

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT PT. DUWA ADMIMUDA KUDUS

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Abstract: *This research aims to analyze the influence of perceived organizational support and organizational culture on employee performance through Employee Engagement. This research is quantitative research using data collection methods in the form of distributing questionnaires. This research used a sample of 167 respondents. The data analysis technique for this research uses Structural Equation Modeling (SEM) AMOS V.24. The results of this research show that perceived organizational support has a positive and insignificant effect on employee performance, organizational culture has a positive and significant effect on employee performance, perceived organizational support has a negative and insignificant effect on employee engagement, organizational culture has a positive and significant effect on employee engagement. , employee engagement has a positive and significant effect on employee performance, employee engagement is not able to mediate the effect of perceived organizational support on employee performance, and employee engagement is not able to mediate the effect of organizational culture on employee performance.*

Keywords: Employee Engagement; Employee Performance; Organizational Culture; Perceived Organizational Support

INTRODUCTION

The Industrial Revolution 4.0 emerged in 2010 with the internet of things as the key to moving and human connectivity as human resources with machines or technology. However, this revolution also has negative effects, such as reducing the role of humans. In the era of Industry 4.0, this must be anticipated by preparing a workforce that has superior and qualified abilities (Prastyo & Frianto, 2020). In the next five years, industry 4.0 will eliminate 35% of jobs and will increase to 75% in the next ten years (Harahap, 2019). To improve human resources that are able to compete globally, education is very important. According to BPS (2023) Current conditions in Indonesia show that of the 143.6 million people working in Indonesia, 79.6 million are junior high school graduates or below. However, to survive in the Industrial Revolution 4.0, quality, innovative, innovative human resources (HR) are needed, and are able to adapt to technological advances.

BPS (2023) said, the quality of Indonesian employees is affected by the pandemic which continues to decline every year. In addition, campaigns to improve the quality of life, such as the slogan "Work Less, Live More", have shown that there is a crisis in work culture that needs improvement (Gallup, 2023). PT Duwa Atmimuda is one of the companies that has problems with employee performance. Lack of communication between customer service and administrative staff resulting in order data that has been sent to customers still being included in the production list. Suboptimal machine scheduling on several production floors resulting in a backlog of orders and delays in sending orders to customers. This proves the lack of employee focus in working.

There are several work stations where occupational health and safety standards are still not implemented. For example, some operators do not wear closed shoes, do not wear gloves, or do not use earplugs to protect their ears from noise that exceeds the human noise limit. In addition, many operators do not realize that many of them do not know about the importance

of maintaining OHS standards such as the lack of awareness of a number of operators regarding the importance of using masks properly, and when carrying out welding activities there are operators who do not use eye protection. Lack of OHS training that must be carried out regularly to improve employee performance and provide support to employees, which has an impact on employee work engagement in the company.

Perceived organizational support need to be implemented to maintain employee engagement and employee performance. PT. Duwa Atmimuda, the company is still lacking in providing training and development, promotion, rewards and allowances for employees as a form of support provided by the company for employees. The large number of employees who have left in the last 5 months shows that there is a lack of employee engagement between employees and the company. The number of employees who are absent from work without explanation has increased from September to October, namely from 88 employees who are absent without explanation to 100 employees who are absent without explanation in October. Likewise, the length of employee absence/absence from September to October tends to increase. Proving that the company has not implemented a good organizational culture for its employees. Employee performance in Indonesia is greatly influenced by perceived organizational support and organizational culture. Employee engagement also has an impact on the results produced by employees in Indonesia (Ariarni & Afrianty, 2017).

According to Rockstuhl et al (2020) perceived organizational support is defined as the general feeling of employees about the extent to which the organization values their contributions and cares about their well-being. Indicators of perceived organizational support according to Nadeak et al (2021) and The Last Supper (2021) namely (1) Justice, (2) Rewards, (3) Development, (4) Working conditions, and (5) Employee welfare. According to The Secret Life of Mary (2022), states that organizational culture is a company's personality that grows from a value system that creates norms regarding behavior that are reflected in the perceptions, attitudes, and behavior of people in the organization or company. Indicators of organizational culture according to Arifudin (2020) and The Last Supper (2020) namely (1) Innovation and risk taking, (2) Attention to detail, (3) Outcome orientation, (4) People orientation, (5) Team orientation, and (6) Aggressiveness.

