adding one unit of value to strategic leadership would reduce organizational performance by a positive 0.073. Thus, the results of this study supported previous findings that strategic leadership was a factor that significantly influenced the organizational performance of the Indonesia Secretariat General of the National Resilience Council even though the results were negative. This gave hope that strategic leadership still had great potential to be transformed into a factor that had a positive and significant impact on organizational performance.

4.6. The effect of Organizational Commitment on Organizational Performance mediated by Strategic Leadership.

Based on the results of testing the sixth hypothesis, organizational commitment affected organizational performance mediated by strategic leadership, showing the results with a p-value of 0.027. the estimated value was -0.042, it could be concluded that there was an indirect significant negative influence of organizational commitment on organizational performance mediated by strategic leadership of -0.042. This meant that strategic leadership provided a decrease in the influence of organizational commitment on organizational performance. These results also provided different views regarding the mediating effect of strategic leadership in most studies where in general strategic leadership was a significant and positive mediation of organizational performance.

4.7. The effect of Employee Engagement on Organizational Performance mediated by Strategic Leadership.

The results of the seventh hypothesis test in employee engagement research affected organizational performance mediated by strategic leadership showing the results of a p-value $< 1,000$, which meant that these values did not meet the requirements for accepting the hypothesis so that it could be concluded that employee engagement did not affect organizational performance mediated by the strategic leadership. The results were not significant or were rejected from the effect of employee engagement on organizational performance mediated by strategic leadership, indicating that leaders at the Indonesia Secretariat General of the National Resilience Council did not provide examples that were in line with moderate values of nationalism that could be accepted by all groups. This was also appropriate based on the findings of Men et al. (2021) which underlined that employee engagement would not be successful if strategic leadership did not have a good foundation and this would have an impact on organizational performance, especially for the Indonesia Secretariat General of the National Resilience Council.

5. Discussions

The discussion was based on the results of analysis using the Structural Equation Model Partial Least Square (SEMPLS) using the Smart PLS 3 data processing program combined with descriptive statistical analysis. The discussion in this study intended to answer the proposed research problem formulation with a significance level following the hypothesis accompanied by an explanation. The research results showed that not all hypotheses were significant.

5.1. The Effect of Organizational Commitment on Organizational Performance.

The results of testing the first hypothesis indicated that organizational commitment had a direct effect on organizational performance. In this case, organizational commitment became an important exogenous variable in increasing organizational performance. The results of this study supported the research that had been conducted by Howard et al. (2021) on organizational commitment as work performance. The Organizational Commitment at the Indonesia Secretariat General of the National Resilience Council to good work performance was shown by the pleasure of the personnel at the Indonesia Secretariat General of the National Resilience Council to carry out discussions with experts and officials from other Ministries about the organization of the Indonesia Secretariat General of the National Resilience Council during a meeting at the Indonesia Secretariat General of the National Resilience Council. By conveying this matter, it would be able to carry out the main tasks of the institution smoothly because all Ministries that were included in the permanent members of the National Resilience Council already knew the working mechanism existed there. This understanding of the positions, obligations, and duties of each Ministry within the National Resilience Council would greatly enhance the work performance of the Indonesia Secretariat General of the National Resilience Council. Therefore, it could be concluded that the results of this study supported previous findings that organizational commitment was a factor that had a significant effect on organizational performance.

5.2. The Effect of Employee Engagement on Organizational Performance.

The results of testing the second hypothesis showed that employee engagement had a direct effect on organizational performance. In this case, employee engagement was an important exogenous variable in increasing organizational performance. Research by Sun & Bunchapattanasakda (2019) on companies in Bangkok stated that employee engagement in an organization was one of the important things to note because employees who had high competence could clarify work standards and expectations as a selection tool, could maximize productivity, developed a remuneration system, facilitated adaptation to change and completing work behaviour with organizational performance values. It could be noticed at the Indonesia Secretariat General of the National Resilience Council that each person had been placed according to their respective competencies according to their class and position. With good and proper placement, personnel could carry out work optimally according to work standards that were made so that personnel could produce the expected work productivity. High productivity at the Indonesia Secretariat General of the National Resilience Council showed that organizational performance was also high. Thus, the results of this study supported previous findings that employee engagement was a factor that had a significant effect on organizational performance at the Indonesia Secretariat General of the National Resilience Council.

