

Strategies to Improve Employee Performance Through Employee Engagement, Organizational Culture, Work Motivation, and Job Satisfaction on Employee Performance

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Abstract

This study uses a fit model to place work motivation as a mediator to analyze how organizational culture and employee engagement affect employee performance in Bekasi. This study closes the research gap and necessitates further testing to evaluate organizational culture's and employee engagement's impact on employee performance from other perspectives. Applying a fit mediation method and SEM, the research instruments utilized are a quantitative cross-sectional study and a questionnaire for Bekasi employees, demonstrating the significance of the variables. By placing work motivation and job satisfaction as fit mediators, the study gives empirical evidence that organizational culture and employee engagement have an impact on employee performance. The analysis's findings include positive guidance, especially in inspiring workers through active participation and constructive organizational principles that improve business performance.

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1. Introduction

Employee performance is fundamental to organizational success (Sadikoglu & Zehir, 2010). It describes how well employees perform their tasks and contribute to achieving organizational goals (Latham, 2023). Employee performance assessments cover various aspects, ranging from work efficiency and effectiveness to productivity to working in a team and providing innovation (Afshan et al, 2014). Employee performance assessments are generally carried out through systematic methods such as routine evaluations, feedback from coworkers, and measurements based on Key Performance Indicators (KPIs). This process aims to provide an objective picture of employee performance, identify areas that need improvement, and design appropriate development strategies (Arso et.al., 2018)

Factors influencing employee performance include employee engagement, organizational culture, work motivation, job satisfaction, skills, also leadership style (Diamantidis & Chatzoglou, 2018; Pawirosumarto et.al., 2017; Sharma & Dhar, 2016). An employee who shows excellent performance ensures that tasks and projects can be completed on time and according to expected quality standards, thereby increasing the organization's overall productivity (Kengatharan, 2019). Employees who perform well tend to provide better service to customers, which leads to increased customer satisfaction and loyalty (Jung, et.al., 2021).. By understanding and managing these factors, organizations can create conducive employee engagement and support employees to achieve their maximum potential. (Carter, et.al., 2018).

In today's digital and global era, adaptability to technological changes and market dynamics is also an important aspect of employee performance (Gupta et.al., 2024). Organizations that can encourage innovation and continuous development in their employees will have a stronger competitive advantage (Sadikoglu & Zehir, 2010). Focusing on improving employee performance is one of the key strategies for organizations that want to achieve long-term success (Latham, 2023). Latham (2023), append through structured assessments and appropriate development strategies, organizations can ensure that their employees not only achieve individual targets but also contribute significantly to accomplish organizational targets. Therefore, employee performance should be the prime priority in human resource management (Kengatharan, 2019).

In general, employee performance has been frequently studied (Sadikoglu & Zehir, 2010; Latham, 2023; Afshan, et.al, 2014; Arso et.al, 2018; Diamantidis & Chatzoglou, 2018; Pawirosumarto et.al, 2017; Sharma & Dhar, 2016; Kengatharan, 2019, Jung, et.al, 2021; Carter, et.al., 2018; Gupta, et.al. 2024). Recent result illustrates the connections among various factors. Employee performance, engagement, organizational culture, and motivation at work are interconnected. This study is readable because it is the first to independently look at improving employee performance through employee engagement, organizational culture, job satisfaction, and motivation in Bekasi.



2. Literature Review

Employee Engagement

Employee engagement is an employee who is fully engaged and fully dedicated to his/her job and organization that is connected physically, cognitively, and emotionally (Kahn, 1990; Macey et al. 2009; Schaufeli et al. 2003). The level of engagement is measured to determine the level of employee engagement in an organization. Schaufeli and Bakker (2004) wrote three elements of employee engagement, namely a) Vigor is employee engagement that is proven through their physical and mental strength when doing work. Robust strength and mental toughness in responsibilities, maximum energy levels, the courage to undertake oneself, and the drive and enthusiasm to put in significant effort to accomplish the best outcome for each assignment are characteristics of vigor. Stay determined, persist without yielding, and maintain enthusiasm when confronting challenges. b) An employee's emotional commitment to their work is known as dedication. An employee's dedication shows how much their passion of what they do, sense of pride in their accomplishments, and ability to stay motivated by the organization despite obstacles. High-dedication workers typically experience excitement and pride in their organization and work. c) Employee conduct that demonstrates complete focus on their work is a sign of absorption, which is a type of engagement. Employees who are glad to be immersed, intensely focused, and take their work seriously are said to be absorbed. High absorption score workers typically struggle to separate themselves from their Jobs.

