Factors Influencing Employee Performance: Job Engagement as a Mediating Variable

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Abstract

The purpose of this study is to examine the impact of organizational culture on employee performance, considering the mediating role of employee engagement and the intervening effect of esprit de corps. The methodology involves a descriptive survey conducted among civil servants at the North Kalimantan Ministry of Religious Affairs. The research model integrates organizational culture as the independent variable, employee performance as the dependent variable, with esprit de corps as the intervening variable and employee engagement as the mediating variable. The population includes civil servants in North Kalimantan, with a sample size determined for the preliminary survey. Data was collected using a structured questionnaire focusing on indicators of organizational culture, esprit de corps, employee engagement, and employee performance. The most striking results indicate a significant gap between the current and ideal levels of employee performance, with task performance, contextual performance, adaptive performance, and counterproductive behavior not meeting expectations. Organizational culture, particularly leadership competence, has a notable influence on employee engagement and performance. The findings suggest that enhancing esprit de corps and employee engagement can improve overall performance.

Keyword: Adaptive Performance; Agile Leadership; Civil Servants; Esprit de Corps; Organizational Culture

1. INTRODUCTION

Human Resource Management (HRM) is a crucial aspect for the success and sustainability of any organization. In an era of rapid change, the role of HRM becomes increasingly vital in maintaining competitive advantage and achieving company objectives. HRM involves planning, recruitment, development, management, and supervision of the workforce, aiming to ensure that the organization has a high-quality, motivated, and productive team (Dessler, 2020). The effective management of human capital significantly impacts company performance and growth, making HRM an indispensable function within organizations. Within HRM, employee performance is a critical outcome, encompassing job performance, work performance, and individual work performance (Campbell, 2020). High-performing employees contribute to organizational success through their knowledge, skills, and abilities. Thus, enhancing employee performance remains a primary goal of HRM practices.

Organizational culture, defined as the shared values, beliefs, and norms within an organization, plays a significant role in shaping employee behavior and performance (Schein, 2017). A strong organizational culture fosters a conducive work environment that can enhance employee engagement, motivation, and overall performance (Gyamfi et al., 2019). Studies have shown that a positive organizational culture leads to higher employee satisfaction and productivity (Schneider et al., 2013). Employee engagement, the emotional and cognitive commitment of employees to their work, has been extensively studied for its impact on performance. Engaged employees are more likely to exhibit higher levels of job performance, reduced absenteeism, and lower turnover rates (Saks, 2019). Moreover, employee engagement mediates the relationship between organizational culture and employee performance, suggesting that a positive culture enhances engagement, which in turn improves performance (Bakker & Demerouti, 2008).

Esprit de corps, the sense of pride, loyalty, and unity among members of a group, serves as an intervening variable that can influence the relationship between organizational culture and employee performance (Dunkelman, 2004). It fosters a collaborative and supportive work environment, which can enhance employee engagement and performance (Frawley, 2006; Paruzie et al., 2020). Research indicates that esprit de corps is crucial for maintaining morale and motivation, especially in high-stress environments (Affandi et al., 2018; Chukwu, 2019; Osanebi & Chukwu, 2020; Rouissi, 2023).

Despite extensive research on HRM, there is a need to further explore the interplay between organizational culture, employee engagement, and esprit de corps in influencing employee performance. Understanding these relationships can provide valuable insights for organizations aiming to enhance performance through strategic HRM practices. The purpose of this research is to examine the impact of organizational culture on employee performance, considering the mediating role of employee engagement and the intervening effect of esprit de corps. This study addresses the research problem of identifying how organizational culture influences performance through these mediating and intervening variables. The importance of this research lies in its potential to inform HRM strategies that foster a supportive organizational culture, enhance employee engagement, and build esprit de corps, ultimately leading to improved employee performance.

Table 1. National Labor Force Survey

Key Indikators	2019		2020		2021	
	Feb	Aug	Feb	Aug	Feb	Aug
Total population (mill.)	247,1	249,4	251,0	252,7	254,4	256,0
Population aged >15 (mill.)	178,1	180,0	181,2	183,0	184,6	186,1
Economic activity (mill.)	123,2	120,2	125,3	121,9	128,3	122,4
Working population (mill.)	115,9	112,8	118,2	114,6	120,8	114,8
Unemployment (mill.)	7,2	7,4	7,2	7,2	7,5	7,6
Economically inactive (mill.)	56,0	59,8	55,9	61,1	56,3	63,7
Employment to population (%)	65,1	62,7	65,2	62,6	65,5	61,7
Labor force participation rate (%)	69,2	66,8	69,2	66,6	69,5	65,8
Unemployment rate (%)	5,8	6,2	5,7	5,9	5,8	6,2

Source: Indonesian Central Bureau of Statistics (2022)

The accompanying table shows that there was low-quality labor and sluggish job development between 2019 and 2021. In the labor market, different labor groups, particularly men, women, and rural residents exhibited differing outcomes. Although there is now a larger pool of educated labor due to increased investment in education, their productivity has not increased significantly as a result of these efforts. Numerous roles in businesses and organizations are still filled with low-skilled workers, and the lack of skilled workers continues to be a problem.

