

The effect of work engagement, organizational commitment, and innovative behavior on employee performance

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Abstract

This study aims to examine the effect of work engagement, organizational commitment, and innovative behavior on employee performance at the Public Health Centre in the North Surabaya area. This study employs a quantitative approach, collecting data through questionnaires. The research sample consisted of 186 Public Health Centre employees in the North Surabaya area who had worked as health workers for at least one year and were working at the Surabaya Health Center in the North Region at the time of the study, who were selected by purposive sampling. Data were analyzed using Structural Equation Modelling (SEM) techniques with Partial Least Square (PLS). The results showed that work engagement, organizational commitment, and innovative behavior have a significant positive effect on employee performance. This study suggests that the Public Health Centre design a strategic program to improve work engagement and organizational commitment by creating a conducive work environment, forming a solid work team, and creating an environment that supports innovative behavior to improve the performance of Public Health Centre employees. The findings provide practical implications that increasing work engagement and organizational commitment, as well as creating an environment that supports innovative behavior, will automatically improve the performance of public health service employees.

Keywords: *Work Engagement, organizational commitment, innovative behavior, employee performance*

Introduction

Community Health Centers are healthcare facilities that focus on public health initiatives and primary individual health care, emphasizing promotion and prevention within their service areas. As the frontline providers of primary health care, the effectiveness of community health center staff is essential for ensuring high-quality health services for the community. According to Minister of Health Regulation Number 43 of 2019, these centers play a vital role in enhancing the public's health status.

The community health center situated in the northern area of Surabaya City includes both outpatient and inpatient services, catering to a densely populated and diverse community with varying health needs. The effectiveness of the health center staff significantly influences the quality of services provided. An important measure of success for this health center in northern Surabaya is the evaluation of its performance, known as the performance of Community Health Center (PKP). The following is a description of the results of the achievement of performance (PKP) for community health center in the northern region of Surabaya City.

Table 1. Performance Outcomes of Community Health Center in North Surabaya Region in 2024

PKP Achievements	Tambak Wedi	Bulak Banteng	Wono-kusumo	Sawah Pulo	Perak Timur	Sidotopo Wetan	Tanah Kali-Kedinding
Admin	100%	100%	100%	100%	100%	100%	100%
Essential	94%	97.3%	95.3%	97.6%	100%	98%	100%
UKM							
UKM	100%	100%	100%	96.6%	100%	100%	100%
Development							
UKP	99%	98.9%	95.8%	98%	100%	97.2%	100%
Quality	100%	100%	100%	100%	100%	100%	100%

Source: Primary Data of Tanah Kalikedinding Community Health Center

The reduction in the performance of health centers is attributed to a drop in employee efficacy. According to data from the Health Office presented in Table 1, the employees at health centers in the North Surabaya area have shown a performance shortfall, failing to reach the 100% target set by the Health Office. Specifically, the Tanah Kalikedinding Community Health Center reported performance achievement at 100% in 2024, yet it faces significant challenges in sustaining service quality and maintaining this level of performance, which is difficult. The decline in employee engagement at the Tanah Kalikedinding Community Health Centre is reflected in their inability to focus on timely report production and their high absenteeism rates. As a result, there has been a decrease in community satisfaction, as indicated by the community satisfaction survey (SKM), along with a rise in patient complaints. The downward trend is illustrated in Table 2.

Table 2. Decline in Performance of Employees at the Tanah Kalikedinding Community Health Centre in Surabaya in 2024

Performance Indicators For Health Center Employees	First Quarter (Jan-Mar)	Second Quarter (Apr-Jun)	Third Quarter (Jul-Sep)	Fourth Quarter (Oct-Nov)
Completeness of reports based on the Health Information System	100%	98%	93%	91%
Timeliness of service based on the Operational Performance Index	96.5%	92.45%	95%	88.9%
Level of public satisfaction based on the Public Satisfaction Survey	97.85%	98.5%	90.45%	88.75%
Number of patient complaints	3	1	4	5
Employee absenteeism rate	4.2%	5.8%	3.5%	6.4%

