



Influence of Work Engagement and Organizational Culture on Employee Performance in Banjarmasin Islamic Hospital

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Abstract

This study intends to build a conceptual model to describe and empirically prove the formation of employee performance through work engagement and organizational culture. This study used quantitative methods and involved 96 non-medical employees as samples. Data were collected using questionnaires, then analyzed by multiple linear regression. Empirically shows that work engagement has a significant effect on employee performance. Employee performance will improve if employees feel valued and obligated to put in full effort at work. Likewise, organizational culture has a significant effect on employee performance. This is because workers who have understood and applied organizational culture effectively to their work activities will force others to follow the rules set by the company, which in turn will encourage improved employee performance. The better the organizational culture, the more employees will care about the company's values and use them as a guide when doing work. With employee engagement and a strong organizational culture will drive performance improvement.

Keywords: Work engagement, Organizational culture, Employee performance

Introduction

The ability of human resources to make an effort and be creative in doing work makes it an essential factor in achieving every business goal (Ismawati et al., 2021; Yao et al., 2022). Utilizing their potential, organizational assets such as human resources help businesses succeed (Hendrik et al., 2021; Simbolon & Priyonggo, 2022). Human resources are "capital" that deserves attention and are crucial in maximizing organizational success (Awadh & Saad, 2023; Pitaloka & Putri, 2021). Good governance is necessary for human resources to maximize

company success and encourage higher employee performance (Aziez, 2022). Employee performance is the accomplishments accomplished by an individual or group following their authority and assigned tasks (Sutianingsih & Kirom, 2023). Organizations use employee performance as an essential indicator of how well employees complete their tasks and earn (Yongxing et al., 2017). Organizations need to understand the elements of its causation that influence employee performance, including work engagement (Ismail et al., 2019). Employees with high work involvement mean they have a complete unity between the physical, intellectual, emotional, and spiritual at work so that their work results are optimal. Good job involvement will encourage employees not to think about profit and loss at work. However, maximum work is an employee's obligation to the organization, ultimately encouraging increased performance.

When employees are encouraged to go above and beyond what is expected and care about the firm's success, they are said to be engaged at work According to Saputra et al. (2018), work involvement is the ideal union of one's physical, intellectual, emotional, and spiritual working surroundings. It was further explained that work involvement is reflected in four dimensions: physical, intellectual, emotional, and spiritual. Meanwhile, Schaufeli et al. (2002) explain that work engagement is having sufficient and compelling motivation for one's task, as evidenced by enthusiasm, commitment, and appreciation. Work participation has three dimensions, according to the theory of Schaufeli et al. (2002): passion (enthusiasm), dedication, and appreciation. Concerning comprehensive human resource development, the theory still needs to be integrated in an integrated manner (Holistic HRD Framework). While the theory of Saputra et al. (2018), work engagement has four dimensions: the condition of being a complete unity between the physical, intellectual, emotional, and spiritual at work has been well described and makes it easy to align with human resource development programs. For example, programs that prioritize programs related to the development of physical, intellectual or emotional, and spiritual aspects.

Several previous studies have shown strong evidence of the influence of work engagement on employee performance. Research conducted by (Hendrik et al., 2021; Ismail et al., 2019; Pitaloka & Putri, 2021; Sutianingsih & Kirom, 2023; Yao et al., 2022; Yongxing et al., 2017) according to the study's findings, work engagement significantly impacted employee performance. However, in contrast to the research conducted by (Hadi & Hanif, 2022), the research results conclude that work engagement has no significant reaction on employee performance. In light of these inconsistent research findings, it is essential to reevaluate the impact of work engagement on employee performance in various situations, notably in hospitals. Besides work engagement, organizational culture factors as well influence employee performance. According to Awadh & Saad (2023), organizational culture is the basis or foundation for common opinions, beliefs, and practical values for all members of the organization. The stronger the organizational culture, the greater the motivation of employees to improve their performance (Kim & Jung, 2022).

