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The Effect of Work Engagement on ASN Performance at BKPSDM Indragiri Hilir Regency

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A B S T R A C T

This study aims to analyze the effect of work engagement on civil servant performance at BKPSDM of Indragiri Hilir Regency. This research used a quantitative approach with an explanatory research method. The sample consisted of 44 civil servants selected through saturated sampling. Data were collected using a Likert-scale questionnaire and analyzed with SPSS through validity, reliability, normality, simple linear regression, t-test, and coefficient of determination tests. The results show that work engagement has a positive and significant effect on civil servant performance, with a significance value of 0.000 < 0.05 and a regression coefficient of 0.602. The R Square value of 0.437 indicates that work engagement explains 43.7% of civil servant performance.

INTRODUCTION

Human resource management in public sector organizations has a strategic role in supporting the effectiveness of the implementation of government tasks. The State Civil Apparatus (ASN) as the main element in the bureaucracy is required to be able to carry out work professionally, disciplined, adaptive, and oriented towards the interests of public services. Good performance of ASN is one of the benchmarks of the success of government agencies in providing quality services for the community. Thus, efforts to improve the performance of ASN are not only related to the implementation of administrative tasks, but also include the ability of employees to show responsibility, productivity, and commitment to achieving organizational goals. (Sriwanti & Assery, 2023; Sugiyanto et al., 2025).

The performance of ASN is an important aspect because it is directly related to the quality of public services and the achievement of government organizational goals. Optimal performance reflects the ability of employees to carry out their duties in accordance with predetermined work standards, targets, and responsibilities. On the other hand, performance that is not optimal can cause various obstacles, such as slow service processes, less effective program implementation, and a decrease in the level of public trust in government agencies. Therefore, in public sector organizations, ASN performance assessments need to be carried out as a basis for evaluation, coaching, and employee development so that the implementation of public services can take place more effectively, transparently, and accountably. (Sugiyanto et al., 2025; Sriwanti & Assery, 2023).

Based on data on the achievement of the Indragiri Hilir Regency BKPSDM work program in 2025, the realization of a number of programs has not fully reached the predetermined targets. The ASN SKP preparation program was realized by 82%, ASN competency development by 78%, and ASN performance assessment by 83%, so that the average work program achievement only reached 81%. This condition shows a gap of 19% from the ideal target of 100%, which indicates that there are still obstacles in the implementation of ASN's duties and functions.

The gap can be seen from several problems, such as the delay in completing the SKP, the low participation of ASN in competency development activities, and the implementation of performance evaluations has not been optimal. This problem shows that the performance of ASN is not only influenced by technical and administrative aspects, but also related to behavioral factors, motivation, and employee involvement in carrying out their work. Thus, efforts to improve the performance of ASN need to pay attention to the internal aspects of employees so that the implementation of the organization's work program can run more effectively and in accordance with the set targets.(Down, 2025; Manurung et al., 2025).

One of the factors that can affect employee performance is *work engagement*. *Work engagement* describes the positive psychological condition of employees that is characterized by work morale, dedication, and full involvement in work. Employees who have a high *level of work engagement* tend to show strong work energy, a sense of responsibility, enthusiasm, and focus on completing tasks. In public sector organizations, work involvement is important because civil servants who have attachment to their work will be more encouraged to make the best contribution to the organization. Previous research has shown that *employee engagement* or *work engagement* has a positive effect on employee performance, including in the environment of regional personnel agencies and government agencies (Umihastanti & Frianto, 2022; Satria et al., 2025).

Several national studies in the last five years have shown that work engagement is closely related to improved employee performance. Satria et al., (2025) found that *work engagement* affects the performance of ASN. Umihastanti & Frianto, (2022) also show that *employee engagement* affects employee performance in regional personnel agencies. In addition, research by Manurung et al. (2025) on the Langsa City Government's BKPSDM proves that *employee engagement* and work discipline affect employee performance. Similar findings were also shown by Wardhati & Sulaimiah, (2025), Setyawan et al., (2024), and Teting et al. (2025), who stated that *employee engagement* is one of the important factors in encouraging employee performance improvement in public organizations and government agencies.

