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The Impact of Organizational Culture on Employee Performance with Employee Engagement as an Intervening Variable

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Abstract

This study aim to investigate the direct and indirect effect of organizational culture on employee performance. This study also includes the employee engagement as an intervening variable. The number of sample of this study is 49 employees of PT Trakindo Utama Samarinda. To analyze the data, this study used multiple linear regression by using SPSS Software. Results of this study show that organizational culture has a significant effect both on employee performance and employee engagement. The employee engagement has a significant impact on employee performance, but it cannot mediate the impact of organizational culture on employee performance.

Keywords: Organizational Culture, Employee Performance, Employee Engagement

Introduction

The level of success of a company can be seen from the company's performance in managing its resources. Companies with good performance have good effectiveness in handling their human resources and in setting goals that must be achieved individually or by the organization (Silaban et al., 2021). This can be done by managing human resources well and in an organized manner to obtain a workforce that is satisfied with their work, resulting in maximum performance (Noercahyo et al., 2021). Human resource management is a strategic approach to the effective management of people in an organization, so that they can help a business gain a

competitive advantage. In gaining competitive advantage, good employee performance supports the organization to achieve its goals (Ukwadinamor & Oduguwa, 2020).

Employees are required to be part of the company in carrying out company activities. This means that employees have a role as controllers of company activities (Aziez, 2022). In general, employees are divided into various member compositions based on certain position holders. Employees can be divided into two, namely leaders and subordinates. Leaders must be able to manage their subordinates so that they become employees with superior

and productive performance (Akbari & Wahyuni, 2023). Employee performance is defined as the result of individual work in an organization. Performance is assessing how someone has worked against predetermined targets. Employee performance is the employee's actual achievement compared to the employee's expected performance (Novitasari et al., 2021). Good employee performance will become a trend for improvement in a company. Collaboration and responsibility in the company's organizational structure in building and developing the company, employees can demonstrate their abilities so as to produce employees who have quality, quantity and meet mutually agreed standards (Satata, 2021).

Employee performance is the employee's actual performance compared to the employee's expected performance. The success of an organization in improving the performance of its employees cannot be separated from the positive efforts that need to be made as a form of achieving an organization's goals (Razak et al., 2022). Several efforts can be made by hospitals to improve employee performance, such as strengthening organizational culture in the work environment to support the achievement of organizational goals, creating employee engagement or making employees attached to the organization, and also making employees have high commitment as shown by their loyalty (Puspita, 2020). Organizational culture is considered as shared assumptions, shared values, and norms of behavior. Shared assumptions contain a general understanding of the mission, vision and goals in the values of an organization (Widyawati et al., 2021). Organizational culture is believed to have a very positive influence on employee performance. This means that organizational culture is a concept that can be used as a tool to measure the suitability of organizational goals, organizational strategies and tasks, as well as the resulting impact (Wua et al., 2022).

The importance of organizational culture, understanding organizational culture as a shared agreement on values that binds all individuals in an organization to determine the normative limits of the behavior of organizational members (Sugiono & Ardhiansyah, 2021). This organizational culture can be formed by leaders who founded or developed the company or employee successors. For example, organizational culture can be formed well if leaders have implemented positive values or rules and passed them on to the next generation. As part of the company organization, employees will perceive the organizational cultural values that exist in the company, both company values and individual values (Dien Sandra Rosuliana et al., 2022). A match between personal values and company values will lead to performance. Performance is the result of the quality and quantity produced by an employee in carrying out his functions and responsibilities. Employee performance assessment is very important because by assessing the performance of an organization you can see the extent to which employees can support the organization's goals, leaders can select and place the right employees to occupy certain positions objectively (Korda & Rachmawati, 2022).

Kuswati, (2020b) conducted research regarding whether there is a relationship and influence between organizational culture on employee performance at PDAM Majalengka. The results obtained are that the organizational culture variable has a positive and significant effect on employee performance at the PDAM Majalengka Regency office. In line with these results, Mekka et al., (2021) conducted research at Bappeda and the Central Bone

Statistics Agency with similar results, namely that organizational culture has a significant positive effect on employee performance. This organizational culture can be seen from employee empowerment, team orientation, clarity of vision, direction and organizational goals. The stronger the organizational culture, the higher the performance. Apart from that, a pleasant work culture creates positive employee attitudes and provides encouragement to work harder and better.

Employees as human resources are one factor that cannot be duplicated or imitated by competitors and are considered the most valuable asset if managed and involved well. One benchmark for the performance of an organization is the performance of the organization's employees (Aziez, 2022). For this reason, organizations are increasingly seeking to improve their human resource management practices (Tarmidia et al., 2019). How an organization manages its human resources shows the extent to which the organization wants to develop and continue to improve its performance (Hadian, 2022). One of the determining factors of organizational performance that is also a concern in HRM is employee performance. One approach to managing human resources is to focus on employee engagement (Hendrik et al., 2021).