Meanwhile, Widarko & Anwarodin (2022) claim that organizational culture is how leaders grow and retain business, stakeholders, and employees due to the consistent organizational behavior of employees and leaders (norms) functioning as the glue that unites

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the firm. Good organizational culture is formed through organizational behavior; if understood, it will be easy to influence and motivate employees to achieve organizational goals (Sari et al., 2021). All organizational behaviors shape the organizational culture. The creation of an excellent organizational culture will encourage increased employee performance. Some past research has provided compelling evidence supporting the effect of business culture on employee performance. Research conducted by (Awadh & Saad, 2023; Sari et al., 2021; Simbolon & Priyonggo, 2022; Tianingrum, 2021; Wambugu, 2014), the study's results confirmed the idea that corporate culture has an impact on worker performance. However, in contrast to the research conducted by Muzakki et al. (2019), the study's results concluded that organizational culture does not affect employee performance. In light of these erratic research results, it is crucial to reevaluate the effect of corporate culture on employee performance across various settings, particularly in hospitals.

This research was conducted at the Banjarmasin Islamic Hospital. In this case, the Banjarmasin Islamic Hospital, as an organization engaged in the health sector with its vision, namely as a quality professional hospital and the choice and pride of the community, should improve employee performance. Based on Figure 1, it is known that outpatients at the Banjarmasin Islamic Hospital in February 2023 totaled 8,638, experiencing a decrease from the previous January 2023, totaling 9,528 patients. Furthermore, in April 2023, outpatients, totaling 7,001 patients, again experienced a decrease in the number of patients from March 2023, totaling 9,543. In addition to the number of outpatients at the Banjarmasin Islamic Hospital, which experienced a relative decrease in the number of patients, so did the number of inpatients. Based on Figure 1, it is known that inpatients at the Banjarmasin Islamic Hospital in February 2023 totaled 712 patients, experiencing a decrease from the previous January 2023, totaling 811 patients. Furthermore, in April 2023, there were 691 hospitalized patients, again experiencing a decrease from March 2023, totaling 764 patients.

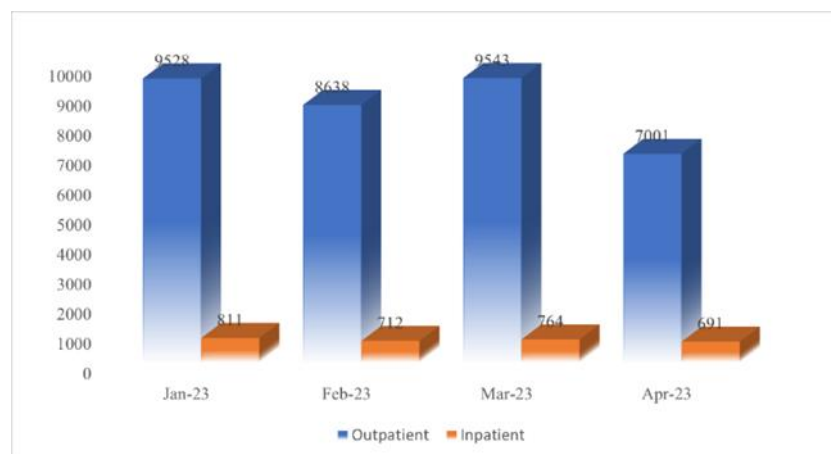


Figure 1. Patient Visit Data at Banjarmasin Islamic Hospital, 2023

The decreased number of outpatients and inpatients indicates a "decreased employee performance." As an organization engaged in the health sector with the vision of "to become a quality professional hospital and to be the choice and pride of the community," Banjarmasin Islamic Hospital should have high-performing employees. It is suspected that the factors that

reaction the employee's performance are work engagement and organizational culture. Good work engagement and organizational culture will encourage increased employee performance, increasing public trust in the hospital. Based on the phenomena in the field and the differences in the results of the research (research gap) above, the researchers are interested in examining more deeply related work engagement, organizational culture, and employee performance.

This study aims to examine and analyze partially and simultaneously the effect of work engagement and organizational culture on employee performance. The following is the study's proposed hypothesis:

H₁: Work engagement partially significantly affects employee performance in Banjarmasin Islamic Hospital.

H₂: Organizational culture partially significantly affects employee performance in Banjarmasin Islamic Hospital.