Source: Primary Data of Tanah Kalikedinding Community Health Center

The observed decline in performance can be attributed to several factors, including work engagement, organizational commitment, and innovative behavior. Interviews with doctors and paramedics at the community health center revealed that a non-supportive work environment, insufficient opportunities for self-development, and a lack of rewards contribute to reduced work engagement. This decline leads to employees being less focused on timely report submissions and results in higher absenteeism rates. Consequently, community satisfaction, as indicated by community satisfaction surveys, has diminished, and there has been a rise in patient complaints. Furthermore, the frequent reassignment of

health center employees negatively affects their commitment to the organization. Given that community health center employees must demonstrate innovative behaviors to manage increasing workloads annually while meeting both patient service demands and program requirements, they are urged to continually innovate as mandated by the Health Office. In light of these observations and challenges, researchers are keen to explore the factors influencing performance. This study will specifically investigate how Work Engagement, Organizational Commitment, and Innovative Behavior impact Employee Performance among community health center employees in the North Region of Surabaya City.

Performance pertains to how effectively work programs or policies are executed to meet the organization's goals, objectives, vision, and mission as specified in its strategic plan. Key aspects of evaluating employee performance include quality, which reflects employees' competence in delivering task results; quantity, which measures the volume of output produced within a specific timeframe; task execution, which assesses an employee's capacity to perform their job accurately without errors; and responsibility, which evaluates how well employees can maintain accuracy and avoid mistakes in their work (Mangkunegara, 2016).

The term "performance" originates from the verb "to perform" and encompasses several meanings, including: to carry out; to achieve or fulfill something; to meet responsibilities, and to do what is required by someone (Sinambela, 2021; Sinambela & Sinambela, 2021). The performance of employees at health centers reflects the collective efforts of all staff, drawing on their skills, abilities, and activities aligned with established goals and timelines. To ensure public satisfaction, health center employees must strive to maintain or enhance their performance by effectively completing their responsibilities (Hutomo et al., 2024).

Work engagement was initially conceptualized by William Kahn in 1990, where it is described as a condition that allows employees to express themselves physically, cognitively, and emotionally in their work. Kahn identified three psychological conditions that contribute to work engagement: meaningfulness, safety, and availability (Subroto et al., 2024). Meanwhile, work attachment according to Schaufeli, (2021); Schaufeli & Bakker, (2013) in Perkasa & Herawaty, (2021) is a motivational and positive state of mind characterized by vigor, dedication and absorption. Vigor or enthusiasm is marked by high energy levels, mental resilience in the workplace, and a strong willingness to put in effort. It involves being diligent and persistent even in the face of challenges. Dedication signifies a sense of pride and commitment to one's work, along with a deep attachment that fosters a feeling of importance and significance. Additionally, inspiration and enthusiasm are evident when one is fully focused and experiences joy in completing tasks, making time seem to fly by and making it hard to disengage from work. The relationship that shows that high job attachment is positively correlated with increased employee performance is shown by previous research from Khusanova et al., (2021); Perkasa & Herawaty, (2021); Nasution & Setiamy, (2023); Wahyuni et al., (2022).

Employees who feel a strong bond with their organization often exhibit high levels of commitment to their work. This dedication is shown through their motivation to complete assigned tasks and their readiness to tackle any challenges that come their way. Organizational commitment among employees can be enhanced when the company fosters a positive work environment. This is supported by research from Novianty, (2024) and Oyeng, (2023). Research from Nasution & Setiamy, (2023); Rahman et al., (2021) states the

opposite, that high or low job attachment does not affect employee organizational commitment.

High work engagement has a very positive impact on productivity and work quality, and engaged employees also tend to be more able to innovate (Yasa et al., 2021). By having a high sense of work attachment, employees feel they have the freedom to explore new solutions and implement emerging ideas (Subroto et al., 2024). This is different from the results of research from Oyeng (2023), which shows that work attachment in government organizations has not been able to directly influence innovative behavior, compared to larger companies.

