

Building Performance Through Work Engagement and Social Emotional Learning: A Study on Non-ASN Employees of the Banten Ministry of Religion

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Abstract

The purpose of this study was to determine the direct effect of work involvement and social emotional learning on work decision making. The direct effect of work involvement and social emotional learning on performance; Indirect effect of work involvement and social emotional learning on performance through work decision making. This study uses a quantitative method with a correlational approach. The population of this study were all honorary employees in the Regional Office and the Ministry of Religion Office in Banten Province, totaling 289 people. The sampling technique used was proportional random sampling. The sample size was 240 respondents. The research instrument was developed based on the grid compiled from the theory that has been explained on the theoretical basis. Data was collected using a questionnaire. The study was conducted in June-July 2024. The results of this study indicate that work involvement has a significant effect on work decision making. Social emotional learning has a significant effect on work decision making; Job involvement has a significant effect on Performance; Social emotional learning has a significant effect on performance; job involvement has a significant effect on performance through work decision making. Social emotional learning has a significant effect on performance through work decision making. The findings of this study, that work decision making is able to mediate the influence of work involvement and social emotional learning on performance through work decision making .

Keywords: job involvement, social emotional learning, work decision making, performance.

Introduction

Performance is the easiest aspect to measure from employees compared to other aspects (Yongxing et al., 2017), because with the naked eye everyone can assess the performance of one employee with another (Motyka, 2018). Many people see employee performance from their perseverance, or from their work achievements while producing goods or services (Yao et al., 2022). There are also those who assess performance from their tenacity in achieving predetermined targets (Hendrik et al., 2021) . High-performing people will remain focused on working until the predetermined targets can be achieved (Satata, 2021; Alexandro & Basrowi, 2024; Juanto et al., 2023).

The performance of employees who produce goods is easier to measure than service products, because goods can be measured in terms of the number of products produced (Alzahrani et al., 2019) . Meanwhile, services are more difficult to measure because they are more abstract (Santibañez & Guarino, 2021; Basrowi et al., 2024), and sometimes depend heavily on the level of customer satisfaction who have enjoyed the services provided (Jones et al., 2019).

Performance can be seen from the time unit, starting from the number of products produced for 1 hour, 1 day, 1 week, 1 month, to 1 year (McCormick et al., 2015). All products are associated with the number of time units. When someone is able to achieve or exceed the performance target according to the specified time, then that person is high performing, and vice versa (UNESCO, 2021; Basrowi et al., 2021). When unable to meet the specified target according to the time target, then the performance is low (Dalimunthe et al., 2023; Aliyyah et al., 2024).

The performance of non-ASN employees in government offices can still be said to be low. There is a lot of empirical evidence indicating this low performance. Many non-ASN employees resign and do not continue their careers as honorary employees in government offices. The following is the number of employees who resigned in 2024 at the Kemenag Regional Office, and the Kemenag Regency and City Offices in Banten Province.

Table 1. Amount Non ASN employees who resign self

Ministry of Religious Affairs Office	Number of Non ASN Employees in 2024	Resign	%
Regional Office	101	4	4.0%
Pandeglang Regency Ministry of Religion Office	28	2	7.1%
Lebak Regency Ministry of Religion Office	26	2	7.7%
Ministry of Religion Office of Tangerang Regency	23	1	4.3%
Serang Regency Ministry of Religion Office	24	1	4.2%
Cilegon City Ministry of Religion Office	26	2	7.7%
Serang City Ministry of Religion Office	26	1	3.8%
South Tangerang City Ministry of Religion Office	27	2	7.4%
Ministry of Religious Affairs Office of Tangerang City	24	1	4.2%
Amount	305	16	5.5%

Source : Regional Office Ministry of Religion Banten Province 2024

The table above indicates that, performance non ASN employees at the Regional Office Ministry of Religion Banten Province still low, proven There is as many as 5.5% in 2024 who choose to resign self, compared Keep going career in Regional Office / Ministry of Religion Office Banten Province.

In every annually , an average of 8.3% of non-ASN employees received a Warning Letter I, an average of 6.3% received SP II, an average of 4.8% received SP III. In each month, an average of Non-ASN employees leave work without permission between 1-5 days an average of 11 people, between 6-10 days an average of 2 people, more than 10 days an average of 1 person.

The level of satisfaction of direct superiors towards the performance of non-ASN employees is as follows. Of the 22 direct superiors surveyed initially, it was found that 2 people (9.1%) said they were very satisfied, 4 people (18.2%) said they were satisfied, 8 people (36.4%) said they were sufficient, 6 people (27.3%) said they were less satisfied, and 2 people (9.1%) said they were very less satisfied.

In several studies, it was seen that employee performance targets at the Banten Religious Affairs Office were not achieved. For example, in a study conducted in 2020, it was found that employee performance targets were not achieved, which resulted in low budget absorption and late task reports (Dinantara & Harras, 2020).

Low budget absorption is also an indicator of poor employee performance. In several studies, it was found that budget absorption at the Banten Religious Office was still low, which means that employee performance was ineffective in using available resources (Dinantara & Harras, 2020).

Report Late assignments also become significant problem. In some research, found that report assignments at the Banten Religious Affairs Office often too late, which means that performance employee No effective in manage tasks and authorities assigned. Fluctuating productivity levels also become indicator performance insufficient employees. In some research, found that level productivity at the Banten Religious Affairs Office tends to fluctuating, which means that performance employee No stable and effective in manage task (Dinantara & Harras, 2020).

Poor teamwork is also a significant problem. Several studies have found that teamwork at the Banten

Religious Office is not very solid, meaning that employee performance is not effective in working with the team to achieve goals (Dinantara & Harras, 2020).