H₃: Work engagement and organizational culture simultaneously affect employee performance in Banjarmasin Islamic Hospital.

Literature Review

Work Engagement on Employee Performance

Employee work involvement in their work will lead to satisfaction accompanied by high enthusiasm when working (Hadi et al., 2020). Employee work involvement usually consists of the work itself and its involvement with the company. Work involvement leads more to the fulfillment of psychological conditions due to work done at work. Involvement with the company is more directed at the concept of motivation which shows the presence of physical, cognitive, and affective energy that together contribute to the optimal performance of employees given to the company (Rahmatia et al., 2022). This shows that employees who have a high level of work engagement will be very partial to the company and genuinely care about the work assigned to them. There is a significant effect of work engagement on employee performance (Hendrik et al., 2021; Ismail et al., 2019; Pitaloka & Putri, 2021; Sutianingsih & Kirom, 2023; Yao et al., 2022; Yongxing et al., 2017).

H₁: Work engagement partially significantly affects employee performance in Banjarmasin Islamic Hospital.

Organizational Culture on Employee Performance

Human resources that can carry out their functions well, make the organization able to face changes technically, theoretically, conceptually, and morally of organizational actors at a level of work of the organization. Improving human resources can be done by creating an organizational culture. An organizational culture is very important for management if it wants to achieve high performance. High performance can create a positive work attitude and can encourage the improvement of employee and management performance, manifested in all company activities and policies. An organizational culture that is followed by all employees,

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with the existence of organizational culture can make a distinctive feature of every organization. There is a significant influence of organizational culture on employee performance (Awadh & Saad, 2023; Sari et al., 2021; Simbolon & Priyonggo, 2022; Tianingrum, 2021; Wambugu, 2014).

H2: Organizational culture partially significantly affects employee performance in Banjarmasin Islamic Hospital.

Work Engagement and Organizational Culture on Employee Performance

There is a significant influence of work involvement and organizational culture on employee performance (Logahan & Aesaria, 2014). An employee identifies psychologically with his job and considers his performance important to him. This shows that by knowing the work desires of their employees, employees will become more motivated, more committed to the organization or company, more productive, and more satisfied with their work. Work involvement will result in the achievement of organizational goals and objectives, if employees consider work as their need they will focus more on their work and will want to be more of the best for themselves, with the assumption of an employee overtime employee performance will increase and organizational goals and objectives will be achieved faster.

H3: Work engagement and organizational culture simultaneously affect employee performance in Banjarmasin Islamic Hospital.

Research Method

The conceptual framework of the research as presented in figure 2. This research is a survey research, which is used to examine certain populations or samples with research instruments in the form of questionnaires as a data collection tool, which are then analyzed statistically to test hypotheses that have been set (Sugiyono, 2015). The research was conducted at Banjarmasin Islamic Hospital. Questionnaires are used as instruments to collect data in research.

Work Engagement variable indicators consist of Get physically involved, Engage intellectually, Emotionally involved, and Spiritually involved adopted from (Sim, 2016). Organizational Culture variable indicators consisting of Innovation and risk-taking, Attention to details, Result orientation, People orientation, Team orientation, aggressiveness, and Stability are adopted from (Wicaksono & Gazali, 2021; Sabuhari et al., 2020). Employee Performance variable indicators consisting of Work quantity, Quality of work, Punctuality, Presence, and Cooperation adopted from (Sim, 2016; Iis et al., 2022).

The population in this study was non-medical employees at Banjarmasin Islamic Hospital which amounted to 127 people. The sampling technique uses random sampling, where each member of the population is given the same opportunity to be used as a research sample (Ferdinand, 2014). To obtain the number of samples can be used Slovin formula (Arikunto, 2010). With an estimated error of 5%, the number of samples in the study amounted to 96 respondents. The analysis tool used is multiple linear regression, to determine whether or not

there is an influence of Work Engagement and Organizational Culture variables on Employee Performance.