5.3. The Effect of Organizational Commitment on Strategic Leadership.

According to Carvalho et al. (2021), strategic leadership is a series of processes that determine the level of effectiveness of organizational commitment in building fundamentally good connections between human resources, technology, business processes, and business opportunities that aim to increase economic, social, and intellectual stakeholders, society, and employees. This strategic leadership is necessary considering the challenges for companies engaged in technology, namely environmental changes, which are very fast, diverse, and risky with a very tight level of competition. According to Meerits & Kivipõld (2020), Organizational commitment and leadership will have a strong influence on each other and will have an impact on organizational performance in the future. Alblooshi et al. (2020). The Indonesia Secretariat General of the National Resilience Council had human resources who were selected and had a good intellectual level, were equipped with modern technological facilities, and all work procedures had been prepared in standard business process documents. Until now, the leadership of the Indonesia Secretariat General of the National Resilience Council, with strategic leadership, had been able to direct and realize a good level of organizational commitment to personnel in their ranks, as evidenced by the establishment of good relationships and connections between the use of technology by all personnel and the implementation of consistent work business processes. Based on this description, it was explained that one that influenced strategic leadership was organizational commitment.

5.4. The Effect of Employee Engagement on Strategic Leadership.

The results of testing the fourth hypothesis showed that employee engagement had a direct effect on strategic leadership. In this case, employee engagement was an important exogenous variable in improving strategic leadership. This direct effect showed that the higher the employee engagement, the higher the implementation of strategic leadership was. In line with Martins' research (2020) the employee engagement process for strategic leadership consists of identifying and initiating trends, focusing on key messages and strategies, selecting and developing human resources that are in line with the strategy, integrating the right human resources and technology (through team-building, team-leadership, and adapting technology and social systems, creating brand and trust by upholding morality, work ethics, and performance, supporting innovation and learning, emphasizing key messages and strategies, refocusing projected future success. Employee Engagement at the Indonesia Secretariat General of the National Resilience Council could be carried out well in the context of carrying out the main tasks of the Indonesia Secretariat General of the National Resilience Council, personnel could carry out their duties properly within the scope of the Bureau unit, Assistant Deputy, Expert Staff, and Deputy in line with their respective duties and in work groups formed according to the recommendations to be made. Each Work Unit at the Indonesia Secretariat General of the National Resilience Council also understood its human resources so that in carrying out important activities such as organizing Pre-Sessions and Limited Working Meetings, the leadership of the Indonesia Secretariat General of the National Resilience Council could easily integrate existing human resources so that these activities could be carried out smoothly and with good results in line with the main policies and strategies of the Leadership of the Indonesia Secretariat General of the National Resilience Council.

5.5. The Effect of Strategic Leadership on Organizational Performance.

The results of testing the fifth hypothesis in this study proved that strategic leadership had a different effect on organizational performance than other studies so this became one of the novelties of this study where in general, strategic leadership had a positive and significant effect on organizational performance. Among other things, these results according to Badr El-Deen & Ali, (2021) showed that satisfactory strategic leadership would have an impact on increasing organizational performance. Whereas this study provided a different view where the strategic leadership that was applied could cause a decrease in organizational performance. This showed that there was a need for improvement in the implementation of strategic leadership where several policies and strategies issued by the leadership had a negative impact on performance. This condition could be caused by various factors, both individual and organizational as a system.

5.6. The influence of Organizational Commitment on Organizational Performance mediated by Strategic Leadership.

Some of these general studies included research by Mahdi & Nassar, (2021) on several companies in Dubai which stated how organizational commitment influences organizational performance mediated by strategic leadership during a pandemic. Likewise, Khasawneh's research (2020) on research objects in Jordan, found that strategic leadership plays an important role because it is the leader who will move and direct the organization in achieving goals, and at the same time, it is not an easy task. Organizational commitment at the Indonesia Secretariat General of the National Resilience Council had clear objectives, that personnel at the Secretariat General of the National Resilience Council were committed so that the work results of the formulation of recommendations could increasingly have a strategic value that became implementation input to the President in dealing with problems and challenges in aspects of National Défense and Security National. On the other hand, the leadership of the Indonesia Secretariat General of the National Resilience Council also had a big vision to revitalize the National Resilience Council to become the National Security Council (Wankamnas). This strategic vision was a great energy from leaders who had strategic leadership which could indirectly unite the organizational commitment of the Indonesia Secretariat General of the National Resilience Council to improve organizational performance to be more optimal. However, the results of this study indicated that strategic leadership became a mediator which reduced the influence of organizational commitment. The results of data processing that described this significant negative effect had been illustrated by the direct effect of strategic leadership on organizational performance which was significant but negative.