Other indisciplinary actions such as not following rules and procedures are also indicators of poor employee performance. In several studies, it was found that other indisciplinary actions often occurred at the Banten Religious Office, which means that employee performance is ineffective in following applicable rules and procedures (Dinantara & Harras, 2020).

Research conducted by Umam (2018) used a questionnaire to measure employee performance with a questionnaire containing 41 statement items representing 6 indicators of organizational climate and 4 indicators of employee performance. Employee answers were analyzed using a Likert scale with 4 answer choices that had different scores showing that employee performance was indeed low at 64.7 percent, moderate at 32.2 percent, high at 8.1 percent, very high at 5.0 percent.

The Banten Ministry of Religious Affairs Office also held a competency assessment for civil servants within the Banten Ministry of Religious Affairs Office. This assessment aims to map employees and improve their performance through more specific competency assessments. The results showed that the performance of new employees was 5.2 percent high, while the low reached 73.8 percent, the remaining 21 percent were low performers (<https://banten.kemenag.go.id/publikasi/berita/pemetaan-pegawai-kanwil-kemenag-banten-gelar-asesmen-kompetensi-bagi-pns>)

Another study conducted by OJS Pustek used a performance model based on organizational cultural values. The values of professional culture, integrity, innovation, responsibility, and exemplary behavior are considered as indicators of effective employee performance. This measurement is carried out through statistical analysis to determine how much influence cultural values have on employee performance, the results of descriptive analysis of employee performance show that employee performance is very low at 52.4 percent, low at 23.4 percent, moderate at 13.2 percent, high at 11 percent.

Related to previous research, there is still inconsistency between one study and another. The results of research related to the influence of career decisions on performance have been conducted by (Dalimunthe et al., 2023) which concluded that, When someone has decided to pursue a career in an organization that is in accordance with their expectations, they will perform highly.

Another study (Novitayanti et al., 2020) concluded that the better the decision to pursue a career in the organization that has been followed, the higher the performance obtained. Therefore, to improve performance, the aspect that can be improved is the decision to pursue a career in the organization that is followed.

The next study was conducted by (Novita Wahyu Setyawati et al., 2022) who concluded that the factor that can improve performance is the right career decision. The right career is a determining aspect, whether the person will perform high or low.

Similar research was conducted by (Ntadom et al., 2021) which concluded that when employees have made a decision to continue their career in an organization, the employee will become increasingly high-performing. Therefore, leaders must be able to persuade all employees to quickly and accurately make decisions to pursue a career in the organization they have been following.

Unfortunately, there are other researchers (Dinantara & Harras, 2020) who found different conclusions. Even the decision to pursue a career in the organization currently being followed does not have a significant effect on employee performance.

Literature review

Performance Concept

Mutegi et al., (2015) performance is the result of work obtained by individuals or organizations in achieving the vision and mission of the organization in a certain time unit. Sudiarta et al., (2014) explained that performance is the result of work achievements obtained by someone in carrying out a task that has been given by the leader of the organization in a certain time unit. A shorter definition was put forward by Wang & Wong (2004) who stated that performance is the work product of individual and group work during a certain time period.

Eniola & Entebang (2015) explain a different definition that performance is a person's work achievement while carrying out their duties and functions with predetermined targets. A somewhat similar definition is also put forward by Guo et al., (2017) that performance is a comparison between targets and achievements in a certain period of time. Chien et al., (2020) says that performance is the result obtained by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to

achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics.

The Concept of Work Engagement

Job Engagement or work engagement is an attitude or condition of an individual or employee who is positive regarding behavior in their work which is indicated by better performance, a sense of ownership of the work being done, loyalty in work, dedication and commitment to the organization (Ferreira et al., 2020). work engagement is a behavior to the extent to which employees can express themselves totally both physically, cognitively, emotionally and affectively (Farid et al., 2019). In addition, employees are proud to be part of the company where they work, find meaning in a job, and work to achieve the vision and mission of a company (S. Wei et al., 2021). With work engagement, employees will be able to work extra and focus on the success of achieving targets so that they can help increase work motivation and performance in the company (Lai et al., 2020).

Job involvement describes the general behavior of individuals, namely say, stay and strive. (Shams et al., 2020). Stay describes the consistency of speaking positively about the organization to coworkers, potential employees, and customers (Žnidaršic & Bernik, 2021). Stay means a strong desire to remain part of the company despite offers from other companies (Yandi & Bimaruci Hazrati Havidz, 2022). Strive is defined as more effort and time to contribute to the success of the company's goals (Mascarenhas et al., 2022).

Social Emotional Learning Concept

Education is a learning of knowledge, skills and habits that can be passed down from generation to generation through teaching, research and training (Larasita, nd 2022). In the current era of globalization, technological developments are very rapid, equipped with a variety of knowledge (Cherewick et al., 2021b). Based on this, what needs to be presented in this modern era, of course, requires superior human resources in various fields to be able to adapt and utilize all the facilities of technological advances (Cherewick et al., 2021a). For this reason, education that covers all matters related to student skills and character development as well as broad knowledge is needed to help a more advanced generation (Kirvesniemi et al., 2019).

Education does not only focus on cognitive knowledge, but how learning in it can include all aspects needed by students, one of which is paying attention to the emotional aspects of individuals and knowledge application skills (Siegle, 2022). Individual skills and emotions lead someone to be able to apply their learning outcomes in the real world. Such as building social relationships with the community, being skilled in various fields of work, and being able to face current challenges (Ljubetic & Maglica, 2020). Several aspects are needed by every individual because basically the success of educational outcomes is how they are practiced in the real world, so that they can lead individuals to become independent individuals and ready to be part of world change (Tsortanidou et al., 2022).

Decision Making Concept

Career decision making is a process of choosing between two or more alternative actions or behaviors of a person that lead to his/her choice, profession, position and certain job through career direction exploration by interpreting self-potential, considering and making judgments about oneself in relation to the world of work. Decision making is that people choose a career goal or something that is full of struggle and the requirements and abilities to maximize deciding themselves to be successful in the world of work (Phang et al., 2020).