Employee engagement has become an important strategy for many organizations to improve their performance, customer satisfaction and competence. To create any type of positive change, organizations need to know what is happening within them (Azmy, 2022). Companies also face challenges like other manufacturing organizations with respect to poor communication, lack of employee participation, lack of employee recognition and poor performance appraisals, and low levels of diversity, which in turn results in poor performance in the organization (Kusuma, 2021).

Employees are an important source of competitive advantage because stakeholder perceptions about each business entity develop through interactions with employees (Kurwiany & Dhirgantara, 2022). Several definitions have been given for employee engagement. Most definitions consider employee engagement as the emotional and intellectual involvement of employees in their organization. Employee engagement can be understood as "job resources" and "social support" (Lakshmi Narayanamma et al., 2022). This is because job resources and social support increase intrinsic and extrinsic motivation among employees, which in turn results in more engaged employees (Khusanova et al., 2021). In other words, employee engagement refers to positive, effective things related to the implementation of work that have aspects of enthusiasm, dedication and absorption (Pitaloka & Putri, 2021).

Employees play an important role in all organizations due to their major contribution in the performance of various tasks. Employees or individual team members who have work engagement work more efficiently and effectively than employees who do not have work engagement (Satata, 2021). Various studies have found that employee engagement makes a significant contribution to the achievement of employee in-role and extra-role performance. Additionally, it is a recognized fact that employees prefer to work in organizations where they have a strong sense of belonging (Nusannas et al., 2020). Although the principle of multitasking has received the attention of scholars and is widely covered by the national press, progressive thinking about work engagement also influences the extent to which employees complete their work roles effectively and efficiently (Novitasari et al., 2021).

Employee engagement plays an important role in organizations so that it can improve individual performance which ultimately can provide job satisfaction. Training in service to other individuals is a supporting aspect at the employee engagement level (Bagis et al., 2019). Various other aspects such as the character of the individuals served determine the level of individual involvement in the organization. Externally, employee engagement can be influenced by several factors, including providing appropriate and satisfactory wages according to the worker's level (Azmy, 2021). Consistent communication within the organization can increase employee engagement to provide the best performance at work. A conducive work environment can provide good performance results for individuals and supportive colleagues in the workplace can increase job satisfaction and work performance. Meanwhile, internally employee engagement can be influenced by several factors, including self-efficacy (Bale & Pillay, 2021). Other findings show that a good quality of work life increases employee engagement with their work. Apart from that, it was found that passion or obsession can also form a sense of engagement in their work (Achmad Rizky Nevianto, Dedi Heriyanto, Mur Adi Setijoutomo, 2021).

Employee engagement is the most important factor that must be considered so that employees remain motivated, enthusiastic and fully absorbed in their work (Kusuma, 2021). It can also be concluded that employee engagement not only helps in keeping employees satisfied and motivated to give their best efforts and go the extra mile to improve organizational performance but is also woven together with other positive performance outcomes such as increased productivity, profitability, customer satisfaction, and customer loyalty, turnover and lower employee absenteeism (Lakshmi Narayanamma et al., 2022). Employee engagement has various drivers like empowering employees, providing complete information, support from top management, aligning efforts with strategy, etc. That organizations should keep in mind while planning to engage their employees effectively (Hendrik et al., 2021).

Studies show an affirmative correlation between employee engagement and higher performance outcomes, namely productivity, customer loyalty and safety, employee retention, profitability, customer satisfaction and employee satisfaction, lower levels of employee turnover and absenteeism. Engaged employees are likely to have low levels of errors in performing tasks that disengaged employees perform with high levels of errors. One of the studies conducted by Ngaochai & Amara, (2021) on employees working in multinational companies in Thailand shows that employee engagement influences four aspects of employee performance which include growth, achievement, contribution and customer satisfaction as an indicator of customer service. In line with this research, there are many studies that show similar results, namely that employee engagement influences employee performance so that in realizing good employee performance, companies and organizations must increase the employee engagement of each employee (Hadian, 2022; Prasadjaningsih & Alexandra, 2022; Tanwar, 2021).

PT. Trakindo Utama is the official Indonesian dealer for heavy equipment, engines, generators, fork lifts and Caterpillar spare parts. As a company that continues to expand its business area almost throughout Indonesia, PT. Trakindo Utama needs to manage its human resources well and correctly so that they can work optimally and contribute to achieving company goals. A

positive relationship between the company and employees needs to be maintained in order to improve employee performance. Positive relationships between employees and their organizations can also lead to better performance and profitability (Aprianto & Mezzaluna, 2021). This is in accordance with the opinion of (Ngaochai & Amara, 2021) who says that Employee Engagement is one of the factors of human resources or human capital which will lead to success if it can be managed consistently well. Based on the results of previous researches, the purpose of this study is to analyze the impact of organizational culture on employee performance with employee engagement as intervening variable.

