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The Mediating Role of Work Engagement and Commitment on Empowerment and Organizational Justice in Volunteers' Performance

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Abstract

This research aimed to provide insight about the volunteers working in non-profit organizations. Moreover, this research would examine the effect of empowerment and organizational justice on performance with work engagement and organizational commitment as mediating variables. The research was conducted at a non-profit organization in Indonesia known as board for community self-reliance (BKM). The population was 1,862 organizations spread in various cities in East Java, Indonesia. The samples were 329 financial management unit (known as UPK) managers who worked in BKM as volunteers. The data were collected from July to November 2020 and analyzed to construct the latent variables using confirmatory factor analysis (CFA). The results of the path analysis indicated that work engagement ($\beta = .52, p < .001$) and organizational commitment ($\beta = .40, p < .001$) positively and significantly affected performance. These two variables also mediated the indirect effect of empowerment and justice on the performance. The results of another hypothesis testing revealed that work engagement positively but insignificantly affected the organizational commitment ($\beta = .05, p = .11$). Theoretical implications were discussed considering the impact of perceived organizational support (POS) to the volunteers' performance mediated by work engagement and organizational commitment. The practical implication of this research was to enhance the volunteers' performance by developing the work engagement and commitment in a non-profit organization.

Basically, human resources are employed, either in profit or non-profit organization (NPO), to achieve the goals of the organization. Commonly, paid employees are found in a profit organization. In contrast, for NPO, they tend to have more volunteers as their employees. Volunteerism is considered to make contributions to the society and community development. Volunteers offer contributions in the form of time and skills voluntarily without asking for payment. Instead of using the value of materialism, which is mostly earned by professionals or paid employees, volunteers are benefitting from other values, such as self-actualization or recognition as the intrinsic value. Volunteers have an important role in the development, mainly when associated with NPO. As Piliavin and Siegl (2007) described, volunteers' activities include taking part in an

organizational framework that can produce services for a person, group, or the general society.

When conducting their activities in NPO, volunteers essentially empower the community and subconsciously flourish themselves. The organization's task as a team is to encourage the team members to feel valuable and be recognized as a part of the organization. The feeling of being valued can be seen from the attitude of organization members in their activities. The attitude shown by the volunteers as members of an NPO is essential to achieve the NPO's goals. Attitudes can be defined as positive and negative feelings about objects, people, or events. In other words, attitudes are assessments of responses to situations (Robbins & Judge, 2017). The positive attitudes expected from organization members, especially a volunteer, are work

engagement and organizational commitment.

Work engagement is often characterized by vigor, dedication, and absorption. Vigor refers to a high level of energy and mental endurance, a willingness to work hard, and persistence when facing problems at work. Dedication represents the feeling of enthusiasm, significance, inspiration, pride, and challenge. Meanwhile, absorption reflects the extent of total concentration and the sense of being immersed at work (Lepold et al., 2018). Generally, work engagement is described as a positive state of mind to the satisfaction of a job (Baran & Sypniewska, 2020). Organizational commitment is the psychological state of the organization members towards their attachment to the organization they are working for. There are three components of organizational commitment, namely: affective commitment, normative commitment, and ongoing commitment (Allen & Meyer, 1996). Affective commitment representing emotional ties to the organization can contribute to organizational goals due to the sense of belonging. Continuous commitment reflects a person's cognition with the organization, considering economic value as a reason for staying in the organization. Meanwhile, normative commitment refers to people obliged to maintain the organizational membership because of their loyalty to the organization.

Those positive attitudes of the volunteers as the organization members are developed through the owning of an excellent perceived organizational support (POS) towards the organization activities. The POS convinces the organization members that the organization where they work has appreciated their contribution and cares about their welfare (Rhoades et al., 2002). Eisenberger et al. (1986) developed the construct of POS based on the social exchange theory and reciprocity norm. The relationship between an organizational member and his/her organization is a social exchange relationship. The organization provides benefits and a satisfying working environment. In exchange, the organization members are expected to have strong commitment and effort toward the organization. A reciprocity norm, which is the obligated feeling to reciprocate the treatment received, will appear when the organization members perceive that they have been well treated by the organization (Gouldner, 1960). POS implementation includes increasing the ability and involvement of the volunteers, often said as empowerment and perceptions of organizational

justice. According to sociologist Max Weber in Luthans (2011), empowerment can change a stagnant organization to become vital by creating shared goals among members, encouraging greater collaboration, and increasing the value of the organization members. According to Wilson (1999), empowerment is measured through the involvement of the organization members in the decision making, the relationship between the leaders and members, and centralization-decentralization.

Meanwhile, organizational justice relates to how the organization members perceive a level of fairness regarding the performance and results they receive. Organizational justice includes distributive justice and procedural justice. According to U-Senyang et al. (2017), organizational justice directly affects organizational health and indirectly influences organizational commitment. In addition, Ibrahim and Perez (2014) explained that the higher organizational justice is received, the higher commitment and work passion they have, and vice versa. A volunteer's positive perspective towards empowerment and organizational justice derives a satisfactory work performance through positive attitudes in the organization's activities, including the work engagement and organizational commitment.

One of the non-profit and non-government organizations in Indonesia supported by volunteers is the board for community self-reliance (BKM), aiming to help the poor deal with poverty problems in Indonesia through empowerment programs. BKM spreads throughout Indonesia, including in the province of East Java. As one of the largest BKM population in Indonesia, the BKM in East Java also includes diverse socio-demographic and socio-geographic aspects.