Organizational commitment reflects an individual's sense of identity and connection to their organization, influencing their motivation and drive to meet the organization's objectives. While some research indicates a positive correlation between organizational commitment and employee performance, other studies reveal that this relationship may not be significant (Wahyuni et al., 2022). Research from Frastika & Franksiska, (2021); Rahman et al., (2021); Suyono et al., (2024); Wahyuni et al., (2022); Yasa et al., (2021), and Sheri Anwar (2021) shows that the higher the organizational commitment of employees, such as employees who are always involved in the organization, the better they improve employee performance. The organizational commitment of employees at community health centers encompasses their feelings, attitudes, and behaviors related to identifying with the center. These employees engage fully in the center's activities and demonstrate loyalty to its vision, mission, and objectives. Organizational commitment can be broken down into three dimensions: affective, continuance, and normative commitment, all of which influence the dedication and loyalty of health center employees.

Innovative behavior is gaining significance in the healthcare sector, which is undergoing swift transformations and experiencing demands for greater efficiency. It refers to the actions of employees that develop, enhance, and execute new ideas within the workplace to boost individual or organizational performance (Arifin et al., 2021). Innovative behavior provides creative ideas in the work environment. According to Bani-Melhem et al. (2020), employee innovative behavior is shown by always being creative at work. The essence of innovative behavior starts from creative and innovative ideas in carrying out tasks and activities (Yasa et al., 2021). Employees with innovative behaviors can attain peak performance in their roles. In order to create an effective, efficient, and accountable community health center for health service delivery, fostering innovative work behaviors is essential to achieve a competitive edge (Hutomo et al., 2024). According to research by Ernanto & Indriyaningrum, (2023); Hutomo et al., (2024); Yasa et al., (2021), innovative behavior has a positive and significant effect on employee performance.

This research creates a more thorough model by simultaneously analyzing health center employees in North Surabaya through the lens of work engagement, organizational commitment, and innovative behavior. Health centers serve as primary healthcare service providers and must now deliver high-quality services to boost organizational performance. Optimal employee performance, fostered by enhancing job and organizational commitment, is essential for achieving this level of service. Furthermore, promoting ongoing improvement in innovative behavior can contribute to better performance. In contrast to earlier studies that concentrated exclusively on private sector companies, this study incorporates a broader perspective Yasa et al., (2021; Wahyuni et al., (2022); Yasa et al.,

(2021) or only at one health center Hutomo et al., (2024) and only a few variables were studied Hutomo et al., (2024); Yasa et al., (2021); Oyeng (2023); Wahyuni et al., (2022).

Based on the problem formulation, research objectives, and conceptual framework, the following research hypothesis is proposed: Work Engagement has a significant positive effect on Employee Performance at Community Health Centers in the Northern Region of Surabaya City (H1); Job commitment has a significant positive effect on organizational commitment at the North Surabaya City Health Center (H2); Organizational commitment has a significant positive effect on employee performance at the North Surabaya City Health Center (H3); Job commitment has a significant positive effect on innovative behavior at the North Surabaya City Health Center (H4); and Innovative behavior has a significant positive effect on employee performance at the North Surabaya City Health Center (H5).

Methods

This research is associative research because it aims to analyze the impact of two or more variables, namely job attachment, organizational commitment, and innovative behavior, on employee performance. Based on the objectives to be achieved (Sugiyono, 2024). Based on the type of data used, this research is classified as quantitative research, namely research involving data expressed in numerical form and analyzed through statistical or computational techniques. The population of this study was employees of health centers in the northern region of Surabaya City which is Tanah Kalikedinding Community Health Center, Tambak Wedi Community Health Center, Sidotopo Wetan Community Health Center, Bulak Banteng Community Health Center, Wonokusumo Community Health Center, Sawah Pulo Community Health Center, and Perak Timur Community Health Center. The sampling technique for this study was purposive sampling with the criteria that employees who have a profession as health workers, work for at least one year, and at the time of the study, worked at the Surabaya North Region Health Center. According to Hair (2022), the appropriate sample size is five to ten times the number of research questionnaire items. In this study, there were 33 questionnaire items, so a sample size of 165-330 respondents was needed. Based on this, the sample for this study was 186 respondents.