Wei et al., (2020) stated that decision making is a process of identifying data to be analyzed through the process of career personality and vocational intentions, the work personality of an individual or group. While decision making is a process in which individuals make a selection from two or more possible choices to make business decisions (Van Eck van der Sluijs et al., 2023). While decision making collects supporting tools to decide on projects sustainably (Khahro et al., 2023). In addition, decision making together with career decision self-efficacy and personality traits in predicting career decision stages (Penn & Lent, 2019). Also that career effects of parenting style on students' career decision-making self-efficacy (Alexander & Harris, 2022).

1. The Influence of Work Involvement on Social Emotional Learning

Study Jia-jun & Hua-ming (2022) concluded that high work involvement will lead people to remain in the organization, because they feel comfortable. Other research Bennett et al., (2021) also concluded that, when employees feel comfortable working because they are involved in various work activities, they will continue their careers in the organization.

This condition is in accordance with the findings Dik et al., (2008) which states that the decision to

continue a career in the organization they are in is because the employee feels they are in a safe zone, because they are involved in many organizational activities.

Organizations that involve many employees in various activities will make employees feel that their energy and skills are needed, so that they decide to continue their careers in that organization (Achim et al., 2019).

Other research Yang et al., (2019) conclude that the decision to pursue a career in an organization that has been under the auspices of the organization is influenced by many organizational activities that are followed well, with full trust and high responsibility.

Job involvement is very beneficial for employee decision making to have a good career. The more often employees are involved in their work, the higher the level of decision to have a good career. Employees who feel they are never involved in their work feel discouraged, so they are unable to decide to have a career in the organization. Therefore, in order for employees to be able to decide to have a career in the organization they have been following, the employees must often be involved in various jobs.

H₁ : There is a significant influence between work involvement and social emotional learning.

2. The Influence of Work Decision Making on Social Emotional Learning

The results of Argyropoulou's research Katerina (2018) concluded that stable emotions will increase the ability to make appropriate career decisions. Emotions that are less stable will not be able to make appropriate career decisions.

The following study (Priyashantha et al., 2022) concluded that the decision to have a good career is influenced by the social emotional maturity of employees.

Another study (Angeline & Rathnasabapathy, 2021) concluded that when the social emotional level of employees increases, the decision to continue a career becomes stronger. This conclusion is in line with the findings of (Kusumawati & Wahyuningsih, 2020) which concluded that when someone is mature in viewing problems, the ability to make career decisions becomes easier and more appropriate.

Thus, this condition is in line with the findings of Salim & Safitri (2020) which states that, when someone has mature and adult social emotions, then that person will be able to wisely determine the right career decisions. Career decisions are realized when the person wants to continue their career in the organization that they have been following.

Learning to control social emotions is very important in increasing one's career stability. When his emotions are stable, then the employee will easily advance his career. Employees whose social emotional control abilities are less stable, then the employee will find it difficult to determine career decisions steadily. Therefore, in order for employees to decide their careers steadily, their level of social emotional maturity needs to be increased.

H₂ : There is a significant influence between *work decision making on social emotional learning*

3. The Influence of Work Involvement on Performance

The results of the study by Yongxing et al., (2017) showed that work involvement affects performance. The more work involvement, the higher the person's performance level. The next study, conducted by (Satata, 2021) concluded that, when someone feels included in various organizational activities, the higher the person's performance.

Research conducted by Yao et al., (2022) concluded that employees who are heavily involved in various organizational activities become comfortable and feel they have adequate capacity, so they feel satisfied and perform at high levels.

Another study by Motyka (2018) also had similar findings, namely that to improve employee performance, the aspect that can be improved is the aspect of employee participation in various types and forms of organizational activities.

This condition is in line with the findings of Hendrik et al., (2021) who concluded that efforts to appreciate employees involve them in many activities, thus increasing their performance.

Work involvement as a form of recognition of the existence of workers in the midst of the organization.

When employees feel included in various work activities, then the employees will feel considered as employees, thus, their performance will increase. On the other hand, employees who feel that they are never involved in various forms of work activities, then they feel that their existence is never considered, so their performance is low. Therefore, to improve employee performance, one aspect that can be improved is their *work involvement*.

H₃ : There is a significant influence between work involvement and performance.

4. The Influence of Work Decision Making on Performance

The results of the study conducted (UNESCO, 2021) concluded that good social emotional control will be able to improve employee performance. This means that when employees are able to carry out social emotional control, their performance will increase.

The results of the study (Alzahrani et al., 2019) concluded that the more mature a person is, the more stable the employee's socio-emotional and mature they will appear, so that they do not think about various problems, so that they are able to perform at high levels.

Research conducted by (Santibañez & Guarino, 2021) found the conclusion that with stable emotions, various problems will be faced with a calm heart, not emotional and solved with maturity.

The next study conducted by (Jones et al., 2019) found a somewhat similar conclusion, in essence, the better a person's social emotional level, the better the person's performance. This is in accordance with the findings of (McCormick et al., 2015) which state that employee performance can be improved by providing training on the formation of social emotional attitudes to form a mature soul, and full of consideration in deciding everything.

The ability to control employees' social emotions is very important because it will improve performance. The better the ability to control employees' social emotions, the higher the performance of the employee. Therefore, to improve performance, one aspect that can be improved is the ability to control social emotions.

H₄ : There is a significant influence between work decision making on performance

5. The Influence of Social Emotional Learning on Performance

The results of the study conducted by (Katharina & Kartika, 2020) concluded that the more precise the decision to pursue a career in an organization, the higher the performance achieved by the employee. In other words, there is a significant influence between career decisions and employee performance.