Good and transparent governance requires an organizational culture that upholds specific ideals. According to the Governor Regulation of North Kalimantan Province in Indonesia Number 30, 2023, these values are: (1) service-oriented; (2) accountable; (3) competent; (4) harmonious; (5) loyal; (6) adaptive; and (7) collaborative. All civil servants should completely comprehend and embrace these essential values, and they should apply them to their everyday work and personal life. Employees of civil servants are directly involved in public service, so it is imperative that they emphasize the importance of being service-oriented in their work. This implies that each civil servants must be dedicated to offering top-notch service in order to satisfy the general population (Lalong & Sidi, 2023).

Being service-oriented for civil servants entails three things: (1) recognizing and meeting community needs; (2) being amiable, dependable, prompt, and capable of resolving issues; and (3) always looking to improve. Civil servants are required to perform their jobs with the utmost integrity and to exhibit discipline, accountability, honesty, and accuracy. Moreover, civil servants are supposed to be able to work together to complete tasks and to give other parties the chance to contribute. The competency of servant leadership, which leads to position accountability and an awareness of position accountability, is one of the accountabilities that every leader must have in addition to nation accountability and public accountability, in addition to nation responsibility

and public accountability, it is the capacity of servant leadership that gives rise to position accountability and the awareness of it that each leader needs to have (Karimi et al., 2023). The following table shows the data that the author processed from the assessment criteria evaluation for 300 public servants in the Ministry of Religious Affairs and Religious Affairs Offices in North Kalimantan in 2019, 2020, and 2021.

Table 2. Assessment of Work Conduct of Civil Servants in North Kalimantan's

The assessed elements	2021			2022			2023		
	Min	Max	Avg	Min	Max	Avg	Min	Max	Avg
1. Service Orientation	77	93	85.8	46	83	52.4	77	109	85.9
2. Integrity	76	91	82.8	8	94	82.8	76	109	85.7
3. Commitment	76	92	82.8	76	94	83.0	76	109	86.1
4. Discipline	76	91	83.1	76	94	83.4	76	93	81.7
5. Collaboration	75	90	82.6	76	98	82.8	72	109	85.4
6. Leadership	75	90	82.6	76	93	83.0	54	98	83.0
7. Job Performance	77	92	85.0	58	83	65.0	30	44	34.0

Source: Research Data (2023)

From the table above, it can be observed that there is fluctuation in each assessed element from year to year. Upon closer inspection of the average scores of each element obtained from 2020 to 2021, all assessed elements experienced a decline.

Many researchers are interested in organizational change involving organizational culture. Organizational culture is often seen as a critical issue that needs to be addressed seriously for change to occur. Many change management authors argue that the main reason why organizational change efforts often fail to materialize as planned is the frequent neglect of organizational culture aspects (Alvesson & Sveningsson, 2016).

The term Esprit de Corps was first introduced by General and Emperor of France Napoleon Bonaparte, where during warfare, fellow soldiers were expected to assist, protect, nurture, and uphold the honor of their fellow army members (Dunkelman, 2004; Frawley, 2006). The spirit that fosters enthusiasm, dedication, and strong respect for the group's honor/group pride has also garnered significant attention from subsequent researchers.

The development of Human Resource Management (HRM) theories has long focused on how human resource management can enhance performance outcomes. Over several decades, interest in research on the relationship between Employee Engagement and performance suggests that employee engagement can impact individual and organizational performance (Truss et al., 2013). According to the head of the Office of Religious Affairs in North Kalimantan, employee engagement is also seen as crucial for improving employee performance.