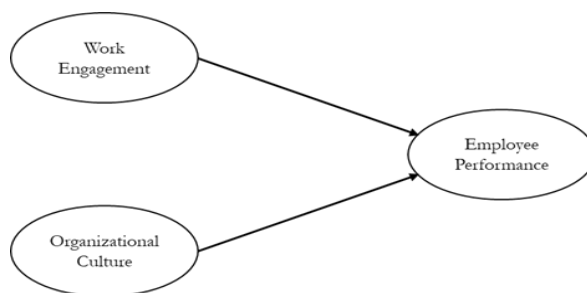


Figure 2. Conceptual Framework

Results

Test Research Instruments

The purpose of the research instrument test is to evaluate the viability of a questionnaire. A valid and reliable survey is used appropriately. Testing the validity and reliability is so crucial. On May 11, 2023, the researchers gave the questionnaires to 96 non-medical staff members of the Banjarmasin Islamic Hospital. After the distribution, 96 questionnaires were returned for further data analysis.

Based on Table 1, all question items on work engagement, organizational culture, and employee performance variables have an item-total correlation adjusted value better than 0.30. This indicates that all of the survey questions employed for determining employee performance, corporate culture, and work engagement are accurate and can be used for future investigation. Furthermore, the reliability test for work engagement, organizational culture, and employee performance variables has a Cronbach's Alpha value greater than 0.60. Hence, indicators measuring these variables are reliable and can be used for further analysis.

Table 1. Validity and Reliability Test

Variable	Question Items	(CITC) Corrected Item-Total Correlation	Criteria	Information	(CA) Cronbach' Alpha	Criteria	Information
Work engagement (X1)	X1_1	0.497		(Valid)	0.786		Reliable
	X1_2	0.597		(Valid)			
	X1_3	0.550		(Valid)			
	X1_4	0.402		(Valid)			
	X2_1	0.535		(Valid)			
	X2_2	0.491		(Valid)			
Organizational culture (X2)	X2_3	0.516	>0.30	(Valid)	0.751	>0.60	Reliable
	X2_4	0.505		(Valid)			
	X2_5	0.389		(Valid)			
	X2_6	0.446		(Valid)			
	X2_7	0.443		(Valid)			
Employee performance (Y)	Y1_1	0.523		(Valid)	0.678		Reliable
	Y1_2	0.322		(Valid)			
	Y1_3	0.496		(Valid)			

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Y1_4	0.512	(Valid)
Y1_5	0.438	(Valid)

Source: Processed data, 2023

Descriptive Analysis of Respondent Characteristics

Descriptive analysis of respondents' characteristics such as gender, marital status, last education, age, and years of service in this study used percentage analysis. Table 2 shows that the characteristics of respondents based on gender are primarily female, with a total of 80 respondents, with a percentage of 83.3%. Meanwhile, there were 16 male respondents, with a percentage of 16.7%. This indicates that women comprise most of the staff at the Banjarmasin Islamic Hospital, as the hospital is in the service industry and needs its employees to be more meticulous, focused, and organized in carrying out their duties. Additionally, it is well recognized that female employees are more thorough, patient, and good listeners who do not make snap judgments. Furthermore, in Table 2, it is known that the characteristics of respondents based on marital status are the most with married marital status, with a total of 79 respondents with a percentage of 82.3%.

Meanwhile, the number of respondents to the marital status of widowers/widows was less than four respondents, with a percentage of 4.2%. This means that most employees working at the Banjarmasin Islamic Hospital are dominated by employees with married status. Based on Table 2, it is known that the characteristics of respondents based on the most recent education are respondents with Bachelor's degrees, totaling 58 respondents with a percentage of 58.3%. Meanwhile, the number of respondents with a master's degree is less than two respondents, with a percentage of 2.1%. This means that most employees working at Banjarmasin Islamic Hospital are dominated by employees with Bachelor's degrees. Table 2 shows that the characteristics of respondents based on age are mostly respondents aged 31-35 years, totaling 41 respondents with a percentage of 42.7%.