According to Katili et al (2021) stated that employee engagement is the extent to which an employee is able to fully involve himself in his work and is committed to achieving organizational goals by giving his best performance, and expressing himself physically and emotionally towards his work. Indicators of employee engagement according to Hanifah et al (2020) and Fakhri et al (2021) namely (1) Vigor, (2) Dedication, (3) Absorption, (4) Proud of Work, and (5) Immersed in Work. Factors that Influence Employee Engagement are (1) Perceived Organizational & Supervisor Support, (2) Organizational Culture, (3) Job Demands, (4) Personal Resources, (5) Job Resources, and (6) Social Capital. According to Farisi et al (2020) Performance is the ability of an employee to complete his/her work. Employee performance uses job responsibilities to determine the quality and quantity of work given. Employee performance indicators according to Fakhri et al (2021) namely (1) Quality of work, (2) Quantity of work, (3) Punctuality, (4) Effectiveness and (5) Independence. Factors that Influence Employee Performance are (1) Organizational Culture, (2) Perceived Organizational Support, (3) Reward, (4) Punishment, (5) Work Ability, (6) Work Relationships, and (7) Job Satisfaction.

This study combines variables of perceived organizational support and organizational culture on employee performance through employee engagement as an intervening variable that is expected to find out the results of research related to employee performance in the company. This study was conducted on employees of PT. Duwa Atmimuda Kudus totaling 167 employees. This study aims to determine the effect of variables of perceived organizational support and organizational culture on employee performance through

employee engagement on employees of PT. Duwa Atmimuda Kudus. This study can be used as input and regarding employee performance in order to realize the existence of potential human resources at PT. Duwa Atmimuda Kudus. It is expected to contribute to the company in controlling the running of the organization by making perceived organizational support and organizational culture good and coordinated, so that it can improve employee performance and engagement attitudes in order to realize the goals of PT. Duwa Atmimuda Kudus.

METHOD

This research is a quantitative research. This research design is used to analyze the influence of independent variables consisting of perceived organizational support and organizational culture on one dependent variable, namely employee performance through one intervening variable, namely employee engagement. The research will be conducted at PT. Duwa Atmimuda Kudus. The data source used is primary data, which is obtained through distributing questionnaires to employees of PT. Duwa Atmimuda Kudus. This study also uses secondary data in the form of the number of employees, absence data, employee turnover data, production data, and data on the number of employees per department.

The data collection technique for this study was obtained from unstructured interviews, direct observation of employee performance that can be used to determine the feasible factors supported at PT. Duwa Atmimuda Kudus, and the distribution of questionnaires in stages to 167 employees of PT. This study uses the SEM AMOS 24 analysis technique. This technique was chosen to analyze data that must be in accordance with the research pattern and variables to be studied. The method used in this study is a causality model or relationship or influence to test the hypothesis proposed in this study, so the analysis technique used is SEM or Structural Equation Model which is operated through the AMOS V.24 program. Duwa Atmimuda.

RESULT AND DISCUSSION

Statistical tests of the relationship between variables that are the basis of the research hypothesis have been submitted. Statistical tests of the results of processing with SEM are carried out by looking at the level of significance of the relationship between variables shown through the critical ratio (CR) value with the significance value of the probability of each relationship between variables (Ghozali, 2017:197).

Table 1 Regression Weights Standardized Estimates

			CR	P	Information
Performance Employee	<---	<i>Perceived Organizational Support</i>	,065	,948	Positive and Insignificant
Performance Employee	<---	<i>Organizational Culture</i>	2,575	,010	Positive and Significant
Employee Engagement	<---	<i>Perceived Organizational Support</i>	-,304	,761	Negative and Insignificant
Employee Engagement	<---	<i>Organizational Culture</i>	5,074	***	Positive and Significant
Performance Employee	<---	<i>Employee Engagement</i>	2,654	,008	Positive and Significant

Source: Processed primary data (2024)