The results of research related to the influence of career decisions on performance have been conducted by (Dalimunthe et al., 2023) who concluded that, when someone has decided to pursue a career in an organization that meets their expectations, they will perform highly.

Another study (Novitayanti et al., 2020) concluded that the better the decision to pursue a career in the organization that has been followed, the higher the performance obtained. Therefore, to improve performance, the aspect that can be improved is the decision to pursue a career in the organization that is followed.

The next study was conducted by (Novita Wahyu Setyawati et al., 2022) who concluded that the factor that can improve performance is the right career decision. The right career is a determining aspect, whether the person will perform high or low.

Similar research was conducted by (Ntadom et al., 2021) which concluded that when employees have made a decision to continue their careers in an organization, the employees will become increasingly high-performing. Therefore, leaders must be able to persuade all employees to quickly and accurately make decisions to pursue careers in the organization they have been involved in.

The ability to control employee social emotions is very important because it will improve performance through social emotional learning. The better the ability to control employee social emotions, the higher the employee's performance through social emotional learning. Therefore, to improve performance, one aspect that can be improved is the ability to control social emotions through social emotional learning.

When someone has made a decision to pursue a serious career, their performance will be high,

conversely, if workers have not decided to pursue a serious career, their performance will be low. One way to improve employee performance is to strengthen the employee's intention to pursue a serious career. When their intention is firm, serious, and they will not change careers, their performance will increase significantly.

Work involvement as a form of recognition of the existence of workers in the midst of the organization. When employees feel included in various work activities, then the employees will feel considered as employees, thus, their performance will increase both directly and through social emotional learning. Conversely, employees who feel that they are never involved in various forms of work activities, then they feel that their existence is never considered, so their performance is low. Therefore, to improve employee performance, one aspect that can be improved is their work involvement through social emotional learning.

H₅ : There is a significant influence between social emotional learning on Performance

H₆ : There is a significant indirect influence between work involvement and Performance through Social Emotional Learning

H₇ : There is a significant indirect influence between work decision making and performance through social emotional learning.

The entire description above, when depicted in diagram form, will appear as follows.

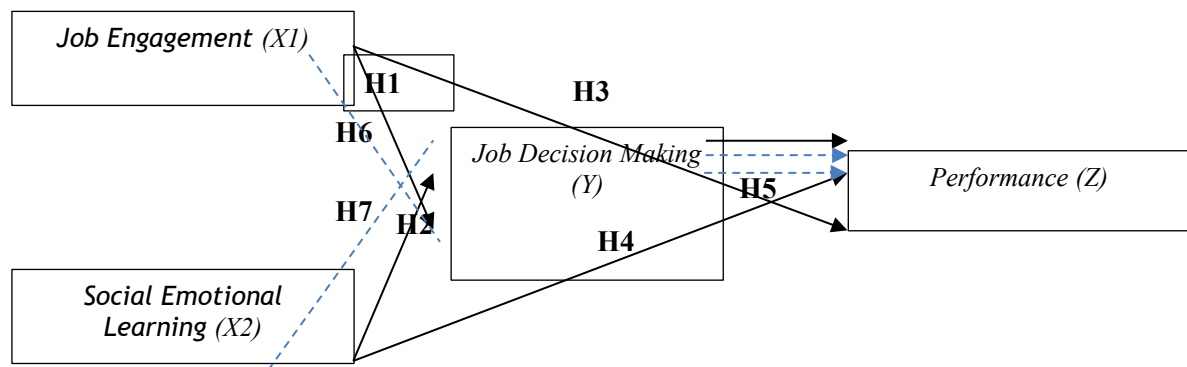


Figure 1. Framework of Thought

Description: -----> indirect influence

—————> direct influence.

Method

Research Place

This research was conducted at the Regional Office of the Ministry of Religion (Kanwil Kemenag) of Banten Province .

Research Time

The research lasted for eight months, starting from January 1, 2024 to August 31, 2024.

Research Approach

Judging from the research data to be explored, this type of research is quantitative research. Quantitative research attempts to test hypotheses that have been developed based on theory using data obtained from the field.

Population and Sample

In this study, the population was all honorary employees at the Regional Office and the Ministry of Religion Office in Banten Province, totaling 289 people.

Sample selection is done by using random sampling method .

Table 2. Population and Research Sample

Ministry of Religious Affairs Office	Non ASN Employee Population	Formula	Number of Samples
Regional Office	97	$(97/289) \times 240$	81
Pandeglang Regency Ministry of Religion Office	26	$(26/289) \times 240$	22
Lebak Regency Ministry of Religion Office	24	$(24/289) \times 240$	20
Ministry of Religion Office of Tangerang Regency	22	$(22/289) \times 240$	18
Serang Regency Ministry of Religion Office	23	$(23/289) \times 240$	19
Cilegon City Ministry of Religion Office	24	$(24/289) \times 240$	20
Serang City Ministry of Religion Office	25	$(25/289) \times 240$	21
South Tangerang City Ministry of Religion Office	25	$(25/289) \times 240$	21
Ministry of Religious Affairs Office of Tangerang City	23	$(23/289) \times 240$	19
Amount	289		240

Source: Regional Office of the Ministry of Religion of Banten Province 2024

Data Types and Sources

Primary data is information collected directly from the source (Arikunto, 2006) . The results of distributing questionnaires to respondents provide primary data for this study.

Secondary data sources are sources that do not directly provide data to data collectors. The authors collect this data and information through examination of literature and other sources that are related and associated with the problem being investigated.

Method of collecting data

This data collection method involves distributing a written questionnaire to respondents. The data collected from each question and statement is collected and processed by the author for analysis.

Data Analysis Methods

The SmartPLS 3.0 program running on a computer or laptop is used for analysis techniques. The structural equation analysis method known as PLS (*Partial Least Squares*) can assess measurement models and structural models simultaneously .