The management unit executes the daily activities at BKM. The main role of the management unit is the financial management unit (known as UPK), managed by the UPK manager. UPK manager is an organization member of BKM which works as a volunteer. UPK manager is responsible for managing the financial administration and fund distribution to the community groups to do revolving loans. The profits obtained from the revolving loans are used for organizational financing operations and other development programs, such as social activities and environmental development. The role of the UPK manager is essential in achieving BKM's goals as a non-profit organization. The improvement of the UPK-manager performance is believed to support the success of BKM. Hence, this research

aimed to examine the impact of empowerment and organizational justice on the performance of the UPK managers as volunteers through work engagement and organizational commitment as mediating variables. As volunteers, the UPK managers work in non-profit organizations (NPO) aiming to support an issue to attract public attention but without seeking any profit. In contrast, in the profit organizations, the employees tend to pursue extrinsic values, such as career and income. Therefore, from this phenomenon, the assessment of the job satisfaction of the volunteers working on non-profit organizations is necessary to be conducted as the evaluation to the factors affecting the performance. Eventually, by this research, the understanding of the knowledge related to the behavior of the volunteers in non-profit organization, which mostly has distinguishable characteristics compared to the profit organization, can be constructed. By this proposed research, the construction of knowledge related to the characteristics and specific behavior of the volunteers in the non-profit organization, particularly in Indonesia, can be broadened.

Literature Review

Intuitively, the support from the organization, such as empowerment and justice, will have impact on the work engagement and commitment. Therefore, satisfactory work performance can be realized in the work environment. Kotzé and Nel (2020) emphasized that the respect and caring from the organization to the employees have a significant positive effect on the work engagement and organizational commitment. In their research results, Hamzah et al. (2021) indicated that work engagement influences proactive work behavior, innovative work behavior, and behavior on the employees' engagement.

There are several kinds of research related to the variable on the work engagement to the performance. Accordingly, various findings are established from the previous research. Tisu et al. (2020) and Hamzah et al. (2021) found that work engagement positively influences work performance. However, Rantelimong and Mas'ud (2016), and Rahmadalena and Asmanita (2020) discovered that work engagement insignificantly affects performance. Another study conducted by Eliyana et al. (2019) indicated the relation between organizational commitment and performance. In addition, the relation between work engagement and

organizational commitments were also investigated by Cheche et al. (2017), Albdour and Altarawneh (2014), and Rameshkumar (2020).

Previous research mainly dealt with the variable of paid employees (industrial or involuntary workers). Therefore, we mainly studied work engagement and organizational commitment as the intervening variables on the voluntary workers using empowerment and organizational justice as the independent variables. Eventually, the gap of knowledge related to the study on the variables mentioned, in the social organization whose members are mainly volunteers, can be further investigated and elaborate.

Empowerment and Work Engagement

Through the concept of empowerment, the organization members are essentially authorized in making decisions. Thereby, using this authorization, fostering a sense of responsibility, creativity, and flexibility in completing work can be realized. Eventually, this organizational support is going to build high work engagement among the members of the organization. Park (2019) found that non-coercive power makes work engagement stronger. It means that the organization members with greater access and authority will have a more robust work engagement attitude. Greco et al. (2006) stated that leaders with empowering behavior will increase the work engagement of their employees. Stander and Rothmann (2010), in their research about the relationship between work engagement and psychological empowerment, also found that psychological empowerment predicts work engagement. Moreover, leader-member exchange (LMX) also plays a significant role in increasing employee work engagement (Berlian & Rahmani, 2013).

H1: Empowerment positively and significantly affects work engagement.

Empowerment and Organizational Commitment

Employee empowerment has a broader meaning than the term participating. It can be delegation of authority, a close relationship between superiors and subordinates, and a substantial degree of decentralization in empowerment. The treatment received will build the members' trust in the organization and increase their responsibility. One of the main existences of responsibility as an expected outcome of empowerment is organizational

commitment. The empowerment makes the organization members feel appreciated. Scott et al. (2003) explained that the employee involvement, which includes perceiving organizational support, participation in decision making, and level of dependency, significantly affects the employee job satisfaction, resulting in the organizational commitment. According to Zaraket et al. (2018), there is a positive relationship between the employee empowerment and organizational commitment. Furthermore, Jomah (2017) explained that organizational commitment highly depends on the level of autonomy given to the employees in making decisions.

H2: Empowerment positively and significantly affects organizational commitment.

Empowerment and Performance

The success of the organization members in achieving an excellent performance is influenced by their perspective on the trust received. Providing opportunities and assistance for the organization members in utilizing their talents, skills, and experience is believed to encourage the optimal completion of their work. Studies conducted by Kim and Beehr (2020) and Jada et al. (2019) have proven the positive relationship between empowerment and performance. Meanwhile, a study conducted by Chen et al. (2007) explains the positive relationship between individual empowerment and performance with team empowerment as a mediating variable. Those studies identified empowerment as an independent variable, but each of them used different indicators. However, all the results demonstrated the same impact on the performance, i.e., a positive influence. There is an indication that the empowerment variable is a crucial aspect for organization members in completing their work, which is believed to enhance performance.

H3: Empowerment positively and significantly affects performance.

Organizational Justice and Work Engagement

Research done by Moliner et al. (2008) found that procedural justice improved the work engagement among the hotel employees in Spain. Some variables, including job characteristics, reward systems, procedural justice, and distributive justice, positively affect the employee engagement (Saks, 2006). Hassan and Al Jubari (2010) showed that

procedural and distributive justice increases employee work engagement by improving the leader-subordinate relationships. The increase of perception in organizational justice significantly affects employee work engagement. Procedural justice is the most significant effect, followed with distributive justice and interactional justice (Ozer et al., 2017). Individuals will strive to improve their work engagement when they have high perceptions of procedural justice in the workplace.

