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## The Effect of Organizational Culture and Job Engagement on Employee Performance with Job Satisfaction as Mediation

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### Abstract

*This study aims to analyze the influence of organizational culture and work engagement on employee performance with job satisfaction as an intervening variable at the healthcare service company PT XYZ in the Jember–Banyuwangi area. This research is motivated by the fact that the company's profit targets have not been optimally achieved even though the levels of organizational culture internalization and employee job satisfaction are in the high category. This condition indicates that employee performance is not yet optimal, so an analysis of the factors affecting it is needed. This research uses a quantitative approach with an explanatory research method. The research population is all permanent employees of PT XYZ, totaling 384 people, with a research sample of 372 respondents determined using a purposive sampling technique. Data collection was carried out through the distribution of questionnaires online using Google Form. The data analysis method used is Partial Least Square-based Structural Equation Modeling (SEM-PLS) with the help of SmartPLS 4.0 software. The results of this study indicate that 1) organizational culture has significant effect on employee performance 2) job engagement has significant effect on employee performance 3) organizational culture has significant effect on job satisfaction 4) job engagement has significant effect on job satisfaction 5) job satisfaction has significant effect on employee performance 6) organizational culture has no significant effect on employee performance through job satisfaction 7) job engagement has significant effect on employee performance through job satisfaction*

**Keywords:** Organizational Culture; Job Engagement; Employee Performance; Job Satisfaction;

### INTRODUCTION

The healthcare service industry in Indonesia is one of the strategic industries that continues to experience significant growth. It is recorded that between 2023 and 2024, this sector underwent substantial infrastructure expansion, marked by a 22% increase in the number of healthcare facilities in response to the growing public demand for quality healthcare services (Alfathi, 2024; Maheswara,

(2024). Digital transformation that integrates information technology into healthcare service processes increasingly accelerates the competitive dynamics in this sector, resulting in limitations in company profit growth. Health company profits are projected to grow only by 4.9%, indicating pressure on margins due to competition and operational efficiency. The impact of

competition in this sector also occurred at PT XYZ, which is a healthcare service company under the state-owned hospital holding, operating in the Jember and Banyuwangi areas with a vision and mission to provide healthcare services through hospitals and primary clinics, focusing on providing superior healthcare services and qualified resources. Based on PT XYZ's Annual Report data for 2023 and 2024, the company's profit growth experienced by PT XYZ has not reached the set performance targets, where in 2023 PT XYZ's profit performance only reached 72.3% of the 100% target, whereas in 2024 PT XYZ reached 92.2% of the 100% target. As a company providing healthcare services, employees at the operational or executive level are the frontliners who have direct contact with patients. Therefore, the failure to achieve the profit targets shown in Table 1.1 indicates the need to evaluate aspects of Employee Performance. This is because providing quality services not only affects customer health but also loyalty and trust, which are key to business sustainability (Biantara & Mulyanti, 2023; Fransiska & Bernato, 2021; Ng et al., 2019). Employee performance itself is a comprehensive evaluation of employees' ability to complete work and responsibilities effectively and efficiently, thereby impacting organizational success, quality of work results, and company productivity (Ayu Putu Widani Sugianingrat et al., 2019; Mohammad et al., 2025; Widarko & Anwarodin, 2022). In improving employee performance, the internalization of organizational culture becomes an important matter that needs to be considered. Organizational culture is defined as a set of shared values, beliefs, and behaviors that influence interactions, communication, and the way employees view responsibilities (Putri et al., 2023). As part of a state-owned hospital holding, PT XYZ adopts the Core Values of AKHLAK by integrating these values into all aspects of healthcare services to build an identity and behaviors that support the improvement of sustainable performance. Previous research related to the influence of organizational culture on employee performance shows that organizational culture has a positive and dominant effect on improving employee performance (Haryadi et al., 2022; Hasan et al., 2021; Syardiansah et al., 2020), but other studies also mention that organizational culture has no impact on employee performance (Firdaus et al., 2023; Sapta et al., 2021). These differences in results encourage researchers to conduct research on the influence of organizational culture on employee performance at PT XYZ. It is suspected that good internalization of organizational culture at PT XYZ can affect employee performance. Another factor suspected to influence employee performance is work engagement. Work engagement is the positive feeling possessed by Every individual is related to the job they hold, where dedication, strength, and devotion are applied (Firmansyah et al., 2021). The level of Work Engagement indicates the sense of ownership and the employees' desire to be involved with the company's vision and mission. The importance of Work Engagement is based on the high job demands faced by employees in healthcare service companies. Employees, as the front line, have both physical and psychological job demands to provide the best service to the public in order to support the company in competition (Diriba et al., 2025). If these high job demands are not accompanied by Work Engagement, employees may experience burnout, lack enthusiasm in their work, and decrease in work performance (Rasool et al., 2021). Previous research related to the influence of Work Engagement on Employee Performance shows that Work Engagement has an impact on Employee Performance in companies (Obuobisa-Darko, 2020; Satata, 2021). However, other research shows results that Work Engagement does not have an impact on Employee Performance, but has a mediating effect through work