In addition, a local study from Indragiri Islamic University also shows that employee performance can be influenced by human resource management factors. Widyawati (2016) in his research on the effect of compensation on employee performance at PT. Ivan Wisata Nusantara found that direct compensation and indirect compensation have an effect on employee performance. These findings strengthen the understanding that the improvement of employee performance is not only influenced by the technical aspects of the work, but also by internal factors and human resource management that are able to encourage employees to work more optimally. Although the variables used are different, the study is relevant as a local reference because they both place performance as the main focus in the study of Human Resource Management.

In the context of the Indragiri Hilir Regency BKPSDM, the study of *work engagement* is important because this agency has a strategic role in personnel management, competency development, and ASN performance assessment. The high level of *work engagement* in ASN is expected to encourage the implementation of work programs more effectively, facilitate the achievement of organizational targets, and improve the quality of personnel services. However, research that specifically discusses the effect of *work engagement* on the performance of ASN in the BKPSDM of Indragiri Hilir Regency is still relatively limited.

Therefore, this research needs to be conducted to find out and analyze the influence of *work engagement* on the performance of ASN in the BKPSDM of Indragiri Hilir Regency. In addition, this research is also expected to make a theoretical contribution to the development of Human Resource Management studies, especially related to work involvement and employee performance, as well as provide practical input for agencies in formulating strategies to improve ASN performance. (Satria et al., 2025; Manurung et al., 2025; Umihastanti & Frianto, 2022).

LITERATUR REVIEW

Job Demands–Resources (*JD-R*) *Theory*

Job Demands–Resources (JD-R) Theory is a theory that explains that every job has two main components, namely *job demands* and *job resources*. *Job demands* refer to job demands that require physical, psychological, emotional, and cognitive effort from employees in completing their tasks. Meanwhile, *job resources* are job resources that function to help employees achieve work goals, reduce pressure at work, and increase work motivation and engagement.

In the context of public sector organizations, the JD-R theory is relevant because ASN is often faced with various job demands, such as achieving administrative targets, service to the community, preparing reports, and bureaucratic pressure that requires high precision, discipline, and responsibility. Therefore, a balance between job demands and available resources is important in encouraging work involvement and improving the performance of ASN.(Arnold & Demerouti, 2024; Suhardoyo et al., 2023). According to *JD-R Theory*, the balance between job demands and job resources will affect the psychological state of employees. High job demands and not being balanced with organizational support can lead to work stress, burnout, and decreased performance. On the other hand, work resources such as leadership support, clarity of tasks, competency development opportunities, feedback, and a conducive work environment can increase motivation and *work engagement*. In line with the study of organizational behavior, work resources and work environment support are important parts in shaping positive employee work behavior, especially in increasing involvement, responsibility, and work productivity (Syafrinadina et al., 2024; Ahmad Rifa'i et al., (2024). Thus, *JD-R Theory* is the right basis for explaining that employee work involvement can encourage performance improvement, especially in civil servants who work in public sector organizations (Arnold & Demerouti, 2024; Suhardoyo et al., 2023).

Work Engagement

Work engagement is a positive psychological condition related to work and is characterized by the work spirit, dedication, and full involvement of employees in carrying out tasks. Employees who have high *work engagement* tend to show strong work energy, enthusiasm, perseverance, a sense of responsibility, and focus on completing work. In public organizations, *work engagement* is important because civil servants who are positively involved in their work will be better able to carry out their duties effectively, improve service quality, and support the achievement of organizational goals (Ibrahim, 2021; Mazzetti et al.,

2021). *Work engagement* consists of three main dimensions, namely *vigor*, *dedication*, and *absorption*. *Vigor* describes the level of energy, endurance, and seriousness of employees at work. *Dedication* shows a sense of pride, enthusiasm, meaning, and challenge to work. Meanwhile, *absorption* describes a condition when employees are focused, enjoy work, and fully engage in work activities. These three dimensions show that *work engagement* is not only related to the physical presence of employees at the workplace, but also includes emotional and cognitive involvement in carrying out organizational tasks (Mazzetti et al., 2021; Umihastanti & Frianto, 2022).