In today's modern era, the role and quality of service provided by civil servants are crucial for

achieving effective and efficient development goals. One factor that can influence the performance of civil servants is the transformational leadership applied by organizational leaders. In the context of government agencies, effective leadership is expected to enhance work motivation and productivity of civil servants, as well as improve public satisfaction with public services (Sakir & Amaliah, 2023). For most people, the importance of leadership is self-evident, regardless of the circumstances. In organizations, effective leadership results in higher-quality and more efficient goods and services; it fosters cohesion, personal development, and higher satisfaction levels among those performing tasks; and leadership also provides direction and a comprehensive vision, alignment with the environment, mechanisms for innovation and healthy creativity, and resources to strengthen organizational culture (Wart, 2003). Agile leadership is utilized by researchers in the field of leadership to describe nimble leadership. Leadership experts sometimes use terms such as leadership agility and adaptive leadership capability to refer to agile leadership (Sunatar, 2023). Agile Leadership can be utilized as one of the alternatives to enhance employee engagement, as evidenced by researchers in Singapore (Chua & Ayoko, 2021). Agile Leadership has been able to improve performance (Önalan et al., 2022). Meanwhile, researchers from Italy have recently also proven that leadership can enhance performance (Pizzolitto et al., 2023).

2. METHODOLOGY

The research model for this study integrates organizational culture as the independent variable, employee performance as the dependent variable, with esprit de corps as the intervening variable and employee engagement as the mediating variable. This model is designed to explore the relationships between these variables and their combined impact on employee performance among civil servants at the North Kalimantan Ministry of Religious Affairs. This study is a component of a larger research project in which the author aims to describe the responses of participants to questions he or she poses. Respondents for this pilot study are civil servants working at the North Kalimantan Ministry of Religious Affairs service offices. In accordance with the findings of earlier study, the questions are constructed in accordance with the indicators that the head of the local ministry office has suggested. This study employs quantitative research methods, specifically a descriptive survey design. A structured questionnaire was developed to gather data on organizational culture, esprit de corps, employee engagement, and employee performance. The survey targets civil servants within the North Kalimantan Ministry of Religious Affairs. The following hypotheses are formulated for this study:

H1: Organizational culture positively affects employee performance.

H2: Employee engagement mediates the relationship between organizational culture and employee performance.

H3: Esprit de corps intervenes in the relationship between organizational culture and employee performance.

A purposive sampling method was employed to select the sample from the population of civil servants at the North Kalimantan Ministry of Religious Affairs. The sample size was determined to ensure representativeness and statistical validity. The preliminary survey included a pilot test to refine the questionnaire and ensure reliability and validity of the measures. Data was collected using a structured questionnaire, which was distributed among the selected sample. The data collection process ensured anonymity and confidentiality to encourage honest and accurate responses.

3. RESULTS

The preliminary survey on Employee Performance (EP) at the Office of Religious Affairs in North

Kalimantan involved 10 respondents and included 4 questions regarding employee performance (EP-01 to EP-04), as shown in the following figure. It is evident that employees' responses to statements regarding employee performance reveal a gap between the ideal conditions where employees should demonstrate high performance in this set of statements. The following figure illustrates the level of employee performance according to the preliminary survey results.
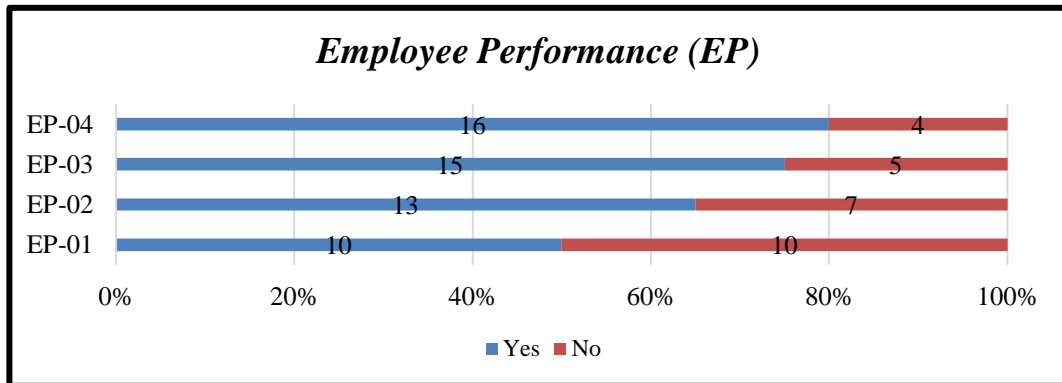

Figure 1. Preliminary Results of the Employee Performance Survey

Source: Research Data (2023)

The facts revealed in the preliminary survey indicate that all indicators of performance, namely: (1) Task Performance, (2) Contextual Performance, (3) Adaptive Performance, and (4) Counterproductive Behavior, do not meet expectations. According to the head of the Religious Affairs Office in North Kalimantan, solutions must be immediately sought to improve employee performance.