Meanwhile, there were only ten respondents aged 20-25 years, with a percentage of 10.4%. This means most employees working at the Banjarmasin Islamic Hospital are dominated by employees aged 31-35. Based on Table 2, it is known that the characteristics of respondents based on years of service are primarily respondents with 11-15 years of service, totaling 42 respondents with a percentage of 43.8%. Meanwhile, the number of respondents with less than one year of service was two respondents with a percentage of 2.1%. This means that most employees working at the Banjarmasin Islamic Hospital are dominated by employees with 11-15 years of service.

Table 2. Characteristics of Respondents

	Frequency	Percent (%)
Gender		
Man	16	16.7
Woman	80	83.3
Total	96	100%
Age (Years)		
20 - 25	10	10.4
26 - 30	22	22.9
31 - 35	41	42.7

> 40	23	24.0
Total	96	100%
Marital Status		
Married	79	82.3
Not married yet	13	13.5
Widower/Widow	4	4.2
Total	96	100%
Last Education		
Senior High School	3	3.1
Associate's degree	35	36.5
S1	56	58.3
S2	2	2.1
Total	96	100%
Years of Service (Years)		
< 1	2	2.1
1 - 5	11	11.5
6 - 10	32	33.3
11 - 15	42	43.8
> 15	9	9.4
Total	96	100%

Source: Processed data, 2023

Variable Descriptive Analysis

Table 4 shows that the work engagement indicator has the highest mean value, namely being spiritually involved, with a value of 4.27. While the work engagement indicator has the lowest mean value is the indicator of being physically involved, with a mean value of 3.52. Overall, the average work engagement variable indicator produces an average of 4.17 between 3.4 and 4.2 (with a good category) and has a maximum score of 5 (Strongly Agree) and a minimum score of 2 (Disagree). Thus, work engagement at the Banjarmasin Islamic Hospital is Good. Table 4 shows that the organizational culture indicator has the highest mean value, namely stability, with a value of 4.24. While the organizational culture indicator has the lowest mean value, the result orientation indicator, with a mean value of 3.80. Overall, the organizational culture variable indicators produce an average of 4.08, which is between 3.4 and 4.2 (with a good category), and have a maximum score of 5 (Strongly Agree) and a minimum score of 2 (Disagree). Thus, the organizational culture at the Banjarmasin Islamic Hospital is in a suitable category. Table 4 shows that the employee performance indicator has the highest mean value, namely attendance, with a value of 4.28. At the same time, the employee performance indicator has the lowest mean value, the cooperation indicator, with a mean value of 4.03. Overall, the average employee performance variable indicators produce an average of 4.02, which is between 3.4 and 4.2 (with a good category) and has a maximum score of 5 (Strongly Agree) and a minimum score of 2 (Disagree). Thus, the performance of employees at Banjarmasin Islamic Hospital is in a good category.

Table 2. Rating Category

Category	Mean Value
Very Not Good	Value (1-1,8)
Not good	Value (1,8-2,6)
Pretty good	Value (2,6-3,4)
Good	Value (3,4-4,2)
Very good	Value (4,2-5)

Source: Sugiyono (2019)

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Table 3. Variable Descriptive Analysis

Variable	Indicator	Minimum	Maximum	Mean	Category
Work Engagement (X1)	Get physically involved	2	5	3.52	Good
	Engage intellectually	2	5	3.79	Good
	Emotionally involved	2	5	4.06	Good
	Spiritually involved	2	5	4.27	Very good
Total Means				4.17	Good
Organizational Culture (X2)	Innovation and risk-taking	2	5	4.02	Good
	Attention to details	2	5	4.23	Very good
	Result orientation	2	5	3.80	Good
	People orientation	2	5	4.03	Good
	Team orientation	2	5	4.09	Good
	aggressiveness	2	5	4.15	Good
	Stability	2	5	4.24	Very good
Total Means				4.08	Good
Employee Performance (Y)	Work quantity	2	5	4.12	Good
	Quality of work	2	5	4.16	Good
	Punctuality	2	5	3.55	Good
	Presence	2	5	4.28	Very good
Total Means				4.03	Good
Total Means				4.02	Good

Source: Processed data, 2023

Classic Assumption Test

The classical assumption test is a prerequisite test that is performed before carrying out multiple linear regression analysis. The classic assumption test in this study uses normality, multicollinearity, heteroscedasticity, and linearity tests.