Results and Discussion

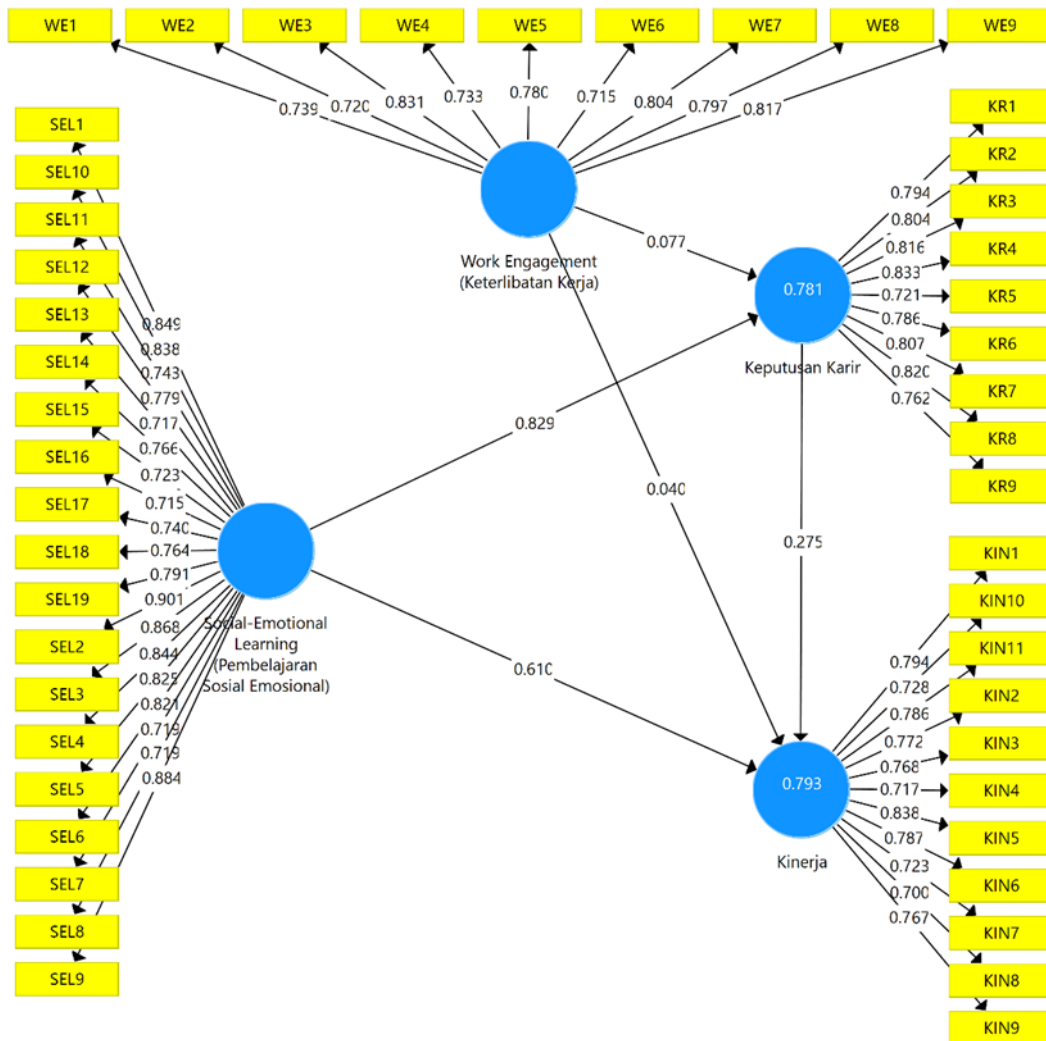


Figure 2. PLS (Loading Factor Manifest) algorithm

Source: Processing results SmartPLS v.3.2.9 (2024)

Shows details of loading factor values when conducting convergent validity testing. Based on the results of testing the research instrument question items, it is known that the entire research instrument has a loading factor value of more than 0.5 so that it is declared valid. In addition, each question item in each variable has been perfectly extracted, indicated by collecting valid items in one column and in cross loading, the valid items are greater when compared to other constructs. Thus it can be concluded that from a total of 48 statement items can be processed.