Hypothesis testing is done using a significance level of 0.05 and a critical ratio (CR) value greater than 1.96. If the probability value (P) is 0.05 and CR is 1.96 then Ho is rejected

(the research hypothesis is accepted). If the probability value (P) is 0.05 and CR is 1.96 then H_0 is accepted (the research hypothesis is rejected) < > > < (Ghozali, 2017:220). Based on Table 3.1, this study proposes five hypotheses which are then discussed in the following sections:

1) Hypothesis 1

Hypothesis 1 states that perceived organizational support has a positive and insignificant effect on employee performance at PT. Duwa Atmimuda, because from the results of data processing it is known that the CR value is 0.065 with a P value of 0.948. This value shows that CR is below 1.96 and P is above 0.05.

2) Hypothesis 2

Hypothesis 2 states that organizational culture has a positive and significant effect on employee performance at PT. Duwa Atmimuda, because from the results of data processing it is known that the CR value is 2.575 with a P value of 0.010. This value shows that CR is above 1.96 and P is below 0.05.

3) Hypothesis 3

Hypothesis 3 states that perceived organizational support has a negative and insignificant effect on employee engagement at PT. Duwa Atmimuda, because from the results of data processing it is known that the CR value is -0.304 with a P value of 0.761. This value shows that CR is below 1.96 and P is above 0.05.

4) Hypothesis 4

Hypothesis 4 states that organizational culture has a positive and significant effect on employee engagement at PT. Duwa Atmimuda, because from the results of data processing it is known that the CR value is 5.074 with a P value of 0.001. This value shows that CR is above 1.96 and P is below 0.05.

5) Hypothesis 5

Hypothesis 5 states that employee engagement has a positive and significant effect on employee performance at PT. Duwa Atmimuda, because from the results of data processing it is known that the CR value is 2.654 with a P value of 0.008. This value shows that CR is above 1.96 and P is below 0.05.

Table 2 Estimation Results of Indirect Effect, Direct Effect, and Total Effect

	<i>Direct Effects</i>	<i>Indirect Effects</i>	<i>Total Effects</i>	Information
<i>Organizational Culture</i>	0.540	0.409	0.939	Unable to Mediate
<i>Perceived Organizational Support</i>	0.009	-0.022	-0.016	Unable to Mediate

Source: Processed primary data (2024).

Based on the data in Table 3.2, it can be concluded that employee engagement is not able to mediate perceived organizational support on employee performance because the value of direct influence is greater than the value of indirect influence. Employee engagement is also not able to mediate organizational culture on employee performance because the value of direct influence is greater.

Square Multiple Correlation(R²) which is produced from the structural equation model to express the magnitude of the influence given to the endogenous variables from the exogenous variables related to each influence path shows the following results:

Table 3 Square Multiple Correlation

	Estimate
<i>Employee_Engagement</i> (influenced by perceived organizational support and organizational culture)	,761
Employee performance (influenced by perceived organizational support, organizational culture, and employee engagement)	,951

Source: Processed primary data (2024)

The calculation results above show that in this model the variables perceived organizational support (X1) and organizational culture (X2) together influence employee engagement (Y1) by only 76.1% and the other 23.9% are influenced by other variables. Meanwhile, on employee performance influenced by perceived organizational support (X1), organizational culture (X2) and employee engagement (Y1) have a greater influence of 95.1%, this means that the proportion in this study contributes a large influence. While 4.9% is influenced by other factors outside the exogenous variables.

DISCUSSION

1) The Influence of Perceived Organizational Support on Employee Performance

Based on the results of testing the hypothesis of the influence between variables, it shows that perceived organizational support has a positive and insignificant effect on employee performance. In line with the theory presented by Chiang & Hsieh (2012:183) that employees are not affected by the perception of organizational support. If someone is considered to have high performance, they have the characteristics of high responsibility, dare to take and bear risks, realistic goals, a comprehensive work plan and strive to achieve their goals, utilize concrete feedback in all work activities, and find ways to realize the work plan.