When examining the standard probability plot graph, the normality test in this study mainly focuses on the author's assessment of (Ghozali, 2018). The normal distribution's cumulative distribution is compared using the standard probability plot. If the data are distributed along the diagonal line to simulate a regular distribution pattern, conclusions from this study will depend on whether the regression model satisfies the normality assumption. Based on Figure 2, the "Normal P-P Plot of Regression Standardized Residual" has intersection spots that always approach and follow the diagonal line. So that more analysis may be done, the study data is typically dispersed.

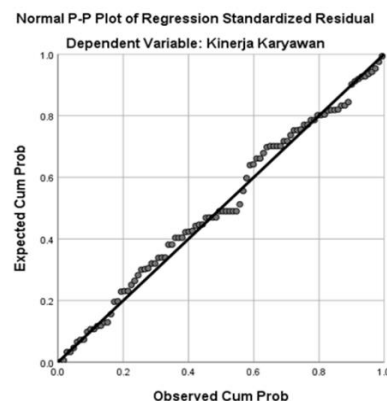


Figure 3. Normality Test

Source: Processed data, 2023

The heteroscedasticity test was run to determine whether the regression model exhibits an inequality in variance from the residuals of one observation to another. The heteroscedasticity test between the dependent variable's predicted value, ZPRED, and its residual, SRESID, was performed in this work using the scatterplot graphic approach (Ghozali, 2018). There is no heteroscedasticity if there is no obvious pattern and the points are evenly spaced above and below 0 on the Y-axis. The scatterplot graph has no discernible pattern, as shown by Figure 3, and the points are dispersed above and below 0 on the Y axis. This demonstrates no heteroscedasticity in this study, allowing for further analysis.

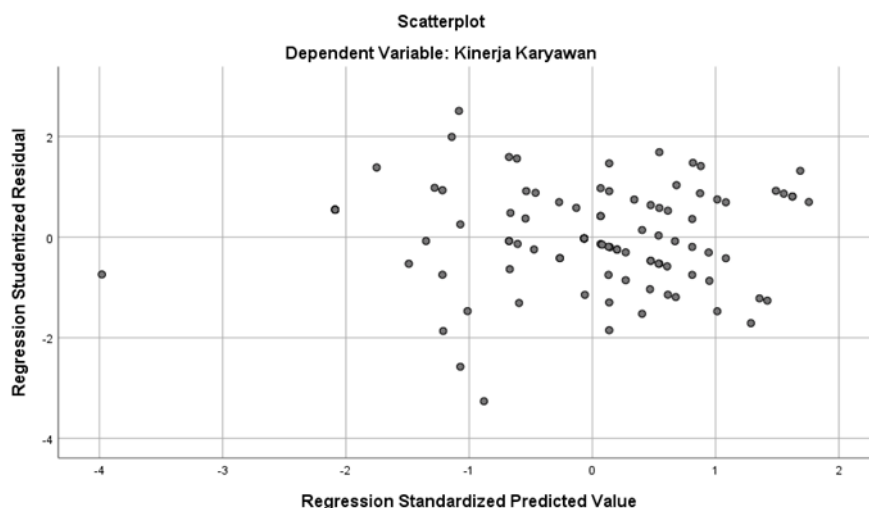


Figure 4. Heteroscedasticity Test

Source: Processed data, 2023

A multicollinearity test was performed to ascertain whether there was a correlation between the study's independent variables. According to Ghozali (2018), who is cited in this study's multicollinearity test, multicollinearity is not present if the Variance Inflation Factor (VIF) value is less than ten or the Tolerance value (TOL) is more significant than 0.01. Table 5 shows that the work engagement and organizational culture variables have a Variance Inflation Factor (VIF) value of 1.278, less than 10, and a Tolerance value (TOL) of 0.782, greater than 0.1. This means this study has no multicollinearity problem, so further analysis can be conducted.