H4: Organizational justice positively and significantly affects work engagement.

Organizational Justice and Commitment

Imamoglu (2019) affirmed that one of the vital determinants of organizational commitment is organizational justice. The perceptions from the employees related to the organizational justice influence their positive or negative attitudes towards the organization. Distributive and procedural justice has significant and positive effects on the organizational commitment variable. Bahrami et al. (2013) found that the higher organizational justice is received by the employees, the higher commitment they show. Furthermore, organizational justice is positively and significantly correlated with affective commitment, continuity, and performance (Suliman & Al Kathairi, 2013). This conclusion is supported by Wang et al. (2010), who stated that the relationship between organizational justice and performance is mainly mediated by the organizational commitment.

H5: Organizational justice positively and significantly affects commitment.

Organizational Justice and Performance

Li and Cropanzano (2009) found that organizational justice can improve individual performance, generate civic behavior, build good mental health, reduce stress levels, and develop better individual attitudes. Fair treatment given by the organization will result in a positive attitude shown by the members of the organization. Organizations that fail to provide fair treatment will receive adverse reactions from their members (Eberlin & Tatum, 2005). Wang et al. (2010) revealed that a high perception of justice leads to the increases in the employee performance where the employees will feel obliged to be fair in how they perform their roles by giving more. Kalay (2016)

reinforced that performance will achieve maximum results if the employees are supported by organizational justice.

H6: Organizational justice positively and significantly affects performance.

Work Engagement and Performance

A working attitude that is full of enthusiasm, dedication, and focus will improve work performance. Bakker et al. (2008) stated that the employees who have higher work engagement tend to be more creative, productive, and willing to work extra. Jankinthong and Rurkkhum (2012) also found that work engagement has a significant direct effect on the employee performance. In this case, employees with high work engagement will be able to absorb their work and role as members of the organization. Therefore, their performance is better than the employees who do not feel engaged. A study conducted by Cheche et al. (2017) revealed that work engagement affects organizational performance, and this relationship is partially moderated by organizational commitment.

H7: Work engagement positively and significantly affects performance.

Work Engagement and Commitment

High work engagement will result in the higher organizational commitment as well. Lin and Ping (2016) found a significant relationship between engagement and commitment. Previous research has also shown that engagement has a significant relationship with organizational commitment (Andrew & Sofian, 2012; Raymond & Mjoli, 2013). Meanwhile, Cheche et al. (2017) attempted to investigate the mediating effect of organizational commitment on the relationship between work

engagement and company performance in Kenya. The results showed that work engagement positively affects organizational commitment. Furthermore, Jones (2018) explained that employee engagement and job satisfaction, when combined, will be significant predictors of organizational commitment.

H8: Work engagement positively and significantly affects commitment.

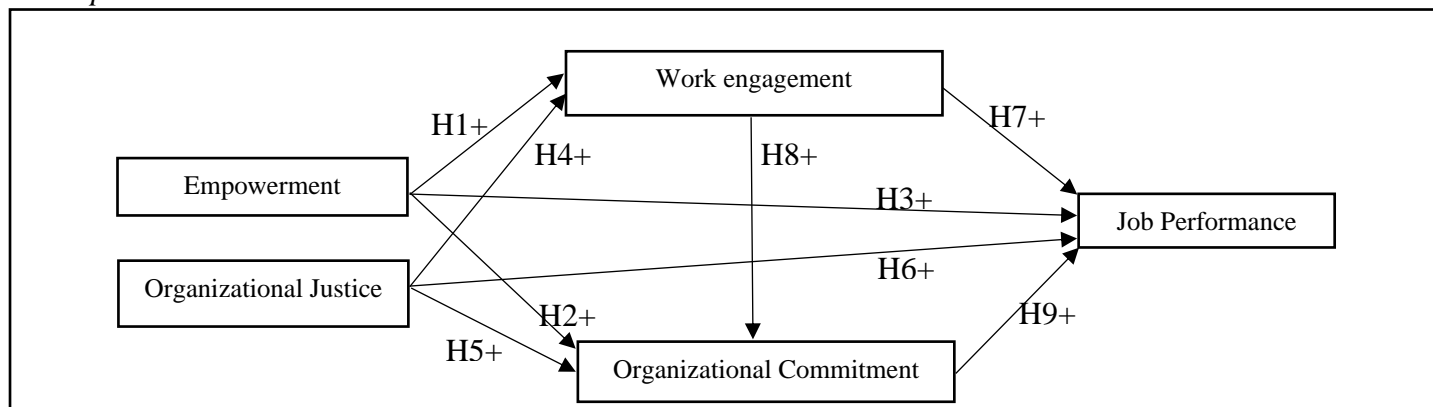
Commitment and Performance

Organizational commitment is an attitude that reflects the employee loyalty to the organization and a continuous process in which the organization members express their concern for the organization and its success and continuous progress (Luthans, 2011). Research on the relationship between organizational commitment and performance has generally produced a positive relationship. Sheng's research (2014) showed that commitment has a significant positive correlation to the employee performance. Furthermore, Zamin and Hussin (2021) proved that organizational commitment significantly mediated the relationship of leadership styles and work climate on job performance. An investigation about the relationship between organizational commitment and the employee performance in a company in Indonesia also revealed a positive relationship between organizational commitment and the employee performance (Linggiallo et al., 2021).

H9: Commitment positively and significantly affects performance.