The data source in this study uses primary data. The primary data used in this study were obtained from research instruments in the form of questionnaires, checklists, or multiple-choice questions distributed through surveys in Google Forms that have been tested for validity and reliability. This study employs an explanatory research method, designed to clarify how the investigated variables are related and to assess the impact of one variable on another. Each variable is evaluated using a five points Likert scale, allowing respondents to express their degree of agreement with each statement.

Data analysis in this study used the Structural Equation Modeling (SEM) approach with the Partial Least Squares Path Modeling (PLS-SEM) technique, implemented using Smart PLS version 4.0 software. The main purpose of using this research method was to test the proposed hypotheses, with the hope of explaining the relationship and impact between the independent variables and the relationships proposed in the hypotheses. The conceptual framework of this study is shown in Figure 1.

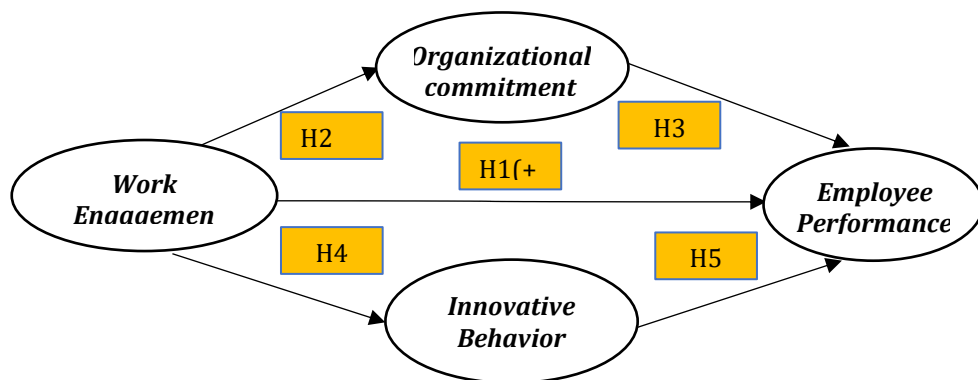


Figure 1. Research Model

Results and Discussions

Based on the research results, it shows that out of 186 respondents, the majority were female employees (77%) and male employees (23%). The age of respondents was mostly dominated by those aged >30-40 years (44%) and the lowest was those aged >50 years (5%). The most dominant educational level among respondents was a diploma (44%), while the least common was a master's degree (4%). In terms of work experience, the majority had over 5 years of experience (60%), while the lowest percentage had over 1 year of experience (11%).

Table 3. Respondent Characteristics

Respondent Characteristics			Frequency	Percentage (%)
Community health center location	Tanah Kalikedinding		78	42
		Tambak Wedi	27	15
		Sidotopo Wetan	26	14
		Bulak banteng	13	7
		Wonokusumo	16	9
		Sawah Pulo	17	9
		Perak Timur	9	5
Gender	Male		43	23
		Female	143	77
Ages	20-30 years old		47	25
		>30-40 years old	81	44
		>40-50 years old	49	26
		>50 years old	9	5
Education	D3		82	44
		S1/Bachelor	51	27
		Profession	46	25
		S2 / Master's degree	7	4
Length of Service	1-2 years		21	11
		>2-5 years	54	29
		>5 years	111	60
Employment Status	PNS		62	33
		PPPK	98	53
		OS	26	14
Salary per Month	3-5 Million		174	94
		>5-7 Million	6	3
		>7 Million	6	3

Table 4. Validity And Reliability

Construct	Item	Mean	Loading Factor	AVE	Cronbach's alpha
Work Engagement	KK1	4.435	0.805	0.681	0.941
	KK2	4.538	0.788		
	KK3	4.366	0.859		
	KK4	4.446	0.877		
	KK5	4.366	0.861		
	KK6	4.366	0.823		
	KK7	4.554	0.864		
	KK8	4.608	0.804		
Employee performance	KK9	4.081	0.735	0.669	0.944
	KP1	4.328	0.797		
	KP2	3.995	0.775		
	KP3	4.263	0.875		
	KP4	4.452	0.828		
	KP5	4.223	0.899		
	KP6	4.344	0.860		
	KP7	3.978	0.716		
	KP8	4.130	0.853		
	KP9	4.333	0.726		
Organizational commitment	KP10	4.226	0.830	0.625	0.882
	KO1	4.183	0.828		
	KO2	3.914	0.810		
	KO3	4.011	0.777		
	KO4	3.624	0.726		
	KO5	4.306	0.801		
Innovative behavior	KO6	4.381	0.797	0.704	0.940
	PI 1	4.280	0.831		
	PI 2	4.237	0.827		
	PI 3	4.392	0.856		
	PI 4	4.183	0.820		
	PI 5	4.258	0.872		
	PI 6	4.237	0.816		
	PI 7	4.274	0.853		
	PI 8	4.312	0.837		