Several questions related to Organizational Culture (OCL) have been posed in the pre-survey, with questions coded OCL-01 to OCL-04, as follows: OCL-01: The organizational culture of employees is shaped by leadership competence. OCL-02: The institution places employees and human resources according to their education and skills. OCL-03: The institution's culture towards employees is created by the honesty they demonstrate in carrying out their duties and responsibilities. OCL-04: Focus on employees and others through fair and acceptable policies by employees. OCL-05: Honesty and openness are demonstrated by employees in the form of organizational commitment. OCL-06: Employees perceive the institution's reliability through leadership commitment. OCL-07: The institution maintains good relations with the community. The preliminary survey results are displayed in the following figure.
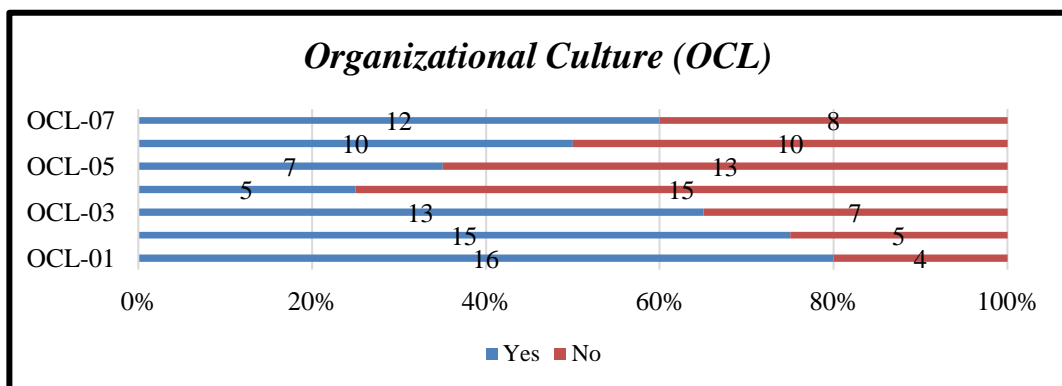

Figure 2. Preliminary Results of the Organizational Culture Survey

Source: Research Data (2023)

The indicator that has already reached a high level is achieved in the statement "The organizational culture of employees is shaped by leadership competence" (80%). According to the head of the Office of Religious Affairs in North Kalimantan, organizational culture is likely a determining factor in employee engagement and performance, as seen in previous studies.

The preliminary survey conducted by the author utilized several statements related to Esprit de Corps (with question codes EDC-01 to EDC-04) with the following details: EDC-01: Every employee in the units and subunits within the institution faces strict sanctions if they fail to fulfill their duties and responsibilities. EDC-02: There is division of labor among employees in each unit and subunit within the institution. EDC-03: In each unit and subunit within the institution, there are a number of employees with adequate capabilities. EDC-04: In each unit and subunit within the institution, there are a number of employees with adequate skills. These questions reflect four indicators: (1) Conformative, (2) Universal, (3) Autonomist, and (4) Creative. The respondents' answers are displayed in the following figure.
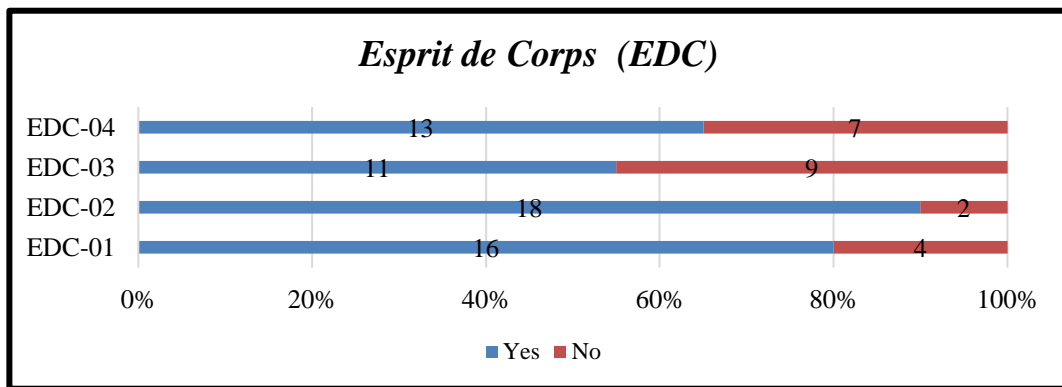

Figure 3. Preliminary Results of the Esprit De Corps Survey

Source: Research Data (2023)

The highest result is found in the first indicator: Most employees in the units and subunits feel the presence of strict sanctions if they fail to fulfill their duties and responsibilities. Meanwhile, the other three indicators indicate a level of Esprit de Corps that is not as high as the first indicator. Research conducted on members of the Indonesian Navy (Affandi et al., 2018) shows that Esprit de Corps can increase engagement among navy personnel. Previous researchers (Siddiqi, 2013; Zhuang et al., 2023) state that there is a close relationship between Esprit de Corps and employee engagement.