Figure 1 shows the proposed conceptual framework of this research

Figure 1
Conceptual Framework



Method

Population and Sample

The population of this study was 1,862 non-profit organizations aiming to empower the poor known as a board for community self-reliance (BKM) spread over 36 cities/regencies in East Java province, Indonesia. East Java was selected to be the main sample in this research due to the BKM location in this province spread across cities, mountainous areas, and rural areas. Therefore, the sample of this study could describe the characteristics of both rural and urban societies. The samples were the volunteers who worked as the managers of the financial management unit (UPK) in each selected BKM. The number of samples was determined based on the Slovin's formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

n = The number of samples

N = The number of population

e = Margin of error

Using 1,862 population and setting 0.05 as the value of e , the samples needed to fulfill the criteria were 329 UPK Managers.

The sampling technique used for this research was proportional cluster random sampling. This technique was performed by proportionally selecting the number of the UPK managers as the sample by considering several regencies/cities as the clusters. After the proportion of samples for each cluster was calculated, the sample was randomly chosen in each cluster. Eventually, the selected samples were asked to complete the questionnaire which had been prepared.

Instrument Measurements

The data of this research were collected by distributing questionnaires as the research instruments. The questioning indicators were determined and adopted from the previous studies. The authors also modified the questionnaire items to fit the respondent characteristics and the aims of this research by adjusting to the respondent mother language to avoid misunderstanding of the direct translation.

1. The study for empowerment variable was measured by three indicators: the involvement of organizational members in decision making, human relations in the organization, and the

degree of power (decentralization or centralization) (Wilson, 1999).

2. The organizational justice variable was measured by two indicators: distributive and procedural justice. Distributive justice was measured by using a Distributive Justice Index (DJI) instrument developed by Price and Mueller (1986), while procedural justice was measured by using an instrument developed by Greenberg (1986).
3. The work engagement variable was adapted from the UWES scale, which included three components: vigor, dedication, and absorption (Schaufeli & Bakker, 2004).
4. Commitment variable was measured based on the affective, normative, and continuance components (Allen & Meyer, 1996).
5. Performance variable was measured based on performance indicators adapted from Mathis et al. (2016). The five indicators used were quality, quantity, timeliness, effectiveness, and independence. The reliability of these indicators was proven in previous studies by Kurniawati et al. (2020) and Rafia et al. (2020).

There were five available multiple choices as the response to each indicator. Therefore, the response was converted into an ordinal measurement scale (5-point Likert scale) with a score range of 1 to 5, where 1 = strongly disagree and 5 = strongly agree.

Research Procedure

This is an explanatory research design, which explains the role of work engagement and organizational commitment as the mediating variables in the causal relationship between exogenous variables (empowerment and organizational justice) and endogenous variables (performance). The data were collected by distributing the questionnaires as the data collection tool. The selected respondents are the UPK managers who were recruited according to the criteria to be the sampling technique. The respondents filled out the questionnaire voluntarily and had the right in refusing to response to the questions. The author explained the purpose of the research to the respondents and ensured that they understood the questionnaire items. To maintain the confidentiality respondents' identities and privacy, the questionnaires were fully anonymized. The data were collected from July to November 2020. Then, the collected data was analyzed after the questionnaires from all 329 samples were submitted.

The analysis was initiated by testing the instrument to determine the validity and reliability of the questionnaire. The instrument testing was conducted on 40 respondents. Therefore, the complete collected data were analyzed to construct the latent variables using confirmatory factor analysis (CFA). Furthermore, after the latent variable factor scores were obtained, structural equation modelling (SEM) analysis was performed. The procedure of this study had been reviewed and approved by the research ethics committee of the Economic and Business Faculty of the University of Jember, with the number 4557/UN25.1.4/LL/2021.

Results

All selected respondents were those who had fulfilled the defined requirements, completed, and submitted the questionnaire. Then, SEM analysis was conducted to evaluate the influence of the mediating variables: work engagement and organizational commitment, on the relationship between empowerment and organizational justice on the job performance. Eventually, the direct and indirect effects on the relationship among variables were evaluated.

Respondents Characteristics

All 329 respondents were dominated by women (60.80%), while the age distribution of the UPK managers was dominated by people over 46 years old (60.18%). Most of the UPK managers' education level was at least high school (85.10%). In addition, the majority of the UPK managers (86.90%) were actively involved in the organization for more than two years. Most of them were also involved in other non-profit organizations (76.60%). This result showed that they already had experience in the social field and had strong interest in doing voluntary work. In addition, the occupation of the UPK managers were housewives (24.60%), employees/permanent workers (21.60%), and teachers (17.30%).

Validity and Reliability Test

There were two steps to conduct the validity and reliability test. First, the preliminary test was conducted to measure the validity and reliability of the instrument. This preliminary instrument test was analyzed on 40 respondents by using SPSS version 24. The test results showed that all indicators of latent variables had a t_{test} greater than the $t_{\text{table}}(5\%; 40-2)$ of .31. Therefore, this test was declared valid. The assessment of the reliability of the measured scales

used Cronbach's Alpha. The analysis revealed that all latent variables used in this study had a Cronbach's Alpha between .81 to .90. Thus, it should be declared consistent and reliable because the Cronbach's Alpha was above .60. The results of instrument test showed that the questionnaire items were understandable, appropriate, correct or valid, and reliable.

Furthermore, the next step was to analyze confirmatory factors to test the validity and reliability of the model. The measurement model used in this study was a first-order Confirmatory Factor Analysis (CFA), which was used to analyze the indicators that constructed the latent variables of the study. The significance value produced could indicate the validity of an indicator (CR value > 1.96 at $\alpha = 5\%$). All indicators had passed the CR value in constructing all latent variables X_1 (empowerment), X_2 (organizational justice), Y_1 (work engagement), Y_2 (organizational commitment), Y_3 (performance). The reliability test was obtained from the standard loading value (λ) and measurement error ($1 - \lambda^2$). The reliability test result showed that the value of $X_1 = .87$, $X_2 = .82$, $Y_1 = .78$, $Y_2 = .77$, $Y_3 = .80$. These results indicated that all construct variables were reliable.