Research Method

The scope of this research is related to Human Resource Management, especially the relationship between the variables of organizational culture, employee engagement and employee performance. The sample in this study were all employees of PT Trakindo Utama Samarinda, totaling 49 employees.

This study have one independent variable (organizational culture), one dependent variable (employee performance), and one intervening variable (employee engagement). Analysis data of this study consists of validity and reliability test, classical assumption test, and hypotheses test. The hypotheses tests of this study have 4 steps. First step is to analyze the effect of organizational culture on employee performance. Second step is to analyze the effect of organizational culture on employee engagement. Third step is to analyze the effect of employee engagement on employee performance. The fourth step is to analyze effect of organizational culture on employee performance through employee engagement.

Results and Discussions

The number of respondents in this research were 49 employees of PT Trakindo Utama Samarinda. Based on gender, the majority of respondents were male at 59%, while female employees were at 41%. Based on age, the majority of respondents were between 31 – 40 years old, namely 49%. This age is a very productive age. Based on education level, the majority of respondents, namely 57%, had bachelor's degree. This shows that the quality of work of the respondents is quite good.

Validity test results for the variables Organizational Culture (X), Employee Performance (Y), and Employee Engagement (Z) show that the calculated r value is greater than the r-table with a sig value (2 tailed) < 0.05. Thus it can be concluded that all variables are valid. Reliability Test is a measuring tool for measuring a questionnaire which is an indicator of a variable. If Cronbach alpha > 0.60 it can be said to be reliable and if the Cronbach alpha value < 0.60 it can be said to be unreliable. The following are the results of Cronbach alpha for the variables organizational culture, employee engagement, and employee performance.

Table 1
Results of Reliability Test

No.	Variable	Cronbach Alpha	Item	N
1.	Organizational Culture (X)	0.905	7	49
2.	Employee Performance (Y)	0.869	6	49
3.	Employee Engagement (Z)	0.910	9	49

Based on the results in table 1 above, all variables have a Cronbach Alpha value of more than 0.6. Thus it can be concluded that all

statements in this research questionnaire are declared reliable or appropriate. This study used normality, heteroscedasticity, and multicollinearity tests for the classical assumption. Figure 1 and 2 describe the results of normality and heteroscedasticity tests.

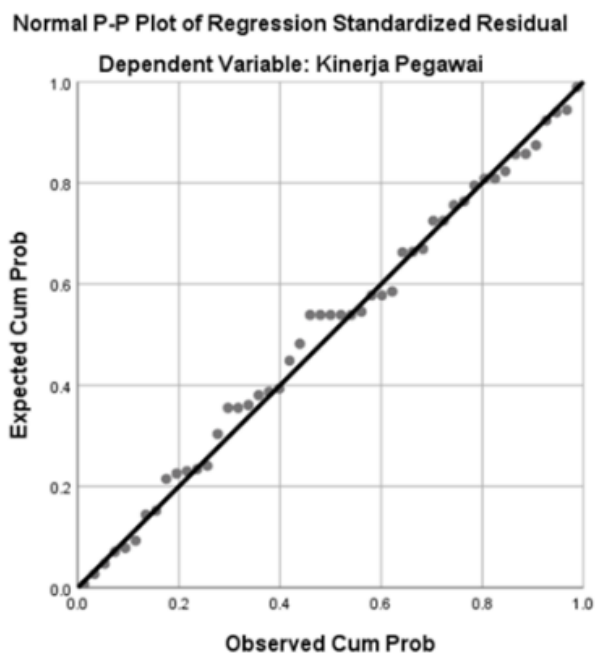


Figure 1
Result of Normality Test

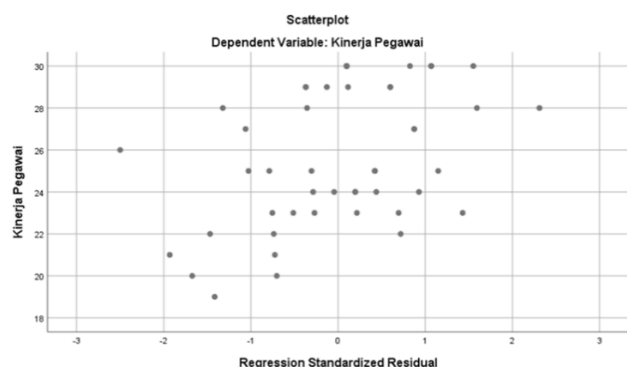


Table 4
Coefficients of Organizational Culture on Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.794	1.836		2.611	0.012
	Organizational Culture	0.700	0.061	0.859	11.515	0.000

a. Dependent Variable: Employee Performance

Based on the statistical test results in table 3 above, the R square value is 0.738. This shows that the contribution of organizational culture to employee performance is 73.8%, while the remaining 26.2% is influenced by other variables not included in this research. The significance value in table 4 shows that variable organizational culture has p value of 0.000 which is less than 0.05, meaning that organizational culture has a significant influence on employee performance. This means that the improving the quality of organizational culture in company will improve or increase the employee performance.