This research is in line with Yulivianto (2019) which states that perceived organizational support has a positive and insignificant effect on employee performance. Where, the high or low perception of existing organizational support is unable to influence employee performance. The results of the interview with the Head of Marketing, Thoyyib Andriyas, showed that the extraordinary organizational support was not followed by extraordinary employee performance. In addition, employees of PT. Duwa Atmimuda acknowledged the extraordinary support from the company, but only with salaries, benefits, and bonuses. They also considered performance appraisals less serious and did not seem to have a great passion or desire to improve their performance. In addition, employees expected the company to consider the criticism and suggestions given by them, not to make decisions exclusively, consider complaints related to their work, and prioritize employee welfare.

This shows that employees of PT. Duwa Atmimuda see that the perception of organizational support can improve their performance, but there are many other factors that affect their performance. According to the results of the interview with the Head of Marketing, Mr. Thoyyib Andriyas, the physical and non-physical work environment is very important for employees because it will affect their own performance. PT Duwa Atmimuda has an adequate physical work environment. This is indicated by well-distributed lighting, good layout of office equipment and facilities, good air circulation, proper air temperature, and the presence of security officers and sufficient K3 equipment. In addition, the non-physical work environment at PT Duwa Atmimuda looks quite good because the

communication built with a family makes the relationship between co-workers and superiors better and allows employees to improve their performance.

This research is also in line with Diana & Frianto (2021) From the test output it is known that perceived organizational support has proven to have no significant influence on employee performance. This result supports Revelation (2019) which proves that perceived organizational support has no significant effect on employee performance. The results of an interview with one of the employees of PT. Duwa Atmimuda showed that many suggestions and opinions given had not received a quick response. For example, delayed delivery of raw materials and lack of production machine capacity. For several times, employees have suggested to the company to make a record of raw material stock so that raw materials are not late, but it was not done properly. They have also suggested buying new production equipment, but the response from the company has been long, even having to wait several years.

2) The Influence of Organizational Culture on Employee Performance

Based on the results of testing the hypothesis of the influence between variables, it shows that organizational culture has a positive and significant effect on employee performance. The results of this study are in line with the theory put forward. Sumartik et al (2022:4) that once believed to be a new force to improve organizational performance, organizational culture should be the focus of organizational development. Organizational development should consider culture rather than just focusing on hardware (hard system tools) such as strategy, structure, and system. Successful competitive strategies are also influenced by culture.

Theory of Harahap (2011:30) also stated that based on factors such as risk tolerance, team pressure, and organizational support, organizational culture shapes workers' subjective perceptions of the organization. Culture is very important for improving performance.

This research is in line with The Last Supper (2023) that organizational culture has a positive and significant effect on employee performance. This study also obtained results that organizational culture shows an effect on employee performance. Based on the descriptive results of respondents on the organizational culture variable with the statement that employees work together with colleagues in a team or coordination, obtained the highest average value, which means that cooperation between employees and employees with superiors who have been coordinated must continue to be maintained in the company. It is expected that with good teamwork, the performance and productivity of PT. Duwa Atmimuda will increase. The results of this study are in line with previous research conducted by Diana & Frianto (2021) which states that organizational culture shows a significant influence on employee performance.

Furthermore, for the research results on employee performance, based on the results of the respondent analysis on employee performance variables with the statement Employees are able to complete tasks on time as specified get the highest average score which means that employees have done their tasks and work according to the specified time. In carrying out tasks on time, of course, with teamwork to make it easier to do the work. With cooperation in work, it will have a big influence on employees and the company.

This research is also in line with The Last Supper (2023) which states that organizational culture has a positive and significant effect on employee performance, this indicates that the better the organizational culture in the company, the higher the employee performance at PT. Duwa Atmimuda. This is in line with research from The Secret Life of Mary (2022) and Treasure (2019) that organizational culture has a positive influence on employee performance.

3) The Influence of Perceived Organizational Support on Employee Engagement

The results of testing the hypothesis of the influence between variables show that perceived organizational support has a negative and insignificant effect on employee engagement. This is in line with research Revelation (2019), which found that perceived organizational support had no effect on employee engagement. This can be interpreted as meaning that the presence or absence of perceived organizational support cannot create employee engagement in yourself employees increased.