motivation and job satisfaction on Employee Performance (Riyanto et al., 2021). These differences in research results encourage researchers to explore the influence of Work Engagement on Employee Performance at PT XYZ. Job satisfaction plays a crucial role for employees in healthcare companies. According to Diakos et al. (2022), employees in healthcare services can achieve maximum performance by providing good quality service and satisfactory care to patients when they have a high level of job satisfaction. Job Satisfaction is the positive or negative assessment or experience felt by employees towards the work they carry out (Inayat & Khan, 2021). When employees feel satisfied with their work, this can affect employee performance or the employees' desire to give their best to the company (Karyatun et al., 2023). Previous research shows that job satisfaction has a significant effect on employee performance, where when employees feel satisfied and happy with their workplace, it can also improve employee performance (Anggraini et al., 2024). Based on the explanation above, this study was conducted with the purpose of examining the Influence of Organizational Culture & Work Engagement on Employee Performance with Job Satisfaction as an Intervening Variable in Healthcare Service Companies in the Jember-Banyuwangi area. This research is based on differences in previous research results as well as differences between research results and the actual conditions at PT XYZ; in addition, this study is still rarely conducted with the subject of Healthcare Service Companies.

#### **Employee Performance**

Employee Performance is one aspect that is very important to discuss because it is related to the results and success of the company in achieving its goals or targets. Employee Performance is the overall assessment related to the work assigned to employees and how well the work is carried out (Tahiri et al., 2022).

#### **Organizational Culture**

According to (Ketprapakorn & Kantabutra, 2022), Organizational Culture is the assumptions, values, and shared beliefs that shape organizational behavior through decision-making and practices. This definition is developed from the conceptual framework proposed by Schein (1983) where Organizational Culture is defined as the way of interacting with each other within a company to achieve a goal in a given environment.

#### **Work Engagement**

Work Engagement is the positive feeling possessed by each individual related to the job they have, where dedication, strength, and devotion are deployed (Firmansyah et al., 2021). Work Engagement is also defined as the motivation of employees to contribute to the company in achieving targets and the willingness to make every effort to complete the tasks that have been assigned (Wiley, 2010).

#### **Job Satisfaction**

Job Satisfaction is the positive or negative assessment or experience felt by employees regarding the work they undertake (Inayat & Khan, 2021). According to Memon et al. (2023), job satisfaction is defined as a set of positive feelings held by employees towards their work and has a cascading effect on various aspects of the company. Another definition states that job satisfaction is defined as a psychological aspect reflecting a person's feelings towards their work (Dulahu et al., 2024).

## **METHODOLOGY**

Research on the Influence of Organizational Culture and Work Engagement on Employee Performance with Job Satisfaction as an Intervening Variable is conducted using a quantitative research approach with an Explanatory Research model. The quantitative approach aims to conduct a systematic investigation of phenomena by collecting data that can be measured using statistical, mathematical, or computational techniques (Rustamana et al., 2024), and Explanatory Research is a research model aimed at identifying the relationships between hypothesized variables (Sari et al., 2022).

## RESULT

### Outer Model Evaluation or Measurement Model

#### a. Convergent validity

**Table 1. Convergent Valisity Test Result**

	X1.	X2.	Y.	Z.
X1.1	0.848			
X1.2	0.879			
X1.3	0.913			
X1.4	0.867			
X1.5	0.866			
X2.1		0.866		
X2.2		0.927		
X2.3		0.854		
Y.1			0.867	
Y.2			0.854	
Y.3			0.814	
Y.4			0.817	
Y.5			0.782	
Z.1				0.816
Z.2				0.784
Z.3				0.794
Z.4				0.824
Z.5				0.876
Z.6				0.858
Z.7				0.796
Z.8				0.743

Source: Prossed Primary Data (2026)

Based on table 1, the outer loading value on the indicators of all variables has a value above 0.5, which mean that all indicators are considered valid.