Table 4. Multicollinearity Test

Model	Collinearity Statistics		Criteria	Conclusion
	Tolerance	VIF		
(Constant)				
Work engagement	0,782	1,278	>10	No multicollinearity exists
Organizational Culture	0,782	1,278	>10	No multicollinearity exists

Dependent Variable: Employee Performance

Source: Processed data, 2023

The linearity test aims to determine whether there is a linear or significant relationship between the independent and dependent variables. The linearity test in this study refers to the opinion of Ghozali (2018), if the Sig. Deviation from linearity in the ANOVA table is greater

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than 0.05, so there is a significant linear relationship between the independent variables (work engagement and organizational culture) and the dependent variable (employee performance). Based on Table 6 above shows that the work engagement variable has a deviation from the linearity value in the ANOVA table with a value of 0.253 greater than 0.05, so the relationship between work engagement and employee performance is linear and significant so that further analysis can be carried out. Furthermore, Table 6 above shows that the organizational culture variable has a deviation from the linearity value in the ANOVA table with a value of 0.874, more significant than 0.05, so it is possible to do a further study because there is a linear and significant association between company culture and employee performance.

Table 5. Work Engagement Linearity Test on Employee Performance

Model	Deviation from Linearity (Sig)	Criteria	Conclusion
(Constant)			
Work engagement	0,253	>0,05	Linear relationship
Organizational Culture	0,874	>0,05	Linear relationship

Dependent Variable: Employee Performance

Source: Processed data, 2023

Multiple Linear Regression

Multiple linear regression was carried out to see the effect of work engagement and organizational culture on employee performance. However, previously the researchers had confirmed that the classical assumption test was fulfilled as a prerequisite. In the meantime, Table 7 yields the following multiple linear regression equation.

$$Y = 8.400 + 0.199X_1 + 0.302X_2 + e$$

The constant value (a)'s positive value is 8.400. The positive sign indicates a unidirectional influence between the independent and dependent variables. This demonstrates that the value of employee performance is 8.400 if all the independent factors, including work engagement (X1) and organizational culture (X2), are 0% or remain unchanged.

The work engagement variable (X1) has a positive regression coefficient of 0.199. This demonstrates that, given that the other independent variables remain constant, an increase in job engagement of 1% will improve employee performance by 0.199. The favorable indication demonstrates a unidirectional relationship between work engagement factors and employee performance.

The regression coefficient value for the organizational culture variable (X2) has a positive value of 0.302. This shows that if organizational culture increases by 1%, employee performance will increase by 0.302, assuming the other independent variables are constant. The positive sign shows a unidirectional influence between organizational culture variables on employee performance.

Table 6. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.400	1.486		5.652	.000
Work engagement	.199	.075	.240	2.656	.009
Organizational Culture	.302	.056	.489	5.410	.000

Dependent Variable: Employee Performance

F-Test = 31.797; Sig. = 0.000

R² = 0.406

Source: Processed data, 2023

Hypothesis Test

According to Ghozali (2018), a significance level of 0.05 (or 5%) was used in this study's t-test decision-making; if the significance value is less than 0.05, the regression coefficient is significant. The work engagement variable's significance value (Sig.) is 0.009, as seen in Table 7. Due to the value of Sig, 0.009 has a lower probability than 0.05. We can conclude that H₁, or the initial hypothesis, is true. This indicates that work engagement has a major impact on employee performance to some extent.

Additionally, Table 7 demonstrates that the organizational culture variable's significance value (Sig.) is 0.000. Because of the value of Sig., 0.000 is less likely than 0.05. We can conclude that the second hypothesis, or H₂, is correct. This indicates that organizational culture impacts employee performance to some extent.

A simultaneous F test is utilized to ascertain how the independent factors affect the dependent variable. According to Ghozali (2018), who used a significance level of 0.05 (or 5%), the simultaneous F test was decided upon for this investigation. The regression coefficient is considered significant if the significance value is less than 0.05. That is, simultaneously, the independent variables significantly influence the dependent variable. Table 7 shows that the ANOVA output's significance value (Sig.) is 0.000. Because of the value of Sig. 0.000 is smaller than the probability of 0.05. It can be concluded that H₃ or the third hypothesis is accepted. This means that work engagement and organizational culture simultaneously significantly affect employee performance.