Organizational Culture

In this study, organizational culture is described as a value and trust that become the organizational character standards to accomplish its target. (Robbins 2002; Schein in Sobirin, 2007; Kreitner and Kinicki, 2005; Robbins and Judge 2013). According to Denison (in Sobirin 2009), there are four dimensions of organizational culture, namely: a. The first organizational culture dimension is involvement. It shows how influential the employees are in making contributions and being involved in making a decision. b. Consistency is the second organizational culture dimension. It describes the level of steadfastness of members to the basic assumptions and core values of the organization. c. The third organizational culture dimension is adaptability. Adaptability can respond the changes in an environment out of the organization by making internal changes to the organization. d. The mission is the last organizational culture dimension that shows that members of the organization are unwavering and committed to the goals that the group has set.

Work Motivation

Work motivation is an internal and external drive that impacts employee attitudes, behavior, and performance in employee engagement. Motivation is a primary aspect in determining the extent to which an employee is willing to perform tasks and achieve organizational goals (Robbins & Judge, 2021). Motivation is an exogenous latent variable constructed by: a) The physical necessary, The necessary supporting facilities obtained in the workplace, for example supporting facilities to facilitate the completion of tasks in the office. b) The security necessary, physical safety, steadiness, reliance, defense, and independence from dangerous



influences like danger, fear, and anxiety are all components of this necessary. c) The social necessary, The necessary that must be met based on common interests in society, these necessities are met together, for example good interactions between each other. d) The appreciation necessary is defined as the appreciation of someone's achievement, such as the need for prestige, renown, attention, and status. e) The encouragement to achieve goals necessary, The necessary of encouragement to achieve something desired, for example motivation from leadership. So we submit our hypothesis as:

H_{1a}: Workplace motivation is positively impacted by employee engagement.

H_{1b}: Motivation at work is positively impacted by organizational culture.

Job Satisfaction

According to Smith, Kendall, and Hullins (Luthans 1998), job satisfaction is a feeling that a worker has towards his/her job. Indicators of job satisfaction according to Smith, Kendall, and Hullin, 1969 (in Luthans 1998) include: 1. Work itself a. Employees have the opportunity to accept greater responsibility b. Employees have the opportunity to learn c. The organization provides work that can improve employee skills 2. Pay a. Salary/wage provision is adjusted to educational background b. Salary/wage provision is adjusted to employee abilities c. Fairness in salary/wage provision d. Salary is given according to standards 3. Promotion a. Openness for all employees in getting opportunities to participate in job promotion programs b. Equality to participate in job position promotions c. Promotions given follow the rules 4. Supervision a. Employees receive support from superiors b. Superiors' ability to assist work c. Supervision from superiors on employee performance 5. Co-workers a. Employees receive support from co-workers b. There is help from co-workers who are experiencing difficulties c. Family relationships are well-established in the workplace. So we submit our hypothesis as:

H_{2a}: Job satisfaction is positively impacted by employee engagement.

H_{2b}: Job satisfaction is positively impacted by organizational culture.

Employee Performance

Employee performance is defined as employees' achievement in handling their duties and responsibilities. Employee performance is affected by various factors such as adaptation to change, use of technology, flexibility, work-life balance, communication, skills development, well-being, and leadership (Rigby, Sutherland, & Takeuchi, 2021; Davenport & Ronanki, 2020; McKinsey & Company, 2021; Deloitte, 2021; Gallup, 2020). Motivation is an exogenous latent variable constructed by: a) Quantity, Quantity of work is the amount of work carried out by an employee in a certain period. b) Quality, Quality of work indicates the extent to which a person's quality in carrying out their duties which include accuracy, completeness, and neatness. c) Punctuality, Punctuality is the ability of employees to develop their potential, especially its effect to the completion of work and can increase the sense of discipline in each employee by enforcing rules that must be obeyed by employees. d) Effectiveness, Performance effectiveness is the ability to choose the right target by the goals that have been set. e) Independence, the level to which an employee will eventually be able to perform his job duties is known. So we submit our hypothesis as:



- H_{3a}: Employee performance is positively impacted by employee engagement.
- H_{3b}: Employee performance is positively impacted by organizational culture.
- H_{3c}: Employee performance is positively impacted by work motivation.
- H_{3d}: Employee performance is positively impacted by job satisfaction.
- H_{3e}: Employee performance is positively and indirectly impacted by employee engagement through work motivation.
- H_{3f}: Employee performance is positively and indirectly impacted by organizational culture through work motivation
- H_{3g}: Employee performance is positively and indirectly impacted by employee engagement through job satisfaction.
- H_{3h}: Employee performance is positively and indirectly impacted by organizational culture through job satisfaction.