#### b. Discriminant Validity

**Table 2. Cross Loading Value Results**

	X1.	X2.	Y.	Z.
X1.1	0.848	0.731	0.694	0.578

X1.2	0.879	0.728	0.722	0.575
X1.3	0.913	0.844	0.771	0.660
X1.4	0.867	0.761	0.706	0.617
X1.5	0.866	0.742	0.694	0.546
X2.1	0.723	0.866	0.779	0.669
X2.2	0.835	0.927	0.783	0.673
X2.3	0.748	0.854	0.711	0.558
Y.1	0.771	0.840	0.867	0.664
Y.2	0.687	0.733	0.854	0.624
Y.3	0.624	0.659	0.814	0.675
Y.4	0.646	0.663	0.817	0.618
Y.5	0.655	0.639	0.782	0.541
Z.1	0.622	0.628	0.692	0.816
Z.2	0.373	0.410	0.451	0.784
Z.3	0.574	0.664	0.678	0.794
Z.4	0.612	0.575	0.630	0.824
Z.5	0.552	0.530	0.564	0.876
Z.6	0.487	0.577	0.571	0.858
Z.7	0.666	0.711	0.689	0.796
Z.8	0.444	0.483	0.549	0.743

Source: Processed Primary Data (2026)

Based on table 2, the cross-loading value of each variable is greater than the other variable items, so that all variables are valid discriminants.

#### c. Composite Reliability

**Table 3. Composite Reliability Value Results**

	Composite reliability (rho_c)
X1.	0.942
X2.	0.914
Y.	0.915
Z.	0.939

Source: Processeed Primary Data (2026)

Based on table 3, value composite reliability each variable own mark above 0.7, so that can show that all variable is reliable.

### Evaluation Inner Model

#### a. Coefficient Determination (R<sup>2</sup>)

**Table 4. Values Coefficient Determination**

	R-square	R-square adjusted
Y.	0.792	0.790
Z.	0.531	0.528

Source: Processed Primary Data (2026)

Based on the data in table 6, the influence of the X on Y variable has a value of 0.792 so that the variable is able to explain 79.2%. Furthermore, the X variables on Z variables have a value of 0.531 so that this variable explains 53,1% while the rest is explained by other variables not examined in this study.

b. Predictive Relevance (Q<sup>2</sup>)

Calculation results from Q-Square with General purpose of Stone Geisser Q Square Test:

$$1-[(1-R^1) \times (1-R^2)]$$

$$1-[(1-0.793) \times (1-0.531)]$$

$$1-(0.207) \times (0.469)$$

$$1-(0.097)$$

$$0.903$$

Based on the calculation results above, the Q-Square value is 0.926 or 92,6% that the magnitude of the influence of the independent variable is 92,6%. These results can be concluded that this study has good Predictive Relevance.

c. Hypothesis Testing

- 1) Testing Influence Direct

Table 5. Hypothesis Test Result through Path Coefficient Bootstrapping Technique

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1. -> Y.	0.239	0.234	0.053	4.539	0.000
X1. -> Z.	0.225	0.233	0.107	2.101	0.036
X2. -> Y.	0.466	0.467	0.055	8.462	0.000
X2. -> Z.	0.524	0.513	0.111	4.722	0.000
Z. -> Y.	0.257	0.260	0.044	5.826	0.000

Source: Processed Primary Data (2026)

Based on the table results, value of 1.96 so that several variable has a direct influence.

1) Testing Indirect Effect

Table 6. Indirect Test Result

Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
0.058	0.062	0.033	1.781	0.075
0.135	0.132	0.031	4.382	0.000

Source: Processed Primary Data (2026)

Based on the results of the direct influence test table between variables, it can be explained has a significance value of 1.96 so that X1 variables has a significant effect on Y variable through Z variable, whereas the variable x2 on y through z has no significant effect.

**CONCLUSION**

The results of this study indicate that 1) organizational culture has significant effect on employee performance 2) job engagement has significant effect on employee performance 3) organizational culture has significant effect on job satisfaction 4) job engagement has significant effect on job satisfaction 5) job satisfaction has significant effect on employee performance 6) organizational culture has no significant effect on employee performance through job satisfaction 7) job engagement has significant effect on employee performance through job satisfaction.

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