The second step of the analysis is analyze the effect of organizational culture on employee engagement of employees of PT Trakindo Utama Samarinda. Table 5 and 6 below are the result of this analysis.

Figure 2
Result of Heteroscedasticity Test

From the P – Plot image on figure 1, it can be seen that the distribution of data follows a linear line, so it can be said that the processed data is a residual that is normally distributed so that the normality test is fulfilled. The test results on figure 2 show that the scatterplot does not form a particular pattern so it can be concluded that the model in this study meets the requirements to be a good model so that the heteroscedasticity assumption is met. The result of multicollinearity test can be seen in the table 2 below.

Table 2
Result of Multicollinearity Test

Variable	Tolerance	VIF
Organizational Culture (X)	0.307	0.3257
Employee Engagement (Z)	0.307	0.3257

Based on the tests presented in the Multicollinearity Test table, it can be seen that each independent variable has a Tolerance value > 0.10 and a VIF value < 10.00. So it can be concluded that there is no multicollinearity problem.

There are four steps to test the hypotheses. The first step is to analyze the effect of organizational culture on employee performance. Table 3 and 4 below describe the result of the analysis.

Table 3
R-Square Organizational Culture on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	0.738	0.733	1.697

a. Predictors: (Constant), Organizational Culture

Table 5

R-Square Organizational Culture on Employee Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	0.693	0.686	2.849

a. Predictors: (Constant), Organizational Culture

Table 6

Coefficients of Organizational Culture on Employee Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.535	3.084		2.119	0.039
	Organizational Culture	1.052	0.102	0.832	10.300	0.000

a. Dependent Variable: Employee Engagement

Based on the statistical test results in table 5 above, the R square value is 0.693. This shows that the contribution of organizational culture to employee engagement was 69.3%, while the remaining 30.7% was influenced by other variables not included in this research. The significance value in table 6 shows that variable organizational culture has p value of 0.000 which is less than 0.05, meaning that organizational culture has a significant influence on employee engagement. It means that if quality of organizational culture is improved, so that the employee engagement also improved.

The third step is to analyze the effect of employee engagement on employee performance. Table 7 and 8 below describe the effect of employee engagement on employee performance.

Table 7

R-Square Employee Engagement of Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	0.769	0.765	1.592

a. Predictors: (Constant), Employee Engagement

Coefficient of Employee Engagement of Employee Performance

Table 8**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.244	1.732		2.450	0.018
	Employee Engagement	0.566	0.045	0.877	12.526	0.000

a. Dependent Variable: Employee Performance

Based on the statistical test results in table 7 above, the R square value is 0.769. This shows that the contribution of employee engagement to Employee Performance is 76.9%, while the remaining 23.1% is influenced by other variables not included in this research. The significance value in table 8 shows that the employee engagement variable in this research has a significant effect on employee performance because it has a sig value. 0.000 is smaller than 0.05. It means that if the employee engagement is improved, then the employee performance is also improved.

The last step is to analyze the indirect effect, the effect of organizational on employee performance through employee engagement. It is known that the value of the direct influence organizational culture on employee performance is 0.859, while the indirect influence of organizational culture on employee performance through employee engagement is the multiplication of the beta value of organizational culture on employee engagement and the beta of employee engagement of employee performance, namely: $0.832 \times 0.877 = 0.730$. So the total influence that

organizational culture on employee performance is the direct influence plus the indirect influence, namely $0.859 + 0.730 = 1.689$. Based on the calculation results, it is known that the value of the indirect influence of organizational culture on employee performance (0.730) is less than the direct influence of organizational culture on employee performance (0.859), so it can be concluded that employee engagement does not mediate the influence of organizational culture on employee performance.

Conclusion

This research aims to examine the influence of organizational culture on employee performance with employee engagement as a mediating variable at PT Trakindo Utama Samarinda. The results of this research indicate that partially organizational culture and employee engagement have a significant effect on employee performance. This means that the characteristics of organizational culture, including innovation, cooperation and aggressiveness, can improve employee performance. Likewise, the attitude of toughness, resistance, and pride in the company which are characteristics of employee engagement can improve employee performance.

The results of this research also show that organizational culture has a significant effect on employee engagement. This means that the detailed way of thinking, cooperation, innovation and aggressiveness of PT Trakindo Utama Samarinda employees can increase employee engagement such as toughness, resistance and pride in the company. Employee engagement in the research was unable to mediate the influence of organizational culture on employee performance. This means that the direct influence is greater than the indirect influence.

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