From an organizational behavior perspective, employee engagement at work relates to work attitudes, motivation, commitment, and productive behaviors that support the achievement of organizational goals. Employees who feel their work is meaningful and have support from the organization tend to exhibit more positive work behaviors. This strengthens the position *of work engagement* as an important psychological factor in explaining the improvement of employee performance (Syafrinadina et al., 2024; Ahmad Rifa'i, Syamsurijal Tan, et al., 2024). In this study, *work engagement* is positioned as an independent variable because work involvement is believed to be able to affect the performance of ASN. Civil servants who have high enthusiasm, dedication, and work focus will be more motivated to complete tasks on time, improve the quality of work, and make the best contribution to the organization. Therefore, *work engagement* is one of the non-financial factors that is important to pay attention to by government agencies, including the BKPSDM of Indragiri Hilir Regency, in an effort to improve employee performance (Satria et al., 2025; Manurung et al., 2025).

Performance

Performance is the result of work achieved by employees in carrying out tasks in accordance with responsibilities, work standards, and organizational goals. Performance is not only seen from the number of works completed, but also from the quality of the work, punctuality, responsibility, discipline, and the ability of employees to carry out their duties effectively. In public sector organizations, the performance of civil servants is an important indicator because it is directly related to the quality of public services and the success of the implementation of government programs (Wijaya et al., 2024; Sugiyanto et al., 2025).

The optimal performance of ASN describes the level of professionalism, accountability, and ability of employees to carry out their duties and provide services to the community. On the other hand, the performance of ASN that has not been maximized can have an impact on the inhibition of the administrative process, the failure to achieve organizational targets, and the decline in public trust in government agencies. Therefore, ASN performance assessments need to be carried out objectively and continuously as a basis for determining employee work achievements and determining strategies for fostering and developing human resources in accordance with organizational needs (Sriwanti & Assery, 2023; Sugiyanto et al., 2025).

In the study of Human Resource Management, employee performance is influenced by various factors, both individual, organizational, and work environment factors. Widyawati, (2016) shows that compensation affects employee performance, thereby strengthening the understanding that performance is a result that can be influenced by human resource management practices. In addition, Widyawati et al., (2025) explain that *academic self-efficacy* and *time management* have an impact on *academic performance*, which shows that an individual's ability to manage themselves and time is related to performance achievement. Although the research context is different, the findings are relevant because they both place *performance* as a result of individual internal factors and the management of resources owned (Widyawati, 2016; Widyawati et al., 2025). Performance in this study is a dependent variable influenced by *work engagement*. Employees who have high work attachments tend to be more enthusiastic, responsible, and committed to getting work done. This can have an impact on improving the quality and quantity of work. Thus, the higher the work engagement of ASN, the greater the chance of achieving optimal performance in the organization (Satria et al., 2025; Teting et al., (2025). In the context of Human Resource Management, Ahmad Rifa'i et al. (2024) also emphasized the importance of human resource management in supporting the achievement of organizational performance, so that the strengthening of ASN's behavioral aspects and work involvement is relevant to be studied in this study.

METHODOLOGY

This study uses a quantitative approach with *an explanatory research* method to test the influence of *work engagement* on the performance of ASN in the BKPSDM of Indragiri Hilir Regency. The quantitative approach was chosen because this study focuses on measuring the relationship between variables through statistically analyzed numerical data. The independent variable in this study is *work engagement*, while the dependent variable is ASN performance. The research population includes all civil servants who work at the Indragiri Hilir Regency BKPSDM. The sampling technique used is saturated sampling or census, where all members of the population are used as research respondents. Thus, the number of samples in this study is 44 respondents.