Coefficient of Determination

Check the coefficient of determination to see how much the independent variables contribute to the dependent variable in the regression model. The R-Square (R²) value is 0.406, according to Table 7. This indicates that the percentage of the impact of organizational culture and work engagement on employee performance is 40.6%. While other factors outside the variables influence 59,4% of studies, for example, compensation, work motivation, and work discipline. Based on Table 7, the R-Square (R²) value is 0.406, meaning that the contribution of the independent variables (work engagement and organizational culture) to the dependent variable (employee performance) is 40.6%. While other factors outside the variables influence, the remaining 59,4% (100-40.6) studied, for example, compensation, work motivation, and work discipline. Furthermore the R-Square (R²) value 0.406 is classified as a weak correlation coefficient.

Discussion

The Influence of Work Engagement on Employee Performance

The first hypothesis study shows that work engagement considerably impacts employee performance, but only to a limited extent. Employee performance will improve if work engagement rises (Evitha et al. 2021). Work engagement is necessary to produce high-quality work (Azmy, 2022). Employee engagement is critical to an organization's long-term growth in an increasingly competitive industry. To make this happen, valuable assets in the form of employees, need to have full involvement in the organization. The organization must also encourage the creation of employee involvement in their work so as to improve their performance which in turn can improve organizational performance (Yandi & Havidz, 2022). Employees feel completely invested in their work on all levels-physically, intellectually, emotionally, and spiritually. Employee performance is ultimately improved because employees feel appreciated and are obligated to put in their full effort. Work engagement is a self-condition that is a cohesive whole between the physical, intellectual, emotional, and spiritual at work (Saputra et al. 2018); if employees are fully engaged in their work, it fosters higher employee performance. The results of this study support and strengthen research conducted by (Hendrik et al., 2021; Ismail et al., 2019; Pitaloka & Putri, 2021; Sutianingsih & Kirom, 2023; Yao et al., 2022; Yongxing et al., 2017), which prove work engagement affects employee performance.

The Influence of Organizational Culture on Employee Performance

According to the findings of the H2 study, or second hypothesis, organizational culture considerably impacts employee performance to some extent. Employee performance will improve if the organizational culture is improved. This is because workers who already comprehend and effectively apply the organizational culture to their work activities will force others to follow the rules set forth by the company, which will ultimately drive improved employee performance. Organizational culture is the base or foundation for shared attitudes and beliefs as well as the practical values of all members of the organization, according to Widarko & Anwarodin (2022). The better the organizational culture, the more the employees will care about the company's values and use them as guides when performing their jobs. The results of this study support and strengthen research conducted by (Awadh & Saad, 2023; Sari et al., 2021; Simbolon & Priyonggo, 2022; Tianingrum, 2021; Wambugu, 2014), which proves organizational culture affects employee performance.

The Influence of Work Engagement and Organizational Culture on Employee Performance

The third hypothesis, or H3, analysis findings indicate that organizational culture and work engagement simultaneously impact employee performance. Employee engagement and strong organizational culture will promote improved worker output. Employee performance is the dependent variable, while the independent factors (work engagement and corporate culture) have a 40.6% influence on it. In comparison, the remaining 59,4% is influenced by other factors outside the research variables, such as compensation, work motivation, and work discipline.

The results of the R-Square (R²) value 0.406 are classified as a weak correlation coefficient (0-49). This means this study has limitations that serve as input for future researchers to take a larger sample and other variables, such as compensation, work motivation, and work discipline.

Conclusion

Based on the analysis of the results and discussion, this study provides several conclusions: (1) Employee performance is significantly impacted by work engagement to some extent. Employee performance will increase if they are physically, intellectually, emotionally, and spiritually engaged; (2) Organizational culture significantly impacts employee performance. With an eye for creativity and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggression, and stability, let us assume employees grasp the basis or foundation of common opinion and reasonable beliefs and values of all organization members. If such is the case, it will promote improved employee performance; (3) Employee performance is concurrently highly influenced by organizational culture and work engagement. Employee engagement and strong business culture will promote improved worker performance.

Declaration of conflicting interest

The authors declare that there is no conflict of interest in this work.

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