Structural Equation Model (SEM)

In the beginning, the assumption tests of SEM analysis, which were normality test, outlier test, singularity test, and goodness of fit test, were performed. The normality test was carried out to determine the data distribution on each variable (univariate) or multiple variables (multivariate). The research data should be normally distributed to construct a reliable model. The data are normally distributed if the Critical Ratio (CR) value is between -2.58 and 2.58 ($-2.58 < CR < 2.58$). The CR value of the variables X_1 , X_2 , Y_1 , Y_2 , and Y_3 showed no variables with CR value < 2.58 and > 2.58 . Thus, it indicated that the data were normally distributed. The outlier test was then examined by comparing the highest value of Mahalanobis's distance, which was equal to 66.24. The value of χ^2 in the degree of freedom and $\alpha = 5\%$ was equivalent to 170.81. Thus, there was no indication of any violation of the outlier assumption. Afterwards, a singularity could be seen through the determinant of the covariance matrix. The research results showed that the determinant of the sample covariance matrix value was 26.03 (not equal to 0). Thus, it can be said that there was no singularity problem

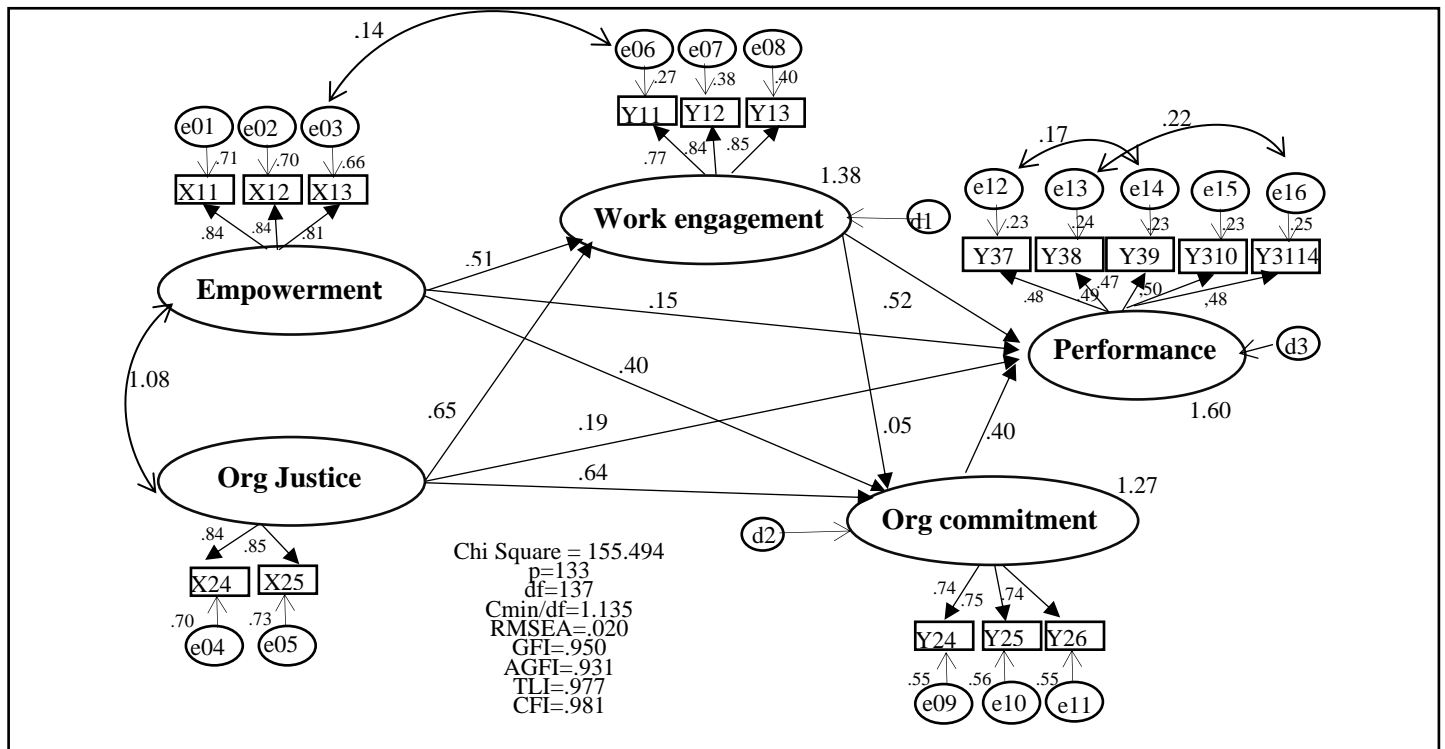
in the analyzed data.

The next stage was to evaluate the compatibility of the model with the input data by analyzing the value of Chi-Square probability, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Minimum Sampel Discrepancy Function (CMIN/DF), Tucker- Lewis Index (TLI), and Comparative Fit Index (CFI). This test had been done by running the Goodness of Fit (GOF) test. In the first run, it produced the Chi-square probability value = .01, RMSEA = .03, GFI = .94, AGFI = .92, CMIN/DF = 1.29, TLI = .94, CFI = .96. The Chi-square probability value was below .05 and the TLI

value < .95 indicated that the model was not fit yet. Subsequently, the model was improved by considering the modification index suggested by the Amos program. The structural model of this study was re-specified by adding 3 covariance lines between $e_{03} - e_{06}$, $e_{12} - e_{14}$, and $e_{13} - e_{16}$ to increase the compatibility of the model. The results of structural analysis after the addition of 3 covariance, as shown on Figure 2, were chi-square value = 155.49, chi-square probability value = .13, RMSEA = .02, GFI = .95, AGFI = .93, CMIN/DF = 1.13, TLI = .98, CFI = .98. According to these results. the model was considered fit.