Bootstrapping Results

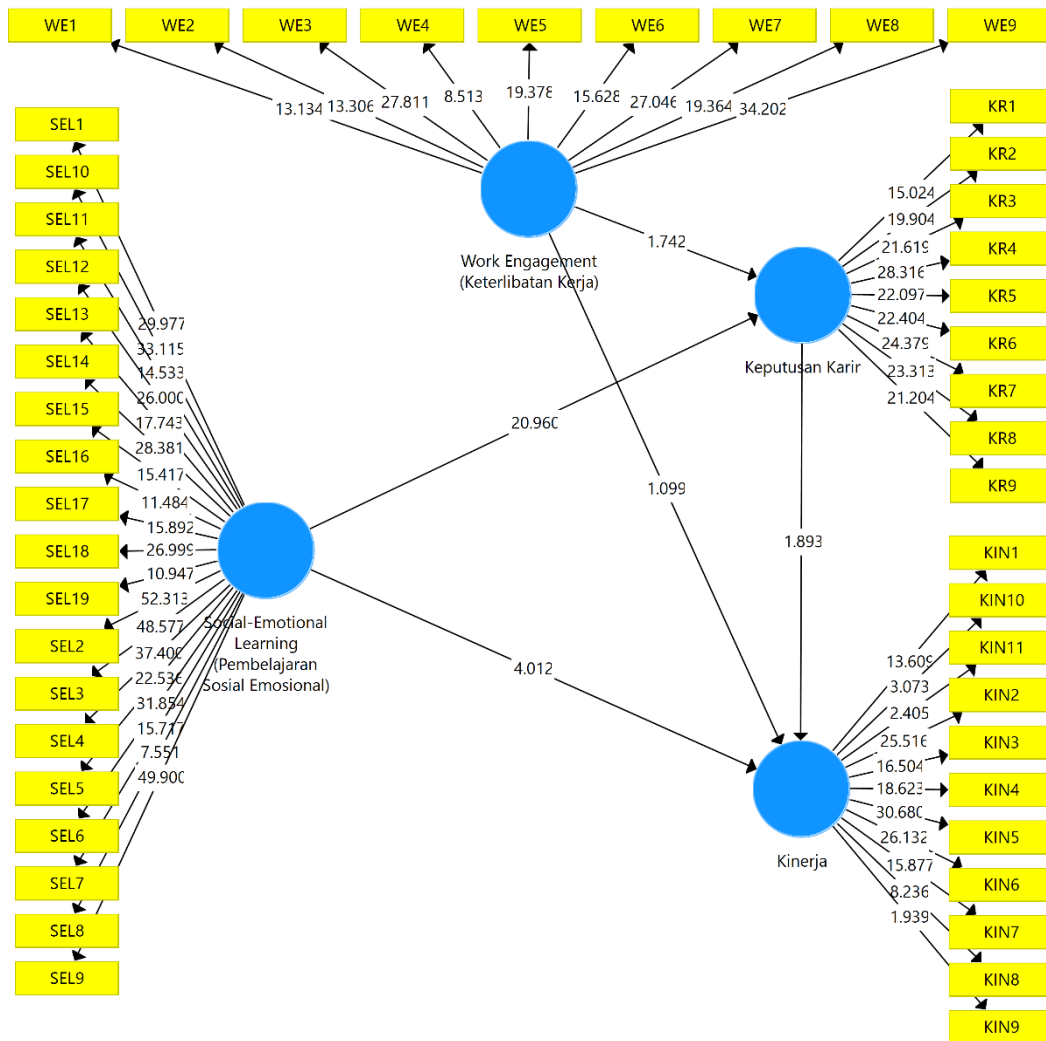


Figure 3. Significance Test of Bootstrapping Model

Source: Data processed by SmartPLS v.3.2.9 (2024)

The analysis on Bootstrapping produces a value contained in the coefficient for each relationship, between the highest value that can be seen from the relationship that occurs, namely Social-Emotional Learning to Social-Emotional Learning with a coefficient value of 0.829, while the lowest value can be seen from Work Involvement to Performance with a coefficient value of 0.040.

Table 3. Hypothesis Test Results In general Direct

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job involvement -> job decision making	0.177	0.077	0.044	2,742	0.008
Social-Emotional Learning -> work decision making	0.829	0.832	0.040	20,960	0,000
Involvement work -> Performance	0.040	0.040	0.037	2,099	0.003

Social-Emotional Learning -> Performance	0.610	0.635	0.152	2,012	0,000
Work Decision Making -> Performance	0.275	0.254	0.145	2,893	0.006

Source: Data processed by SmartPLS v.3.2.9 (2024)

After the bootstrapping process was carried out on the measurement model, the following hypothesis testing results were obtained:

H₁ : There is a significant influence of work involvement on work decision making.

From the results of the path coefficient obtained, the influence of Work Involvement on Work Decision Making has a coefficient value of 0.177 with a T-Statistic of $2.742 \geq 1.652$ and a P-Value of $0.008 \leq 0.05$, which explains that the influence is positive and significant. A positive value on the parameter coefficient means that the higher the Social Emotional Learning, the higher the Work Involvement, so H₁ is accepted.

H₂ : There is a significant influence of social emotional learning on work decision making.

From the results of the path coefficient obtained, the influence of Social Emotional Learning on Work Decision Making has a coefficient value of 0.829 with a T-Statistic of $20.960 \geq 1.652$ and a P-Value of $0.000 \leq 0.05$ which explains that the influence is positive and significant. A positive value on the parameter coefficient means that the higher the Social Emotional Learning, the higher the ability to make work decisions, so H₂ is accepted.

H₃ : There is a significant influence of work involvement on performance.

From the results of the path coefficient obtained, the influence of Work Involvement on Performance has a coefficient value of 0.040 with a T-Statistic of $2.099 \geq 1.652$ and a P-Value of $0.003 \leq 0.05$ which explains that the influence is positive and significant. A positive value on the parameter coefficient means that the higher the Work Involvement, the higher the Performance, so H₃ is accepted.

H₄ : There is significant influence of learning social emotional towards Performance

From the results coefficient path obtained influence Learning social emotional on Performance has mark coefficient of 0.610 with a T-Statistic of $2.012 \geq 1.652$ and a P-Value of $0.000 \leq 0.05$ which explains that its influence is positive and significant . A positive value on the parameter coefficient means that the higher the Social Emotional Learning, the higher the Performance, so H₄ is accepted.

H₅ : There is a significant influence of work decision making on performance.

From the results of the path coefficient obtained, the influence of Work Decision Making on Performance has a coefficient value of 0.275 with a T-Statistic of $2.893 \geq 1.652$ and a P-Value of $0.006 \leq 0.05$ which explains that the influence is positive and significant. A positive value on the parameter coefficient means that the higher the Work Decision Making, the higher the Performance, so H₅ is accepted.

Influence Indirectly

Table 4. Hypothesis Test Results Indirectly

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Social-Emotional Learning -> creation Work decisions -> Performance	0.228	0.209	0.117	1,953	0.005
Job involvement -> Job decision making -> Performance	0.021	0.021	0.018	1,779	0.025

Source: Data processed by SmartPLS v.3.2.9 (2024)

H₆ : There is a significant influence of work involvement on performance through work decision making.