5.7. The effect of Employee Engagement on Organizational Performance mediated by Strategic Leadership.

Based on the results of this study, if the results of the hypothesis testing did not meet the requirements for accepting the hypothesis, then there were conditions and situations in the strategic leadership variable at the Indonesia Secretariat General of the National Resilience Council that were unable to influence employee engagement at the Indonesia Secretariat General of the National Resilience Council. If the application of Strategic leadership influence on employee engagement did not show good results on organizational performance, then there were still attitudes and policies on strategic leadership led by the Indonesia Secretariat General of the National Resilience Council that were not quite right. The results of employee engagement descriptive statistics on the responses given by personnel of the Indonesia Secretariat General of the National Resilience Council, two indicators have fewer values related to the role of the leadership of the Indonesia Secretariat General of the National Resilience Council, namely indicator number 9 of 2,521 and indicator number 10 of 2,329. This low score indicated that the majority of personnel respondents were still not treated fairly in their duties and still felt that there was no fairness in deciding the rights and obligations of the leadership at the Indonesia Secretariat General of the National Resilience Council. One of the conditions that occurred was that leaders often gave assignments to subordinates without being supported by a budget. Leaders always held that all tasks should be based on high achievement. In addition, the personnel also felt that there was an inconsistency between the Leadership of the Indonesia Secretariat General of the National Resilience Council in determining the writing format that applied to each working group team. The leader could personally change the format according to the wishes of other workgroup teams. This resulted in uncertainty and caused delays in completing tasks. While the injustice in deciding on rights and obligations was felt by some personnel at the Indonesia Secretariat General of the National Resilience Council who had different beliefs from the leadership at the Indonesia Secretariat General of the National Resilience Council, because in their daily lives when the leadership gave instructions at Leader Hours meetings, gave directions and activities evaluation, did not use rules that were universal but used values that were in line with his beliefs. The results were not significant or were rejected from the effect of employee engagement on organizational performance mediated by strategic leadership, indicating that the leaders at the Indonesia Secretariat General of the National Resilience Council did not provide examples that were in line with the more moderate values of nationalism that could be accepted by all groups. This was also appropriate based on the findings of Men et al., (2021) which underlined that employee engagement would not be successful if strategic leadership did not have a good foundation and this would have an impact on organizational performance, especially for the Indonesia Secretariat General of the National Resilience Council.

6. Conclusions

1. In general, the conclusions of this study consisted of 7 hypotheses, and the results of this study provided a general conclusion that organizational commitment and employee engagement factors had a significant and positive effect on organizational performance, while strategic leadership had a significant and negative effect on organizational performance at the Indonesia Secretariat General of the National Resilience Council which became one of the novelties of this study. This study also found a mediating effect of the strategic leadership variable on the independent variable of organizational commitment which has a significant negative effect on organizational performance.
2. Meanwhile, the independent variable employee engagement did not affect organizational performance which is mediated by the strategic leadership. The strategic leadership variable as mediation for employee engagement still had a weak influence on organizational performance. This needed to be of particular concern to the Indonesia Secretariat General of the National Resilience Council, especially to the leaders of the Indonesia Secretariat General of the National Resilience Council so that they could implement appropriate strategic leadership policies in leading the Indonesia Secretariat General of the National Resilience Council, due to the positive influence of strategic leadership on organizational commitment and employee engagement. It would greatly encourage the personnel of the Indonesia Secretariat General of the National Resilience Council to be able to carry out their duties and responsibilities optimally so that the organizational performance of the Secretariat General of the National Resilience Council would be better.

6.1. Limitations of the Study

1. The research examined the interrelationship of four variables, namely: organizational commitment, employee engagement, strategic leadership, and organizational performance. Other independent variables should be added and moderating variables to be able to develop research hypotheses.
2. The population of this study was employees at the Indonesia Secretariat General of the National Resilience Council which was part of the place where the researchers work and the number of personnel at the Indonesia Secretariat General of the National Resilience Council who were qualified for research was also limited so that this study could only take a sample of 140 respondents.
3. The research was quantitative so it focused more on the analytic aspects of variable relationships. While in social research, there were broad aspects that could be explored so that there were still potential factors and other variables that influenced organizational performance improvement at the Indonesia Secretariat General of the National Resilience Council.
- 4.

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