Figure 2

The Results of Goodness of Fit test after the Addition of 3 Covariances



Based on the model assumptions test. which had satisfied the requirements. each path coefficient could be interpreted. The detailed path coefficient

testing of direct effect is shown in Table 1. In addition. the coefficient testing of indirect effect is presented in Table 2 as follows:

Table 1

Analysis of Direct Effect among Variables

	Hypotheses	Direct Effect			Result
		β	CR	p	
1	Empowerment (X_1) \rightarrow Work engagement (Y_1)	.51	4.27	<.001	Positive & Significant
2	Empowerment (X_1) \rightarrow Organizational Commitment (Y_2)	.40	4.56	<.001	Positive & Significant
3	Empowerment (X_1) \rightarrow Performance (Y_3)	.15	3.82	<.001	Positive & Significant

Table 1 (*Continued*)

Hypotheses		Direct Effect			Result
		β	CR	p	
4	Organizational Justice (X ₂) → Work engagement (Y ₁)	.65	5.32	<.001	Positive & Significant
5	Organizational Justice (X ₂) → Organizational Commitment (Y ₂)	.64	6.07	<.001	Positive & Significant
6	Organizational Justice (X ₂) → Performance (Y ₃)	.19	4.44	<.001	Positive & Significant
7	Work engagement (Y ₁) → Performance (Y ₃)	.52	5.57	<.001	Positive & Significant
8	Work engagement (Y ₁) → Organizational Commitment (Y ₂)	.05	1.61	.11*	Positive & Insignificant
9	Organizational Commitment (Y ₂) → Performance (Y ₃)	.40	2.94	<.001	Positive & Significant

Note. * $p > .05$

Table 2*Regression Weight Comparison of Indirect and Direct Effect*

Indirect Effect		Direct Effect	
Variable	$\beta_i * \beta_j$	Variable	β
Empowerment (X ₁) → Work Engagement (Y ₁) → Performance (Y ₃) ($\beta_1 = .51$) * ($\beta_7 = .52$)	.26		
Empowerment (X ₁) → Organizational Commitment (Y ₂) → Performance (Y ₃) ($\beta_2 = .40$) * ($\beta_9 = .40$)	.16	Empowerment (X ₁) → Performance (Y ₃)	.15 (β_3)
Empowerment (X ₁) → Work Engagement (Y ₁) → Organizational Commitment (Y ₂) → Performance (Y ₃) ($\beta_1 = .51$) * ($\beta_8 = .05$) * ($\beta_9 = .40$)	.01		
Organizational Justice (X ₂) → Work Engagement (Y ₁) → Performance (Y ₃) ($\beta_4 = .65$) * ($\beta_7 = .52$)	.34		
Organizational Justice (X ₂) → Organizational Commitment (Y ₂) → Performance (Y ₃) * ($\beta_5 = .64$) * ($\beta_9 = .40$)	.26	Organizational Justice (X ₂) → Performance (Y ₃)	.19 (β_6)
Organizational Justice (X ₂) → Work Engagement (Y ₁) → Organizational Commitment (Y ₂) → Performance (Y ₃) ($\beta_4 = .65$) * ($\beta_8 = .05$) * ($\beta_9 = .40$)	.01		
Empowerment (X ₁) → Work Engagement (Y ₁) → Organizational Commitment (Y ₂) ($\beta_1 = .51$) * ($\beta_8 = .05$)	.03	Empowerment (X ₁) → Organizational Commitment (Y ₂)	.40 (β_2)
Organizational Justice (X ₂) → Work Engagement → Organizational Commitment (Y ₂) ($\beta_4 = .65$) * ($\beta_8 = .05$)	.03	Organizational Justice (X ₂) → Organizational Commitment (Y ₂)	.64 (β_5)
Work Engagement (Y ₁) → Organizational Commitment (Y ₂) → Performance (Y ₃) ($\beta_8 = .05$) * ($\beta_9 = .40$)	.02	Work Engagement (Y ₁) → Performance (Y ₃)	.52 (β_7)

Discussion and Conclusion

The overall purpose of this research was to examine the impact of empowerment and organizational justice on the performance of UPK managers as volunteers. Furthermore, the role of work engagement and organizational commitment as mediating variables would also be investigated. This section specifically explains the effect of each variable in the direct relationships. Eventually, the role of mediating variables on the indirect relationship and its implication for the BKM as an organization could also be elaborated.

Findings about the Direct Effects

Empowerment on work engagement, organizational commitment, and performance

The first hypothesis tested the impact of empowerment on the work engagement of the UPK managers. It revealed a positive influence of empowerment given by the BKM on the work engagement ($\beta = .51, p < .001$) of the UPK manager. The factor which led the UPK managers to feel engaged was the organization itself. The employees will dedicate themselves to the organization if it gives them more trust (Markos & Sridevi 2010). The UPK managers, who were given greater access and authority, would have a stronger work engagement attitude. The empowerment conducted by the leader of BKM encouraged the UPK management to solve their problems autonomously. The empowerment, with several indicators which were involvement in decision making (84%), quality of relationships between the supervisor and subordinate (82.70%), and decentralization (81%), had succeeded in building the employees' trust. Therefore, the empowerment existence generates a strong work engagement within the UPK managers.