Data collection was carried out through the distribution of questionnaires to respondents. The research instrument was prepared using a 5-point Likert scale, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Disagree, 4 = Agree, and 5 = Strongly Agree. The questionnaire was used to measure *work engagement* variables based on *vigor*, *dedication*, and *absorption indicators*. Meanwhile, ASN performance variables are measured through indicators of work quality, work quantity, punctuality, responsibility, and work effectiveness.

The data obtained was analyzed with the help of the SPSS program through several stages, including validity test, reliability test, descriptive analysis, classical assumption test, simple linear regression, t test, and determination coefficient. Simple linear regression is used to determine the magnitude of the influence *of work engagement* on the performance of ASN. The use of quantitative analysis techniques aims to ensure that research results can be presented

objectively, systematically, and in accordance with the research objectives (Sofwatillah et al., 2024).

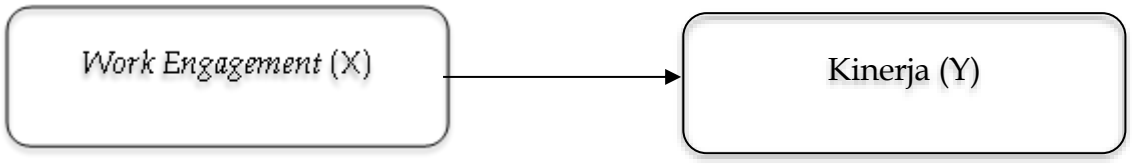


Figure 1. Frame of Mind

RESEARCH RESULTH AND DISCUSSION

This study aims to analyze the influence of *work engagement* on the performance of ASN in BKPSDM Indragiri Hilir Regency. The research data was analyzed with the help of the SPSS program through several stages of testing, including validity test, reliability test, descriptive analysis, normality test, simple linear regression, and determination coefficient test. These analysis stages are used to ensure that research instruments are suitable for use, data meet the analysis requirements, and the relationship between *work engagement* and ASN performance can be explained objectively and measurably.

Instrument Validity Test

The validity test was carried out to determine the ability of each statement item to measure the research variables. An item is declared valid if the significance value < 0.05 or r is calculated > r table.

Table 1. Validity Test Results

Variable	Item	r count	Sig.	Description
Work Engagement (X)	WE1	0.464	0.002	Valid
	WE2	0.644	0.000	Valid
	WE3	0.490	0.001	Valid
	WE4	0.562	0.000	Valid
	WE5	0.457	0.002	Valid
	WE6	0.332	0.027	Valid
	WE7	0.520	0.000	Valid
	WE8	0.406	0.006	Valid
	WE9	0.465	0.001	Valid
	WE10	0.521	0.000	Valid
	WE11	0.380	0.011	Valid
	WE12	0.434	0.003	Valid
	WE13	0.458	0.002	Valid
	WE14	0.279	0.067	Invalid
	WE15	0.553	0.000	Valid
ASN Performance (Y)	KIN1	0.620	0.000	Valid
	KIN2	0.578	0.000	Valid
	KIN3	0.318	0.035	Valid
	KIN4	0.409	0.006	Valid
	KIN5	0.452	0.002	Valid

Variable	Item	r count	Sig.	Description
	KIN6	0.515	0.000	Valid
	KIN7	0.611	0.000	Valid
	KIN8	0.620	0.000	Valid
	KIN9	0.655	0.000	Valid
	KIN10	0.546	0.000	Valid
	KIN11	0.551	0.000	Valid
	KIN12	0.373	0.013	Valid
	KIN13	0.513	0.000	Valid
	KIN14	0.220	0.151	Invalid
	KIN15	0.516	0.000	Valid

The results of the validity test showed that almost all items in the *Work engagement* and ASN Performance variables had a significance value of < 0.05 so that they were declared valid. In the *Work engagement* variable, there is one invalid item, namely WE14, while in the ASN Performance variable, there is one invalid item, namely KIN14. Although there are some items that do not meet the validity criteria, the overall instrument can still be used because the majority of indicators are qualified and able to represent each research variable well.

Reliability Test

Table 2. Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
.842	30

Cronbach's Alpha value of 0.842 indicates that the research instrument has a high level of reliability (> 0.70). Thus, the questionnaire used is stated to be consistent and trustworthy.