From the results of the path coefficient obtained, the influence of work decision making can mediate the relationship between the influence of work involvement on performance, which has a path coefficient value

of 0.021 with a T-statistic of $1.779 \geq 1.652$ and a P-value of $0.025 \leq 0.05$, which illustrates that there is a significant influence of work involvement on performance through work decision making. Thus, it can be concluded that this mediation is accepted, so H6 is accepted.

H7: There is a significant influence of social emotional learning on performance through work decision making.

From the results of the path coefficient obtained, the influence of Work decision making can mediate the relationship between the influence of Social emotional learning on Performance has a path coefficient value of 0.228 with a T-statistic of $1.953 \geq 1.652$ and a P-value of $0.005 \leq 0.05$ which illustrates that there is a significant influence of Social emotional learning on Performance through Work decision making. Thus, it can be concluded that this mediation is accepted, then H7 is accepted.

4 .2. Discussion

The Direct Influence of Work Engagement on Social Emotional Learning

The results of the test conducted using the *bootstrapping method* showed that the first hypothesis was accepted, thus it can be concluded that there is a positive and significant influence between *work involvement* and *social emotional learning* on honorary employees at the Regional Office and the Kankemenag Office in Banten Province.

Job involvement is very beneficial for employee decision making to have a good career. The more often employees are involved in their work, the higher the level of decision to have a good career. Employees who feel they are never involved in their work feel discouraged, so they are unable to decide to have a career in the organization. Therefore, in order for employees to be able to decide to have a career in the organization they have been following, the employees must often be involved in various jobs.

The findings of this study are relevant to previous studies, one of which is according to research conducted by Jia-jun & Hua-ming (2022) which concluded that high work involvement will lead people to stay in the organization because they feel comfortable. Another study by Bennett et al., (2021) also concluded that when employees feel comfortable working because they are involved in various work activities, they will continue their careers in the organization. This condition is in accordance with the findings of Dik et al., (2008) which stated that the decision to continue their career in the organization they are in is because the employee feels that they are in a safe zone because they are involved in various organizational activities.

Organizations that involve many employees in several activities will make employees feel that their energy and skills are needed, so they decide to continue their careers in the organization (Achim et al., 2019). Another study by Yang et al., (2019) concluded that the decision to pursue a career in an organization that has been under their auspices is influenced by many organizational activities that are followed well, with full trust, and high responsibility .

The Direct Impact of Social Emotional Learning on Job Decision Making

The results of the test conducted using the bootstrapping method showed that the second hypothesis was accepted, thus it can be concluded that there is a positive and significant influence between social emotional learning and work decision making on honorary employees at the Regional Office and the Kankemenag Office in Banten Province.

The findings of this study are relevant to previous studies, one of which is according to research conducted by Katerina (2018) which concluded that stable emotions will increase the ability to make appropriate career decisions. Emotions that are less stable will not be able to make appropriate career decisions. The next study by Priyashantha et al., (2022) concluded that the decision to have a good career is influenced by the social emotional maturity of employees.

Another study by Angeline & Rathnasabapathy (2021) concluded that when the social emotional level of employees increases, the decision to continue their career becomes stronger. This conclusion is in line with the findings of Kusumawati & Wahyuningsih (2020) who concluded that when someone is mature in viewing problems, the ability to make career decisions becomes easier and more appropriate.

Thus, this condition is in line with the findings of Salim & Safitri (2020) which states that, when someone has mature and adult social emotions, then that person will be able to wisely determine the right career decisions. Career decisions are realized when the person wants to continue their career in the organization that they have been following.

Direct Influence of Work Engagement on Performance

The results of the test conducted using the bootstrapping method showed that the third hypothesis was accepted, thus it can be concluded that there is a positive and significant influence between work involvement and performance of honorary employees at the Regional Office and the Kankemenag Office in Banten Province.

The findings of this study are relevant to previous studies, one of which is according to research conducted by Yongxing et al., (2017) which shows that work involvement affects performance. The more work involvement, the higher the person's performance level. The next study, conducted by (Satata, 2021) concluded that, when someone feels included in various organizational activities, the higher the person's performance. Research conducted by Yao et al., (2022) concluded that, employees who are heavily involved in various organizational activities, then the employees become comfortable and feel they have adequate capacity, so they feel satisfied and perform at a high level.

Another study by Motyka (2018) also had similar findings, that to improve employee performance, the aspect that can be improved is the aspect of employee participation in various types and forms of organizational activities. This condition is in line with the findings of Hendrik et al., (2021) who concluded that, Efforts to appreciate employees are to involve them in many activities, thus their performance will increase.

Influence Direct Learning social emotional on Performance

The results of the test conducted using the bootstrapping method showed that the fifth hypothesis was accepted, thus it can be concluded that there is a positive and significant influence between social emotional learning and performance, meaning that the higher the performance, the higher the social emotional learning of honorary employees at the Regional Office and the Kankemenag Office in Banten Province .

The findings of this study are relevant to previous studies, one of which is according to research conducted by Katharina & Kartika (2020) which concluded that, the more precise the decision to pursue a career in an organization, the higher the performance achieved by the employee. In other words, there is a significant influence between career decisions and employee performance. The results of research related to the influence of career decisions on performance have been conducted by Dalimunthe et al., (2023) who concluded that, when someone has decided to pursue a career in an organization that meets their expectations, they will perform high.

Another study by Novitayanti et al., (2020) concluded that the better the decision to pursue a career in the organization that has been followed, the higher the performance obtained. Therefore, to improve performance, the aspect that can be improved is the decision to pursue a career in the organization that is followed. The next study was conducted by Novita Wahyu Setyawati et al., (2022) who concluded that the factor that can improve performance is the right career decision. The right career is one of the determinants of whether someone will achieve high or low achievements.

Similar research was conducted by Ntadom et al., (2021) who concluded that when employees have made a decision to continue their careers in an organization, the employees will become increasingly high-performing. Therefore, leaders must be able to persuade all employees to make quick and accurate decisions to pursue a career in the organization in which they are involved.