The second hypothesis test was performed to investigate the effect of empowerment on organizational commitment. The result showed that the empowerment developed by the BKM leaders lead to the increase of commitment ($\beta = .40, p < .001$). When the UPK managers received authority as members, they would have a great responsibility and feel like being a part of the organization. Alkahtani et al. (2021) also determined that the empowerment method entrusted to employees can result in a high level of commitment. Both indicators, the involvement in decision making and strong relationships between the supervisors and subordinates, had the highest factor loading values.

When the UPK managers felt involved in the decision-making process and had a close relationship with their supervisors, the impact was being valued by the organization. Therefore, the positive attitude of the UPK managers as the impact of being valued could emerge a high commitment for the organization. The actual phenomenon described that the UPK managers within the period of 2 to 5 years who had active involvement were 134 people (40.70%), while those who had involved for more than five years were 152 people (46.20%). This fact indicates that the UPK managers have a high level of commitment to the BKM.

Another test had been conducted to determine the effect of empowerment on performance. The result statistically showed that empowerment positively influences the performance of UPK managers ($\beta = .15, p < .001$). It means the higher the empowerment given by BKM leaders, the higher the performance of the UPK managers. This result emphasized the previous study by Cahyani and Darlis (2013), which proved that the empowerment variable positively and significantly affects performance, and reinforced Wibowo (2012) statement that empowerment is the factor that significantly affects performance. Empowerment helps UPK managers perceive that their contribution has a significant meaning. Furthermore, they feel competent and have the freedom to do their job. Empowerment helps them increase control over performance. The indicators of empowerment, such as involvement in decision making, the quality of the relationship between supervisors and subordinates, and decentralization, have succeeded in supporting the potential to foster a sense of responsibility, creativity, and flexibility of UPK managers in completing their job.

Organizational justice on work engagement, organizational commitment, and performance

The fourth hypothesis tested the relationship between organizational justice and work engagement. The result demonstrated a positive significant relationship between organizational justice and work engagement of the UPK managers ($\beta = .65, p < .001$). This finding was in line with research conducted by Saks (2006) regarding antecedents and consequences of engagement, which shows that one significant predictor of engagement among organizational members is organizational justice. The higher the organizational justice

provided by the BKM as an organization and its leaders, the higher the work engagement of the UPK manager. In the contrary, when an UPK manager has a positive perception of the justice received, they will have a deeper involvement in their work. Organizational justice is a perception developed by UPK managers in assessing distributive justice and procedural justice that the organization gives compared to other members and comparing their inputs and the outputs they receive. A fair organization is a guarantee as well as a part of the compensation received by volunteers. Therefore, UPK managers as volunteers could work comfortably, according to their expertise.

Furthermore, an investigation was performed to examine the fifth hypothesis about the relationship between organizational justice and commitment. It was found that the organizational justice given by the BKM positively affect the commitment of UPK managers ($\beta = .64, p < .001$). The higher the justice provided by the organization, the higher the feeling of being respected and prosperous. This feeling will lead to an increase in organizational commitment. Bakhshi et al. (2009) also stated that procedural and distributive justice in an organization would drive significant organizational commitment. Providing fair treatment is one way to keep UPK managers giving their total contribution in time, energy, thoughts, ideas to achieve organizational goals. The organizational commitment of UPK managers is more influenced by satisfaction with the system and the positive perceptions of the rational processes and procedures used to determine the resources and the allocation of decisions. The organization's positive and fair perceptions could make UPK managers more committed and increasing the enthusiasm for work. However, when UPK managers feel unfair, they lose interest and show an unwillingness to pursue organizational goals.

On the other hand, the sixth hypotheses test was evaluated to determine whether organizational justice influences performance. The result indicated that the implementation of organizational justice positively and significantly affects the performance of the UPK managers ($\beta = .19, p < .001$). It means a higher level of justice received by the UPK manager leads to an increase in their performance. Organizational justice affects a person's attitudes and reactions. If members of the organization feel that they are being mistreated, it will reduce their performance in response to unfair treatment. This statement is in line with research conducted by

Eberlin and Tatum (2005) that the failure of an organization to provide fair treatment will receive adverse reactions from their employees. The implementation of distributive justice and procedural justice conducted by the BKM impacts the performance of UPK managers. The organization's management is necessarily needed to adopt the use of a "collective leadership" system. Therefore, BKM has to select 9 to 11 collective leaders. In determining a policy, it must go through the discussion and agreement of all collective leaders. This process can minimize unfair organizational processes and abuse of power occurring, which impact the work performance of organizational members.

Work engagement on performance and commitment

The seventh hypothesis tested the relationship between the work engagement of the UPK managers and their performance. It demonstrated a positive influence of work engagement on the performance of the UPK managers ($\beta = .52, p < .001$). The higher the engagement of organizational members, the higher their performance. Work engagement is one of the work behaviors that can benefit management in achieving performance targets. Behavior that focuses on work is believed to contribute maximum output. The results of this research are reinforced by Jankingthong and Suthinee (2012), who also found that work engagement has a significant direct effect on the performance of organizational members. UPK managers are volunteers who offer contributions without payment. However, they could earn other benefits or advantages. Since UPK managers choose their works based on their abilities, skills and interest, it would show a strong work engagement, which could impact the optimal performance. The UPK managers is dominated by the age group of over 46 years (60.18%), the social background of UPK managers are housewives (24.60%), employees (21.60%), and teachers (17.30%). This means that UPK managers are active in the organization for self-actualization, and they contribute their energy to the organization.