In this study, the analysis technique used was Structural Equation Model-Partial Least Square (SEM-PLS). Convergent validity testing in this study uses loading factors and Average Variance Extracted (AVE). The minimum loading factor value is 0.7. The high outer loading indicates the number of similarities in the construct. Discriminant validity test to assess how much a construct differs from other constructs. The outer loading of an indicator on the related construct must be greater than the cross-loading on other constructs (Hair et.al., 2022).

According to Hair et.al., (2022), when the AVE value is greater than 0.5, the construct is able to explain more than 50% of the indicator variance. The Cronbach alpha value describes the correlation of indicators on a construct, where the accepted value must be more than 0.7 (Hair et.al., 2022).

Based on the test results in Table 4, it can be seen that all indicators have an outer loading value ≥ 0.70 , which means that all indicators in this study are valid. The AVE test results ≥ 0.5 for all indicators indicate that this study has good convergent validity. Additionally, the Cronbach's Alpha test results show that all latent variables have values > 0.7 , indicating that

all latent variables meet the reliability test criteria.

Table 5. Discriminant Validity Test (Cross Loading Test)

Construct	Item	Work Engagement	Employee performance	Organizational commitment	Innovative behavior
Work Engagement	KK1	0.805	0.578	0.444	0.556
	KK2	0.788	0.549	0.436	0.567
	KK3	0.859	0.675	0.533	0.625
	KK4	0.877	0.673	0.483	0.647
	KK5	0.861	0.651	0.503	0.641
	KK6	0.823	0.677	0.512	0.659
	KK7	0.864	0.659	0.509	0.661
	KK8	0.804	0.626	0.478	0.662
	KK9	0.735	0.648	0.481	0.605
Employee performance	KP1	0.683	0.797	0.570	0.673
	KP2	0.545	0.775	0.624	0.541
	KP3	0.669	0.875	0.586	0.654
	KP4	0.697	0.828	0.613	0.669
	KP5	0.671	0.899	0.644	0.677
	KP6	0.671	0.860	0.620	0.685
	KP7	0.531	0.716	0.593	0.561
	KP8	0.669	0.853	0.637	0.669
	KP9	0.541	0.726	0.588	0.598
	KP10	0.635	0.830	0.561	0.646
Organizational commitment	KO1	0.532	0.662	0.828	0.503
	KO2	0.428	0.558	0.810	0.442
	KO3	0.359	0.488	0.777	0.377
	KO4	0.266	0.365	0.726	0.344
	KO5	0.543	0.648	0.801	0.542
	KO6	0.560	0.662	0.797	0.545
Innovative behavior	PI 1	0.693	0.704	0.565	0.831
	PI 2	0.673	0.730	0.533	0.827
	PI 3	0.632	0.617	0.532	0.856
	PI 4	0.614	0.616	0.470	0.820
	PI 5	0.661	0.688	0.493	0.872
	PI 6	0.591	0.616	0.478	0.816
	PI 7	0.613	0.636	0.467	0.853
	PI 8	0.605	0.618	0.455	0.837

Based on the test results in Table 5, it can be stated that the value of each outer loading is higher than the cross loading in other constructs. Based on the above results, each indicator is declared to meet the criteria for discriminant validity testing. From all the validity and reliability test results above, it can be concluded that all indicators and variables in this study have met all measurement criteria, thus being declared valid and having good reliability.