3. Research Methods

In this study, the impact of the correlation between employee engagement factors, organizational culture, work motivation, and job satisfaction on employee performance in Bekasi will be studied. It used the survey method by distributing questionnaires or interviews, to observe: their identity, thoughts, feelings, or propensity to act. There were five questionnaire items for employee engagement, four for organizational culture, five for work motivation, eight for job satisfaction, and six for employee performance, totaling twenty-eight items from the questionnaire that measure every variable in this study.

The ordinal measurement scale is used for measuring employee performance with five assessment scales, namely “always”, “often”, “sometimes”, “rarely”, and “never”. Five ordinal measurement assessment scales—“very often,” “often,” “rarely,” “very rarely,” and “never”—are used for the other variables. The study analysis unit is an individual. Non-probability sampling, which uses a saturated sample is the sampling strategy employed. Employees in Bekasi made up the study's population. The questionnaire originally consisted of sixty-four statements. After checking the validity test and reliability test, there were still twenty-eight statements. Stated differently, thirty-six statements that were not qualified were eliminated. The SEM model was used to estimate organizational culture, servant leadership, and lecturer performance measurement model once validity and reliability were established.

4. Results

Overall Model Fit

Table 2 displays the overall model fit test findings. This study's overall model fit test' chi-square is equal to 456.93. The statistical tests related to significant requirements serve as the foundation for chi-square statistics; the better the model fits the data and the p-value is less than 0.05, the smaller the chi-square value. This indicates that the model fits well because the chi-square measure of goodness of fit has a p-value of $0.00 < 0.05$.

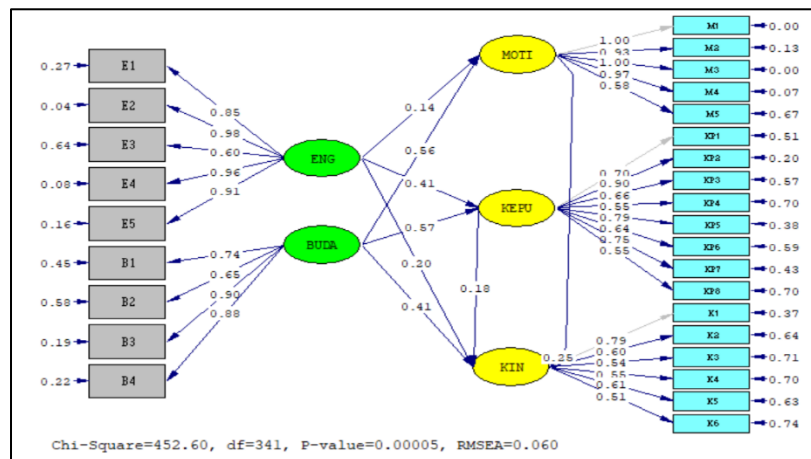


Table 1. Overall Model Fit Test

| GOF Measurement | Match Level Target | Value | Model Fit to Data |
|-----------------|--|---------------------------------------|-------------------|
| Chi-Square | The small value P<0.05 | 596.60/0.00 (P = 0.00) | Yes |
| NCP Interval | The small value The narrow interval | 0.00 (0.00 ;0.00) | Yes |
| RMSEA | Good fit if RMSEA<0.08 | 0.060 | Yes |
| ECVI | The small and close value with saturated ECVI | M: 6.33 S: 8.83 I: 68.24 | Yes |
| AIC | The small and close value with saturated AIC | M: 582.60 S: 812.00 I: 6376.73 | Yes |
| CAIC | The small and close value with saturated CAIC | M: 812.22 S: 2246.24 I: 6376.73 | Yes |
| NFI | Good fit if NFI>0.90 | 0.93 | Yes |
| NNFI | Good fit if NNFI>0.90 | 0.98 | Yes |
| CFI | Good fit if CFI>0.90 | 0.98 | Yes |
| IFI | Good fit if IFI>0.90 | 0.98 | Yes |
| RFI | Good fit if RFI>0.90 | 0.92 | Yes |
| Df | | 341 | |