Descriptive Analysis

Table 3. Descriptive analysis

Statistics

		work_engagement	kinerja
N	Valid	44	44
	Missing	0	0
Mean		60.73	46.55
Std. Deviation		4.776	4.348
Variance		22.808	18.905
Range		19	19
Minimum		52	36
Maximum		71	55

The results of the descriptive analysis show that the average *work engagement* and performance of ASN are in the category of quite high. The relatively small standard deviation value indicates that the variation in respondents' answers tends to be homogeneous.

Normality Test

Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		44
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.26115912
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.075
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200[c,d]

The results of the normality test showed a significance value of 0.200, which is greater than 0.05. Thus, it can be concluded that the residual data is normally distributed. This shows that the regression model has fulfilled one of the classic assumptions, namely the assumption of normality.

Simple Linear Regression Analysis

Table 5. Regression Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	9.978	6.418		1.555	.128		
	work_engagement	.602	.105	.661	5.715	.000	1.000	1.000

The regression equations obtained are:

Y = 9,978 + 0,602X

These results show that *work engagement* has a positive effect on the performance of ASN. Each increase in one unit of *work engagement* will increase the performance of ASN by 0.602 units.

Hypothesis Test (t-Test)

A calculated t-value of 5.715 with a significance of 0.000 < 0.05 indicates that an alternative hypothesis is accepted. This means that *work engagement* has a significant effect on the performance of ASN at the BKPSDM of Indragiri Hilir Regency.

Coefficient of Determination

Table 6. Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.661[a]	.437	.424	3.300	1.875

The results of the determination coefficient showed that *work engagement* was able to explain the ASN performance variable by 43.7%, while the remaining 56.3% was influenced by other variables outside the study.

The results of the study show that *work engagement* has a positive and significant influence on the performance of ASN in the BKPSDM of Indragiri Hilir Regency. This is evidenced by a significance value of 0.000 < 0.05 and a positive regression coefficient of 0.602. These findings indicate that the higher the level of ASN work involvement, the higher the performance produced. ASN with high *work engagement* tend to have better work morale, dedication, and focus on completing tasks. The results of this study are in line with the *Job Demands–Resources Theory* approach which explains that work involvement is one of the job resources that can increase employee motivation and performance. In addition, the results of this study are also consistent with previous research which shows that *work engagement* has a significant effect on the performance of public sector employees (Satria et al., 2025; Umihastanti & Frianto, 2022; Manurung et al., 2025).

CONCLUSION AND RECOMENDATIONS

Based on the results of the research that has been conducted, it can be concluded that *work engagement* has a positive and significant effect on the performance of ASN in the BKPSDM of Indragiri Hilir Regency, which is evidenced by a significance value of 0.000 < 0.05 and a regression coefficient of 0.602. This shows that the higher the level of ASN work involvement, the higher the performance produced. The results of the analysis also show that the research instrument has met the validity, reliability, and normality assumptions tests so that it is suitable for use in further analysis. In addition, the determination coefficient value of 43.7% indicates that *work engagement* is able to explain the variation in ASN performance, while the rest is influenced by other variables outside the study. Thus, *work engagement* can be stated as an important factor in improving the performance of ASN in the BKPSDM environment of Indragiri Hilir Regency.

Based on the results of the study, the BKPSDM of Indragiri Hilir Regency is recommended to increase *the work engagement* of ASN through strengthening work motivation, increasing organizational support, and creating a more conducive work environment. These efforts are expected to encourage ASN to work more optimally and have higher work involvement in carrying out their duties. In addition, agencies also need to pay attention to other factors that can affect the performance of ASN outside of *work engagement*, such as training, award systems, and sustainable competency development.

ADVANCED RESEARCH

For future researchers, it is recommended to add other variables that have not been studied in this study, such as leadership, work discipline, and work environment. The addition of these variables is expected to provide a more comprehensive picture of the factors that affect the performance of ASN, especially in the context of public sector organizations.

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