Descriptive analysis of each variable shows that the job commitment of health center employees in the North Surabaya area is very high, with an average value of 4.420. The performance of health center employees in the North Surabaya area, according to respondents, is very high, with an average value of 4.227. The average organizational commitment score of health center employees in the North Surabaya area was 4.069, indicating that health center employees are committed to working at their respective health centers. Health center employees in the northern part of Surabaya City exhibit very high

innovative behavior, as indicated by an average innovative behavior score of 4.271.

Table 6. Hypothesis Testing

Variable Relationships	Basic Model		f ²
	Coefficient	P-value	
KK → KP	0.313	0.000	0.163
KK → KO	0.592	0.000	0.538
KO → KP	0.760	0.000	0.317
KK → PI	0.354	0.000	1.363
PI → KP	0.332	0.000	0.182
R-Squared of KP	0.764		
R-Squared of KO	0.350		
R-Squared of PI	0.577		
Adj. R2 from KP	0.760		
Adj. R-Squared of KO	0.346		
Adj. R-Squared of PI	0.575		

Note: KK= Work Engagement; KO = Organizational commitment; PI= Innovative behavior; KP=Employee Performance

The results of the hypothesis test in Table 6 show that the p-value is less than 0.05, which means that the higher the work engagement, organizational commitment, and innovative behavior of health center employees, the higher the performance of health center employees. Job commitment has a significant effect on innovative behavior ($f^2 = 1.363$) and a moderate effect on organizational commitment ($f^2 = 0.538$) and employee performance ($f^2 = 0.163$). The effect size values (f^2) above indicate the strong role of job commitment as the primary driver in shaping commitment, innovation, and performance. In the results above, it can be seen that the R-Square value for Employee Performance is 0.764, indicating that 76.4% of the variability in employee performance is explained by Job Commitment, Organizational Commitment, and Innovative Behavior, with the remaining 23.6% explained by factors outside the model. Meanwhile, Organizational Commitment has an R-Square value of 0.350, and Innovative Behavior has a value of 0.577. The nearly identical Adjusted R-Square values indicate the stability and accuracy of the model in predicting these constructs.

From the results of this research analysis, the following research hypotheses were obtained: First hypothesis is the results of testing the hypothesis on the variable of Work Engagement on Employee Performance obtained a coefficient value (original sample) of 0.313 and a p-value of 0.000, which indicates that hypothesis H1 in this study is accepted, meaning that Work Engagement has a significant positive effect on Employee Performance. Second hypothesis is the results of testing the hypothesis on the variable of Work Engagement on Organizational Commitment obtained a coefficient value (original sample) of 0.592 and a p-value of 0.000, which indicates that hypothesis H2 in this study is accepted, meaning that Work Engagement has a significant positive effect on Organizational Commitment. Third Hypothesis is the results of testing the hypothesis on the variable of Organizational Commitment on Employee Performance obtained a coefficient value (original sample) of 0.354 and a p-value of 0.000, indicating that hypothesis H3 in this study is accepted, meaning that Organizational Commitment has a significant positive effect on Employee Performance. Fourth hypothesis is the results of testing the hypothesis on the

variable of Work Engagement on Innovative Behavior obtained a coefficient value (original sample) of 0.760 and a p-value of 0.000, indicating that hypothesis H4 in this study is accepted, meaning that Work Engagement has a significant positive effect on Innovative Behavior. Fifth hypothesis is the results of testing the hypothesis on the Innovative Behavior variable on Employee Performance obtained a coefficient value (original sample) of 0.332 and a p-value of 0.000, which indicates that hypothesis H5 in this study is accepted, meaning that Innovative Behavior has a significant positive effect on Employee Performance.