Source: Data Processed by Author

As demonstrated by Table 2, a small value with a narrow interval is shown by NCP interval, and the χ^2 of all samples displays a small value. Similarly, all sample groups' RMSEA values are 0.000, which is significantly less than the target fit (below 0.08). All sample groups have small ECVI, AIC, and CAIC values that are near the saturated value to the independent value. All sample groups' NFI, NNFI, CFI, IFI, and RFI values, on the other hand, are above the 0.90 criterion limit and even get close to 1.00.



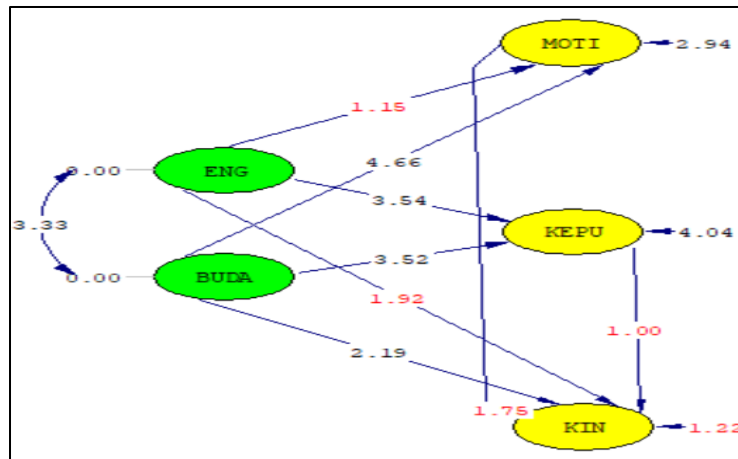
Source: Data Processed by Author

Figure 1. Overall Model Fit Test



It used chi-square test value, RMSEA, CFI, and RMSR to assess the size of the model fit (Hooper et al, 2008). Therefore, Given that the fit test shows that the model fits, it can be claimed that the model used in this study can be used as a footing for examining this research problem.

Structural Model fit



Source: Data Processed by Author

Figure 2 T. Statistic (T-Test)

Structural Equations

$$\text{MOTI} = 0.14 \cdot \text{ENG} + 0.56 \cdot \text{BUDA}, \text{Errorvar.} = 0.59, R^2 = 0.41$$

| | | |
|--------|--------|--------|
| (0.12) | (0.12) | (0.20) |
| 1.15 | 4.66 | 2.94 |

$$\text{KEPU} = 0.14 \cdot \text{ENG} + 0.57 \cdot \text{BUDA}, \text{Errorvar.} = 0.31, R^2 = 0.69$$

| | | |
|--------|--------|---------|
| (0.12) | (0.16) | (0.076) |
| 3.54 | 3.52 | 4.04 |

$$\text{KIN} = 0.25 \cdot \text{MOTI} + 0.18 \cdot \text{KEPU} + 0.20 \cdot \text{ENG} + 0.41 \cdot \text{BUDA}, \text{Errorvar.} = 0.31, R^2 = 0.69$$

| | | | | |
|--------|--------|--------|--------|--------|
| (0.14) | (0.18) | (0.10) | (0.19) | (0.21) |
| 1.75 | 1.00 | 1.92 | 2.19 | 1.22 |

Analysis of the Direct Effect of Employee Engagement on Work Motivation

The path coefficient value of 0.14 and the T Statistic value of 1.15 < 1.96 (Hypothesis Rejected) in this study indicate that employee engagement did not directly affect work motivation. These results are consistent with research published in the Journal of Organizational Behavior by Bakker and Albrech (2018), which found that there isn't always a direct correlation between work motivation and employee engagement. They emphasize

that contextual factors like organizational culture and leadership style have an impact on how motivated employees are. They discovered that other factors like social support and conducive employee engagement frequently act as mediators of employee engagement.

Analysis of the Direct Effect of Organizational Culture on Work Motivation

With a path coefficient value of 0.56 and a T statistic value of $4.66 > 1.96$ (Hypothesis Accepted), Figure 6 demonstrates that organizational culture directly improves work motivation. This result is consistent with that of Smith et al. (2018), who examined 500 workers in the manufacturing industry and discovered that a welcoming and encouraging workplace culture greatly raised workers' motivation for their jobs. Similarly, a quantitative study employing linear regression on data gathered from 300 workers in a technology company by Lee and Kim (2019) demonstrated a positive correlation between increased levels of work motivation and an organizational culture that fosters creativity and collaboration.