In line with Muhdini (2020:72) which states that creating a high level of employee engagement is an important part of a manager's role because a higher level of employee engagement has a greater positive impact on the company. This can be seen from the extent to which motivation drives employee engagement. It is important to keep a team or employee motivated in any situation. When an employee finds what makes them engaged in their work, they feel engaged.

Motivation and employee engagement are closely related. Employee motivation can be a key driver to increase engagement levels. When employees feel motivated, they tend to be more enthusiastic, actively contribute, and have a higher involvement in their work. It has been proven that motivation is the main driver for employee engagement, not perceived organizational support. Strengthened by findings of several previous studies.

The results of previous research from Sadeli (2019) and Thirapatsakun et al (2019) which states that perceived organizational support does not have a significant effect on employee engagement. Perceived organizational support can have a positive effect on employee engagement, but the impact may not be statistically significant.

The descriptive results of respondents for the variable perceived organizational support have the smallest value from the company's statement that provides fair treatment of employee contributions to work. This can be interpreted that PT. Duwa Atmimuda is still lacking in providing justice to employee contributions in work.

Based on the results of the interview with Mr. Thoyyib Andriyas, Head of Marketing of PT Duwa Atmimuda, it shows that to increase employee engagement, employees must be motivated by their co-workers. They must create a new work atmosphere that they create themselves, which makes them feel appreciated not only by the organization, but also by their own co-workers, which motivates their friends to work together with them. Good co-worker relationships at PT. Duwa Atmimuda are driven by behavioral guidelines that must be followed and implemented by all employees. These guidelines aim to create a clean, safe, and comfortable work atmosphere, which can strengthen harmonious relationships between employees and help create a meaningful work atmosphere.

So that the perception of organizational support that has been implemented has proven to be unable to influence employee work engagement at PT. Duwa Atmimuda. This research is in line with Yulivianto (2019) which states that the perception of organizational support has a positive and insignificant effect on employee work engagement. This means that if perceived organizational support increases, employee engagement at PT. Duwa Atmimuda will increase. However, if perceived organizational support decreases, it will not affect employee engagement at PT. Duwa Atmimuda.

4) The Influence of Organizational Culture on Employee Engagement

Based on the results of testing the hypothesis of the influence between variables, it shows that organizational culture has a positive and significant effect on employee engagement. The results of this study are supported by the theory put forward by Albert (2013:98) which states that individual effort is the most obvious engagement behavior. Those who are engaged appear to be highly involved in their work, working hard, and putting in the effort. By putting in all their effort, they focus on their work. Engaged employees, who are

focused, detailed, and show a sense of caring, will work hard to complete tasks as well as possible..

In line with the theory presented Robbins (2017:67) also stated that Companies that create a culture of mutual respect will retain engaged employees and provide motivation to work enthusiasm to new employees. The results of this study are also in line with the social exchange theory proposed by George Homans (1961) that there is a reciprocal relationship between our behavior and our environment. Our environment usually consists of other people, we and those other people are considered to behave in a way that influences each other. The results of this study are also in line with several previous studies.

Research from The Last Supper (2023) which states that organizational culture has a positive and significant effect on employee work engagement. If an organization has a strong culture, it will have an effect on the high level of employee engagement in the organization. Research from Soeharso (2020) which states that in order to increase employee engagement, there needs to be a good organizational culture that can be accepted by all employees in the company. A good organizational culture increases the level of employee engagement. This statement is in line with The Last Supper (2023) which states that organizational culture has a positive and significant effect on employee engagement. A fairly strong relationship between organizational culture and work engagement is considered positive, assuming that this relationship indicates that a better organizational culture in a company indicates higher work engagement and a low organizational culture indicates lower work engagement.

Based on the standards of organizational culture, it can be concluded that the organizational culture at PT. Duwa Atmimuda is implemented well, but not fully. This may be because employees do not understand the meaning and application of culture in the workplace. Socialization must continue to be improved. PT. Duwa Atmimuda has also implemented teamwork well as evidenced by the descriptive results of respondents.