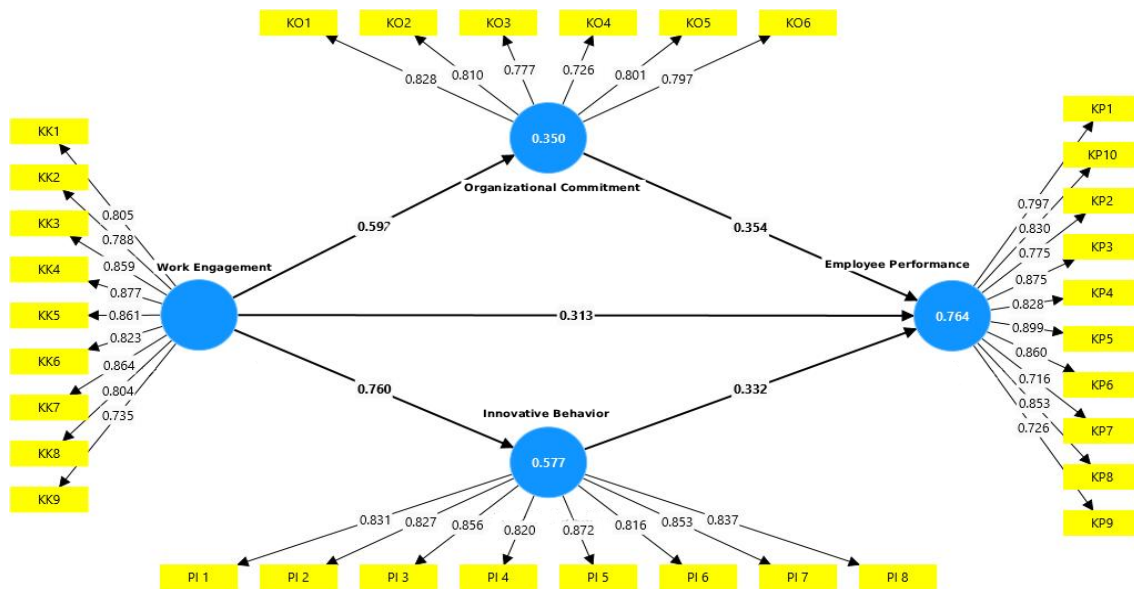


Figure 2. Bootstrapping SmartPLS Model

The Work Engagement variable on employee performance shows that work attachment has a significant positive effect on employee performance. This explains that the higher the work attachment, the higher the performance that will be produced by employees. This strengthens the theory from Gallup's research (2022), work attachment reflects positive feelings such as high motivation and well-being at work. This plays an important role in increasing productivity and reducing work stress (Ridho 2023). Empirically, the results of this study are consistent with previous research. Research from Wahyuni et al. (2022), Khusanova et al. (2021), and Nasution & Setiamy (2023) shows a positive influence of job attachment on employee performance. The results of the descriptive analysis show that most employees of health centers in the north Surabaya area really enjoy work and feel emotionally involved, so they are able to complete tasks according to predetermined targets. Employees who have a high attachment to a job and their health center will show high energy, strong mental resilience, and employees tend to invest a lot of effort in the assigned tasks, so that in the end, it will improve the performance of the health center employees. The need for efforts to improve and maintain the quality of work engagement in the health center environment through shaping a comfortable health center environment for health center employees to work.

The Work Engagement variable related to organizational commitment indicates that a strong connection to one's work positively influences employees' commitment to the

organization. In other words, the greater the level of work attachment, the stronger the commitment employees demonstrate towards the organization. The results of this study are consistent with previous research, namely research from Novianty (2024) and Oyeng (2023). However, the research of Nasution & Setiamy (2023) states otherwise, that work attachment is not related to organizational commitment. The results of descriptive analysis show that most community health center employees in the north Surabaya area really enjoy work and feel emotionally involved, so employees feel proud and have loyalty to the community health center where they work. With the high job attachment of health center employees, who feel emotionally attached to their work, employees will have a high commitment to their work and the health center where they work. This is reflected in the employee's dedication to the tasks assigned and the employee's willingness to face challenges and difficulties that may arise.