Influence Direct between *Learning social emotional* on Performance

The results of the test conducted using the bootstrapping method showed that the fourth hypothesis was accepted, thus it can be concluded that there is a positive and significant influence between work decision making and performance of honorary employees at the Regional Office and the Ministry of Religion Office in Banten Province.

The findings of this study are relevant to previous studies, one of which is according to research conducted by UNESCO (2021) which concluded that good social emotional control will be able to improve employee performance. This means that when employees are able to carry out social emotional control, their performance will increase. The results of the study by Alzahrani et al., (2019) concluded that the more mature a person's age, the more stable the employee's social emotions will be and they will appear more mature so that they do not think too much about various problems and are able to perform at a high level.

Research conducted by Santibañez & Guarino (2021) found the conclusion that with stable emotions, various problems will be faced with a calm heart, not emotional and solved with maturity. The next study conducted by Jones et al., (2019) found a somewhat similar conclusion, in essence, the better a person's social emotional level, the better the person's performance. This is in accordance with the findings of McCormick et al., (2015) which stated that employee performance can be improved by providing training on the formation of social emotional attitudes to form a mature soul, and full of consideration in deciding everything.

Workplace decision making is an educational approach that aims to develop social and emotional skills in individuals, including the ability to manage emotions, work with others, make good decisions, and overcome challenges in everyday life.

Indirect Effect of Work Engagement on Performance through Social Emotional Learning

The results of the sixth hypothesis testing conducted using the bootstrapping method on path coefficients (specific indirect effects) show that Work Engagement has a positive and significant effect on Performance through Social Emotional Learning. This means that Performance has successfully become a moderator variable for increasing Social Emotional Learning through Work Engagement for Honorary Employees at the Regional Office and the Kankemenag Office in Banten Province.

specific indirect effect coefficient value on the relationship between Work Involvement and Performance through Social Emotional Learning has a path coefficient value of 0.021 with a T-statistic of $1.779 \geq 1.652$ and a P-value of $0.025 \leq 0.05$. It shows that Social Emotional Learning is able to mediate the influence of Work Involvement on Performance.

Indirect Effect of Social Emotional Learning on Performance through Work Decision Making

The results of the seventh hypothesis test conducted using the bootstrapping method on path coefficients (specific indirect effects) show that Social emotional learning has a positive and significant influence on Performance through Work decision making. Showing that Work decision making has succeeded in becoming a connecting variable between the Performance variable and Social emotional learning.

specific indirect effect coefficient value on the relationship between Social emotional learning and performance through work decision making has a path coefficient value of 0.228 with a T-statistic of $1.953 \geq 1.652$ and a P-value of $0.005 \leq 0.05$. This indicates that work decision making is able to mediate the influence of Social emotional learning on performance.

Occupational decision making is an educational approach that focuses on developing an individual's social and emotional skills. This approach involves learning skills such as emotional management, effective communication, problem solving, and collaboration. Developing good communication skills through Occupational decision making can help individuals clearly articulate their interests, values, and expertise to others, including in choosing a suitable career. Effective communication skills are also important in applying for jobs, interacting with coworkers, and building good working relationships. By having strong communication skills, individuals can become more persuasive, collaborative, and influential, which in turn improves their performance on the job.

Conclusion

Based on the research results and discussions outlined in the previous chapter, it can be concluded that:

1. The results of the analysis of the direct influence of Work Involvement on Work Decision Making have a coefficient value of 0.177 with a T-Statistic of $2.742 \geq 1.652$ and a P-Value of $0.008 \leq 0.05$. so that H1 is accepted, it can be concluded that the Work Involvement variable has a significant and positive effect on Social Emotional Learning.
2. The results of the analysis of the direct influence of Social Emotional Learning on Work Decision Making have a coefficient value of 0.829 with a T-Statistic of $20.960 \geq 1.652$ and a P-Value of $0.000 \leq 0.05$. so that H2 is accepted, it can be concluded that the Social Emotional Learning variable has a significant and positive effect on Work Decision Making.
3. The results of the analysis of the direct influence of Work Involvement on Performance have a coefficient value of 0.040 with a T-Statistic of $2.099 \geq 1.652$ and a P-Value of $0.003 \leq 0.05$. So that H3 is accepted, it can be concluded that the Work Involvement variable has a significant and positive effect on Performance.

4. The results of the analysis of the direct influence of Social Emotional Learning on Performance have a coefficient value of 0.610 with a T-Statistic of $2.012 \geq 1.652$ and a P-Value of $0.000 \leq 0.05$. so that H4 is accepted, it can be concluded that the variable of Work Decision Making has a significant and positive effect on Performance.
5. The results of the analysis of the direct influence of Work Decision Making on Performance have a coefficient value of 0.275 with a T-Statistic of $2.893 \geq 1.652$ and a P-Value of $0.006 \leq 0.05$. so that H5 is accepted, it can be concluded that the Work Decision Making variable has a significant and positive effect on Performance.
6. The results of the analysis of the indirect influence of Work Involvement on Performance through Work Decision Making have a path coefficient value of 0.021 with a T-statistic of $1.779 \geq 1.652$ and a P-value of $0.025 \leq 0.05$ which illustrates that there is a significant and positive influence of Work Involvement on Performance through Work Decision Making. Thus, it can be concluded that this mediation is accepted, so H6 is accepted.
7. The results of the analysis of the indirect influence of Social emotional learning on Performance through Work decision making have a path coefficient value of 0.228 with a T-statistic of $1.953 \geq 1.652$ and a P-value of $0.005 \leq 0.05$ which illustrates that there is a significant influence of Work decision making on Performance through Social emotional learning. Thus, it can be concluded that this mediation is accepted, so H7 is accepted.

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