The descriptive results of respondents regarding the organizational culture variable, have the highest value with the statement cooperation between employees is well established. While the lowest value is with the statement of how much the company's leadership pays attention to employees' personal problems. This shows that PT. Duwa Atmimuda pays less attention to its employees' personal problems. A problem experienced by an employee can also cause them to become unpleasant people. For example, the employee becomes more selfish and cannot work together with coworkers. In addition, employees may no longer have motivation in their lives, so they face everything with apathy. In addition, this will have an impact on the work engagement of PT. Duwa Atmimuda employees.

Organizational culture which has been implemented has been proven to be able to influence employee work engagement at PT. Duwa Atmimuda Kudus. This is in line with research from Sarira et al (2023) which states that there is a significant influence of organizational culture on employee engagement. One of the unique characteristics of a company is a good organizational culture. A good organizational culture fosters a sense of pride in workers for their participation in the company and increases worker integrity and loyalty. As a result, workers become more motivated to pursue the interests of the company and are closer to the company. In situations where someone feels engaged, they try to express themselves physically, cognitively, and emotionally while working.

5) The Influence of Employee Engagement on Employee Performance

Based on the results of testing the hypothesis of the influence between variables, it shows that employee engagement has a positive and significant effect on employee performance. The test results show that employee engagement has a positive and significant influence on employee performance. The research results are supported by the theory

presented. Umihastanti & Frianto (2022:223) that Employees who continue to participate positively in their work will be able to influence their co-workers. This means that employees not only improve their personal performance but also improve team performance.

In line with the theory of Anitha (2014:313) which states that employee engagement has a positive and significant effect on employee performance and shows that employee performance is one of the things that is influenced by high employee engagement. Employees who have a strong bond with their company will show better performance in the workplace for the benefit of the company.

This supports research from Diana & Frianto (2021) which states that employee engagement has a positive and significant influence on employee performance. The Last Supper (2020) in his research also proved that there is a significant influence between employee engagement variables on employee performance. This is also in line with The Last Supper (2023) which states that employee engagement has a positive and significant effect on employee performance.

When viewed from the research results, it shows that the relationship between employee engagement and employee performance in this study is positive. This shows that the higher the employee engagement built from employee engagement factors, the higher the employee performance will be. (Savitri et al., 2023). Based on the descriptive results of respondents regarding the employee engagement variable regarding the statement of employees being proud of the work they do, it obtained the highest average value. This means that PT. Duwa Atmimuda employees are proud of their work so far. Regarding being immersed in work, it reflects that PT. Duwa Atmimuda employees have a high level of attachment and focus on work, where someone can absorb and complete tasks with full attention and dedication.

However, PT. Duwa Atmimuda needs to pay attention to employee dedication because it has a lower average than other indicators, being absorbed in work but lacking dedication can occur when someone looks busy or involved in a task, but lacks emotional involvement or strong commitment to the job. This can result in low quality work and lack of motivation to achieve the best results. Lack of dedication can be detrimental to the productivity and professional development of PT. Duwa Atmimuda.

It can also be seen from the descriptive results of respondents regarding employee performance variables regarding statements that employees have extensive knowledge that can help other employees in decision making obtained a lower average score than other indicators. When employees have limited knowledge, it can hinder their ability to contribute broadly to decision making. Employees who lack extensive knowledge may have difficulty providing broad views or supporting their colleagues with relevant information. This can hinder collaboration and efficiency within the team.

Some other employees of PT. Duwa Atmimuda still disagree with the company's overtime policy, which is always changing. Therefore, PT. Duwa Atmimuda continues to pay attention to the implementation of employee engagement to continue to improve the performance of its employees. It can be said that employee engagement has a positive and significant effect on the performance of PT. Duwa Atmimuda employees. In line with research from The Last Supper (2020) which states that employee engagement has a positive and significant effect on employee performance.

6) Perceived Organizational Support Influencing Employee Performance Through Employee Engagement as an Intervening Variable

The results of the study showed that the test of the direct influence of perceived organizational support on employee performance was greater than the indirect influence. This shows that employee engagement is not able to be an intervening variable, meaning perceived organizational support in influencing employee performance has a greater influence when not

through employee engagement. In line with the motivational theory of Abraham Maslow (1943) explains that POS and employee engagement are two different factors that motivate employees. POS refers to employees' perceptions that the organization values and supports them, while employee engagement refers to the level of employee commitment and enthusiasm for their work.