Analysis of the Direct Effect of Employee Engagement on Job Satisfaction

The path coefficient value = 0.41 and the T Statistic value = $3.54 < 1.96$ (Hypothesis Accepted) in Figure 6 demonstrate that employee engagement has no direct impact on job satisfaction. The results are consistent with the study conducted by Kim, W., Kolb, J. A., & Kim, T. (2018), which discovered a favorable correlation between job satisfaction and performance and employee engagement. Similar findings were made by Salanova, M., Llorens, S., & Schaufeli, W. B. (2019), who discovered that employee engagement lowers the risk of burnout and decreases work motivation.

Analysis of the Direct Effect of Organizational Culture on Job Satisfaction

The path coefficient value of 0.57 and the T Statistic value of $3.52 < 1.96$ (Hypothesis Accepted) in Figure 6 demonstrate that organizational culture has no direct impact on job satisfaction. According to research by Ahmed, I., Nawaz, M. M., Ali, G., & Islam, T. (2020), a supportive organizational culture in higher education institutions greatly boosts staff and lecturer job satisfaction. These outcomes align with that study. In keeping with the findings of Martins, N., & Coetzee, M. (2021), who looked at the connection between job satisfaction and organizational culture in South African manufacturing firms, they discovered a strong positive correlation.

Analysis of the Direct Effect of Work Motivation on Employee Performance

The path coefficient value of 0.25 and the T Statistic value of $1.75 < 1.96$ (Hypothesis Rejected) in Figure 6 demonstrate that work motivation has no direct impact on employee performance. These results support those of Johnson et al. (2018), who examined 500 workers in the healthcare industry. According to the findings, work motivation did not significantly affect employee performance. Employee performance is more affected by elements like work pressure, scarce resources, and unsupportive working conditions.

Analysis of The Direct Effect of Job Satisfaction on Employee Performance

The path coefficient value of 0.18 and the T-statistic value of $1.00 < 1.96$ (Hypothesis Rejected) in Figure 6 indicate that work motivation does not have a direct impact on



employee performance. These results support the study of Johnson et al. (2018), which observed 500 workers in the manufacturing industry. According to the findings, job satisfaction did not significantly affect employee performance. Employee performance is more influenced by elements such as training quality and resource availability than by job satisfaction.

Analysis of The Direct Effect of Employee Engagement on Employee Performance

The path coefficient value of 0.20 and the T Statistic value of 1.92 <1.96 (Hypothesis Rejected) in Figure 6 demonstrate that employee engagement has no direct impact on employee performance. These results support the Ahmed and Ramli (2021) study, which looked at 600 workers in the manufacturing sector. According to the findings, there was no discernible relationship between employee performance and engagement. Performance is more influenced by elements like job security and incentives than by engagement level.

Analysis of The Direct Effect of Organizational Culture on Employee Performance

The path coefficient value = 0.41 and the T Statistic value = 2.19 > 1.96 (Hypothesis Accepted) in Figure 6 demonstrate that work motivation directly and significantly improves employee performance. These results support the Smith et al. (2018) study, which looked at 500 workers in the manufacturing industry. According to the findings, organizational culture positively and significantly affects employee performance. When workers feel encouraged by the company culture, their output and quality improve.

Table 2 Intervening Test

| Indirect Effects of KSI on ETA | | |
|--------------------------------|--------|--------|
| | ENG | BUDA |
| MOTI | - | - |
| KEPU | - | - |
| KIN | 0.11 | 0.24 |
| | (0.10) | (0.13) |
| | 1.06 | 1.91 |

Source: Data Processed by Author

Analysis of The Indirect Effect of Employee Engagement on Employee Performance Through Work Motivation.

Through work motivation, employee engagement has an indirect impact of 0.035 on employee performance. With a T Statistic value = 0.97 <1.96 (Intervening or Mediation Hypothesis Rejected), it is well known that work motivation does not significantly mediate (intervene) the influence of employee engagement on employee performance. Therefore, it can be concluded that work motivation does not adequately mediate the relationship between context factors on employee engagement and employee performance. This outcome is consistent with Johnson et al. (2018)'s study, which examined 400 healthcare workers. The findings demonstrated that while employee engagement and performance are related, work motivation does not substantially mediate this relationship. Performance is more influenced by elements like workload and workplace conditions.