The organizational commitment variable to employee performance in this study demonstrates that organizational commitment positively influences employee performance. Theoretically, the results of this study are in line with those of Luthans, (2011), and this study is in line with research from Yasa et al., (2021), Wahyuni et al., (2022), Suyono et al., (2024), Nasution & Setiamy, (2023), Frastika & Franksiska, (2021), Rahman et al., (2021), which indicates a strong and beneficial influence of organizational commitment on employee performance. However, this is contrary to research findings Ernanto & Indriyaningrum, (2023); Masroh & Sapruwan, (2023); Ranto et al., (2024), and Dwi Wahyu Pril (2024), which states that there is no significant relationship between organizational commitment and employee performance. The commitment of community health center employees in the north Surabaya area is built on a sense of pride in the community health center and loyalty to remain part of the community health center, which will create a sense of pleasure at work so that they can complete their tasks according to predetermined targets. Increasing and maintaining commitment at the community health center can be done through several strategies, including annual ceremonial activities related to raising the internal commitment of the community health center, building a conducive community health center environment, a reward system, and team collaboration to strengthen togetherness.

The Work Engagement variable on innovative behavior shows that work attachment has a significant positive effect on innovative behavior. The results of this study are in line with Hutomo et al., (2024); Yasa et al., (2021), and Subroto et al., (2024). However, Oyeng's research (2023) shows different results, namely the absence of a relationship between job attachment and innovative behavior. The results of this study show that employees of community health center in the north Surabaya area have high job attachment, which will affect the emergence of employee innovative behavior. This high work attachment is evidenced by having a sense of enthusiasm and challenge at work, enthusiasm and pride in work, which in turn leads to innovative behavior of community health center employees when they find problems from a program that requires follow-up as part of improving the quality of community health center services.

The role of innovative behavior in employee performance indicates that it has a strong positive impact on how well employees performance. Theoretically, the results of this study are consistent with those described by Makmur (2015) in Hutomo et al., (2024), innovation refers to the intellectual or practical process of finding new insights or advances in relation

to inputs, processes and outputs, with the ultimate goal of improving the quality of human existence. The findings of this study align with the research of Yasa et al., (2021) and Hutomo et al., (2024). The results of Ernanto & Indriyaningrum's research (2023) indicate an alternative outcome, suggesting that innovative behavior does not have a significant impact on employee performance within the context of a community health center in the northern region of Surabaya city, it shows that the innovative behavior of community health center employees at work is classified as very positive and active, characterized by the courage to put forward new ideas and involvement in work updates. Employees who demonstrate innovative behavior are more likely to achieve optimal performance at work, both individual employee performance and health center performance. The more creative or innovative a health center is, the higher the performance score will be, and it is supported by employees' work engagement and organizational commitment.

Conclusion

The findings from hypothesis testing and discussion indicate that Work Engagement is the primary factor significantly influencing employee performance, organizational commitment, and innovative behavior among community health center employees in the North Surabaya area. Employees with high levels of work engagement demonstrate enjoyment in their tasks, emotional involvement, enthusiasm, strong mental resilience, and a willingness to invest extra effort, enabling them to meet targets and tackle challenges effectively. Additionally, organizational commitment positively impacts employee performance, evident in the pride and loyalty employees feel toward the health center, which drives them to be more dedicated when completing tasks, especially in the face of difficulties. Furthermore, the innovative behavior of employees plays a crucial role in enhancing employee performance; those who proactively propose new ideas and engage in the renewal process exhibit greater adaptability to the changing dynamics of health services. Consequently, it is essential to enhance and sustain the quality of work engagement, organizational commitment, and innovative behavior among community health center employees to improve both employee performance and the overall effectiveness of the health center.

This study recommends several strategies to improve and maintain work engagement and organizational commitment in the community health center environment. First, it is necessary to build a commitment-strengthening system through the implementation of annual ceremonial activities related to raising the internal commitment of the health center, building a conducive health center environment, building a reward system, and team collaboration to strengthen togetherness. In encouraging employees to always have innovative behavior, community health center management provides support, space, facilities, and gives appreciation to employees who innovate.

This study suggests that there is a necessity for community health centers management to pay attention to the psychological and social aspects of employees, not only the practical technical aspects. By strengthening work engagement, organizational commitment, and encouraging innovative behavior, it is hoped that a conducive and dynamic work environment can be created, which will ultimately to improve the quality of public health services. Further research can be developed by exploring other variables that may be influential, factors like transformational leadership, organizational culture, and work

motivation that influence employee performance. In addition, the location coverage of further research can be expanded.

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