Meanwhile, regarding the effect of work engagement on organizational commitment, there was revealed positive but insignificant results ($\beta = .05, p = .11$). This result means that higher work engagement of a member of the organization does not significantly increase their commitment. The involvement of volunteers in an organization is

common in everyday life, such as schools, associations, community groups, government agencies, and hospitals. Volunteering is defined as the nature of involvement in helping community members without expecting benefits, solely with a feeling of sincerity, and a spirit of devotion (Kneefel, 2006).

Essentially, the activities of the UPK managers in this social organization are most likely based on satisfaction with their work, which is following their character and abilities. However, it does not necessarily directly affect organizational commitment because work engagement is related to individuals and jobs. In contrast, organizational commitment is related to individuals and institutions (organizations). The involvement of BKM volunteers (76.60%) in various social organizations, with similar task responsibilities, is believed to be a crucial reason for the insignificant result. This finding is supported by Rameshkumar (2020) and Albdour and Altarawneh (2014). They found an insignificant relationship between work engagement and sustainable commitment.

Effect of commitment on performance

The final hypothesis which tested the relationship between commitment and performance showed that the result was positive and significant ($\beta = .40, p < .001$). Organizational commitment can be seen from how well the UPK manager shows attitudes related to their work and identifies their involvement to accomplish their responsibility. Better performance will be achieved when employees have a solid commitment to the organization and a psychological attachment (Sheng, 2014). The commitment of the UPK managers was indicated by 86.90% of the respondents who have been working for more than two years as managers. This fact shows that the organization has succeeded in supporting and presenting an excellent organizational environment for the organization members. The feeling of being valued by the organization helps meet the needs of organizational members for approval, esteem, and affiliation. Thereby, members of the organization are willing to express their loyalty and exert more vigorous efforts to complete their work as the impact.

The Mediating Role of Work Engagement and Organizational Commitment

Partially, work engagement and organizational commitment as mediating variables contributed to

the indirect effect of the empowerment and justice on performance. From this phenomenon, it is essential for organizations with volunteer members or non-profit organizations to build an environment that creates a positive vibe towards work engagement and commitment in order to deliver optimal performance. Meanwhile, the direct effect of the empowerment variable on performance ($\beta = .15$) is smaller than the indirect effect through work engagement ($\beta = .26$) and organizational commitment ($\beta = .16$), as depicted in Table 2. Thus, it can be analyzed that the work engagement variable and organizational commitment have contributed as a mediating variable between the empowerment and the performance of the UPK managers. Meanwhile, the direct influence of the organizational justice variable on performance ($\beta = .19$) was also less than the indirect effect through work engagement ($\beta = .34$) and organizational commitment ($\beta = .26$). According to this result, the work engagement variable and organizational commitment variable mediate the influence of the organizational justice variable on the performance of volunteers.

According to the comparison of mediating variables (work engagement and organizational commitment), the work engagement variable contributes a greater influence on the indirect relationship between empowerment and organizational justice on performance. It indicates that a volunteer needs to have the will and technical ability through experience. Furthermore, when the work engagement and commitment variables were used together as mediators in the indirect relationship between empowerment and performance, the regression weight value generated in this indirect relationship was lower than the direct relationship. The mediating effect of work engagement and commitment on the indirect relationship between organizational justice and performance also showed a lower value than the direct relationship between organizational justice and performance. This fact is influenced by the direct effect of work engagement on the commitment that had an insignificant result.

Implications

The findings of this study emphasize that BKM leaders should continuously care for their volunteers. Moreover, they also need to ensure that the UPK managers feel appreciated so that a positive attitude is developed in the organization. The role of work engagement and organizational commitment are

essential to achieve an excellent performance. Perceived organizational support (POS) is needed to elevate the engagement and commitment of organizational members. Organizational support for its members can be provided through the application of positive power or social power principle. This principle includes organizational member involvement in decision making, relationship maintenance between leaders and members, empowerment, and implementation of organizational justice.

When the organization implements the principles of empowerment and organizational justice, it will guarantee work engagement and high organizational commitment, which results in optimal performance. The UPK managers are social workers or volunteers, who volunteer their time and skills, and they are essential resources in the BKM organization. The organization should support a reciprocal relationship where volunteers receive something beneficial for themselves. The benefits expected by the UPK manager including the feeling of achievement, skills and experience improvement, relations expansion, and involvement in organizational life, as well as happiness. Developing work engagement and organizational commitment through organizational management with empowerment and implementing organizational justice will generate maximum performance output.

Limitations

This study has several limitations. First, the data in this research were collected using questionnaires and the true opinion from the respondents, sometimes, cannot be correctly reflected due to their different assumptions in understandings the questionnaire. In addition, honesty in completing the questionnaire may also influence the results. Thereafter, further research needs to be conducted especially on the elaboration of other methods or the use of secondary data for validation. Second, further studies also need to assess the volunteers from other social organizations in Indonesia as respondents to further strengthen the generalizability of the research results as the only respondents of this study are the UPK managers of the BKM. Third, the attitude variable as the mediation in this study is only limited using work engagement and organizational commitment variables. In further studies, it is necessary to consider the intrinsic satisfaction variables to describe the real passion of volunteers.

Conclusion

The results of this study revealed that work engagement and organizational commitment had a positive influence on performance. Furthermore, a significant contribution was demonstrated when work engagement and organizational commitment became a mediator variable between empowerment and organizational justice on performance. Meanwhile, the effect of work engagement on commitment was found to be insignificant. It means the increase in work engagement does not guarantee higher organizational commitment. Work engagement refers to the suitability of skills and jobs on individuals, while commitment tends to influence the organizational environment.

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