Analysis of The Indirect Effect Influence of Organizational Culture on Employee Performance Through Work Motivation

Through work motivation, organizational culture has an indirect impact of 0.14 on employee performance. With a T Statistic value = 1.96 < 1.96 (Intervening or Mediation Hypothesis Rejected), it is well known that work motivation does not significantly mediate (intervene) the influence of employee engagement on employee performance. Therefore, it can be concluded that work motivation does not adequately mediate the relationship between context factors on employee engagement and employee performance. This outcome is consistent with the study conducted by Brown et al. (2018), which examined 400 workers in the manufacturing industry. The findings demonstrated that while employee performance and organizational culture are correlated, work motivation does not substantially mediate this relationship. Performance is more influenced by elements like job skills and training.

Analysis of The Indirect Positive Effect of Employee Engagement on Employee Performance Through Job Satisfaction.

Through job satisfaction, employee engagement has an indirect impact of 0.074 on employee performance. With a T Statistic value of 0.96 > 1.96 (Intervening or Mediation Hypothesis Rejected), it is well known that job satisfaction does not significantly mediate (intervene) the impact of employee engagement on employee performance. Therefore, it can be said that fit is not mediated by work motivation between context factors on employee engagement and employee performance. This outcome is consistent with research by Singh and Patel (2019), who used path analysis to perform quantitative research on data gathered from 350 retail industry employees. According to the results, job satisfaction does not significantly mediate the relationship between engagement and performance. Factors such as training and career development have a greater influence on performance.

Analysis of The Indirect Positive Effect of Organizational Culture on Employee Performance Through Job Satisfaction

Organizational culture has a 0.10 indirect impact on worker performance through job satisfaction. With a T Statistic value = 1.85 > 1.96 (Intervening or Mediation Hypothesis Rejected), it is well known that job satisfaction does not significantly mediate (intervene) the effect of employee engagement on employee performance. Therefore, it can be said that fit is not mediated by work motivation between context factors on employee engagement and employee performance. This outcome is consistent with a study conducted by Brown et al. (2018) that looked at 400 workers in the manufacturing industry. The path coefficient value for the direct influence of organizational culture on employee performance is 0.45 (t-value = 4.21), while the path coefficient value for the indirect influence through job satisfaction is 0.12 (t-value = 1.54), indicating that organizational culture and employee performance are not substantially mediated by job satisfaction..

5. Conclusion and Suggestion

The empirical data gathered from this study shows how work motivation affects the relationship between lecturer performance and organizational culture, servant leadership, employee engagement, and personality. In college, work motivation is a good model to use



as a mediator to help achieve expected lecturer performance, especially in the area of lecturer performance (Venkatraman, 1989; Song et al., 2007; Bae, 2011; Parnell, 2010; Ganescu and Christina, 2012; and Acquaah, 2013). The following conclusions are drawn from this study's identification and formulation of the problem:

1. Work motivation is directly, positively, and insignificantly impacted by employee engagement
2. Work motivation is directly, positively, and significantly impacted by organizational culture
3. Employee performance is not impacted by employee engagement
4. Employee performance is directly, positively, and significantly impacted by organizational culture
5. Employee performance is not impacted by work motivation
6. Employee performance is not impacted by job satisfaction
7. Employee performance is not impacted by employee engagement
8. Employee performance is not impacted by servant leadership
9. Employee performance is not impacted by personality

This study has four significant ramifications. First, Bekasi Employee Management should increase employee engagement in order to increase job satisfaction, as it has been shown that this factor affects job satisfaction. Employee performance has not been as high as anticipated because employee engagement is still comparatively low. Second, employee management should improve organizational culture, particularly the Adaptability indicator, which constantly adapts the organization to changes in the external environment. This is because it has been demonstrated that organizational culture affects work motivation. And a mission where workers are unwavering and committed to the organization's priorities. Third, employee management should improve organizational culture, particularly involvement by incorporating workers in decision-making, as it has been demonstrated to affect job satisfaction. Consistency is also attained by enhancing employee adherence to the core values and principles of the company. Fourth, employee management should enhance organizational culture by increasing mission, involvement, consistency, and adaptability, as it has been shown that these factors impact employee performance.

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