This theory suggests that POS can directly improve employee performance by increasing their intrinsic motivation. When employees feel valued and supported, they are more likely to be motivated to work hard and achieve their goals. On the other hand, employee engagement can also directly improve employee performance by increasing their extrinsic motivation. When employees are engaged in their work, they are more likely to be motivated by external rewards such as pay, promotions, and recognition. Therefore, employee engagement does not always mediate the relationship between POS and employee performance. In some cases, POS can directly improve employee performance without going through employee engagement.

Field results at PT. Duwa Atmimuda show that employees have not felt full organizational support from the company and have not felt good employee involvement in their work environment. Employees feel that in their work they have not found and felt greater comfort, so they work in a mediocre way and do not find significant motivation to change their work.

So it can be stated that employee performance is not influenced by perceived organizational support through employee engagement as an intervening variable. It can be interpreted that employee engagement cannot be an intervening variable between perceived organizational support and employee performance because there are other factors. This study is in line with Revelation (2019) which states that employee engagement cannot be an intervening variable in perceived organizational support for employee performance. Yulivianto (2019) also stated something similar that work engagement was proven to be unable to mediate the relationship between perceived organizational support and employee performance.

7) *Organizational Culture* Influencing Employee Performance Through Employee Engagement as an Intervening Variable

The results of the study show that the test of the direct influence of organizational culture on employee performance is greater than the indirect influence. This shows that employee engagement is not able to be an intervening variable, meaning that organizational culture in influencing employee performance has a greater influence when not through employee engagement. One theory that supports the view that work engagement cannot mediate the relationship between organizational culture and performance is the "Cultural Alignment Theory" proposed by Denise M. Rousseau (1990).

According to this theory, work engagement may not always be an effective mediator between organizational culture and employee performance. Rousseau emphasized that while organizational culture can influence work engagement, other factors such as management policies, organizational structure, and incentive systems also play an important role in shaping employee performance. Thus, there is complexity in the relationship between organizational culture, work engagement, and performance, so that work engagement is not always a strong mediator. The importance of factors other than work engagement as mediators suggests that the influence of organizational culture on performance may be more complex and multifaceted. Rousseau emphasized the need to include additional variables in research to gain a more comprehensive understanding of this relationship.

This theory challenges the assumption that work engagement is always an effective mediator between organizational culture and employee performance. Rousseau argues that the

effectiveness of work engagement as a mediator depends on the alignment between organizational culture and individual employee values. In the study Fadillah et al (2023), stated that there is no significant influence between employee engagement and employee performance, which means that employee engagement is not able to improve employee performance. Therefore, the existence of employee engagement cannot affect the increase or decrease in employee performance at PT. Duwa Atmimuda which is influenced by organizational culture.

CONCLUSION

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. *Perceived organizational support* has a positive and insignificant effect on employee performance PT. Duwa Atmimuda. This means that when perceived organizational support decreases, it will not affect employee performance.
2. *Organizational culture* has a positive and significant effect on employee performance PT. Duwa Atmimuda. This means that when organizational culture improves, employee performance will improve and vice versa.
3. *Perceived organizational support* has a negative and insignificant effect on employee engagement PT. Duwa Atmimuda. This means that when perceived organizational support decreases, it will not affect employee engagement.
4. *Organizational culture* has a positive and significant effect on employee engagement PT. Duwa Atmimuda. This means that when organizational culture increases, employee engagement will increase and vice versa.
5. *Employee engagement* has a positive and significant effect on employee performance PT. Duwa Atmimuda. This means that when employee engagement increases, employee performance will increase and vice versa.
6. The direct influence of perceived organizational support on employee performance shows a greater value than the indirect influence. This can be interpreted that employee engagement is unable to mediate the influence of perceived organizational support on employee performance.
7. The direct influence of organizational culture on employee performance shows a greater value than the indirect influence. This can be interpreted that employee engagement is unable to mediate the influence of organizational culture on employee performance.

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