The preliminary survey results regarding employee engagement at the Office of Religious Affairs in North Kalimantan Province use three statements: ENG-01: "I feel I have high energy levels in carrying out my respective duties and responsibilities." ENG-02: "I enjoy facing challenges in the work environment." ENG-03: "I am able to concentrate on tasks." These are shown in the following figure.
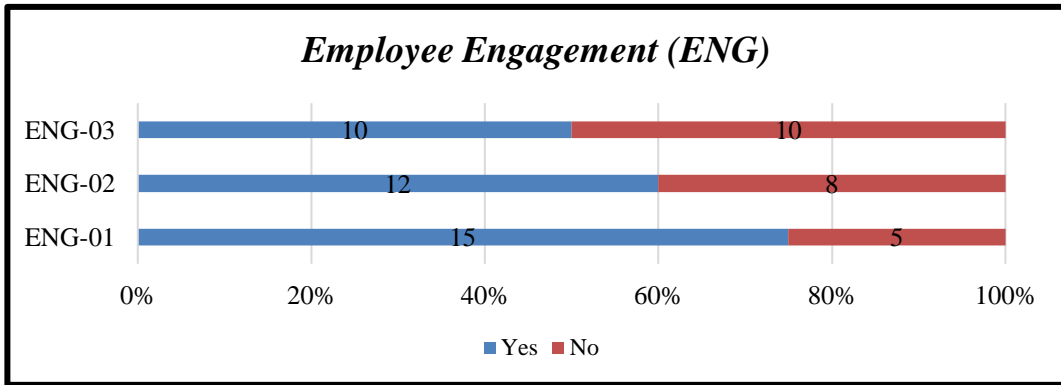
Figure 4. Preliminary Result of Employee Engagement Survey

Source: Research Data (2023)

From the figure above, it is apparent that the indicators of Employee Engagement, namely: (1) Enthusiasm, (2) Dedication, and (3) Absorption, still do not meet the organization's expectations. According to the head of the Office of Religious Affairs in North Kalimantan, this gap needs to be closed to improve employee performance. The organization requires solutions to enhance both performance and employee engagement.

Agile Leadership can be measured by 5 (five) dimensions, namely: (1) Creativity, (2) Reactivity, (3) Adaptability, (4) Willingness to learn, and (5) Stress management (Sunatar, 2023). Regarding agile leadership, the preliminary survey results with questions posed by the researchers are as follows: AGL-01: "I propose innovative solutions." AGL-02: "I can analyze quickly in taking action." AGL-03: "I learn new ways to solve problems." AGL-04: "I regularly improve competencies." AGL-05: "I make decisions through discussion." These preliminary survey results are displayed in the following figure.
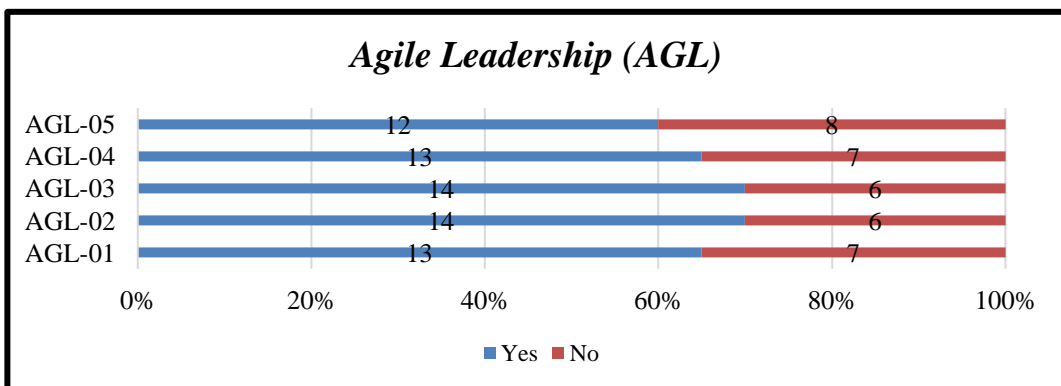

Figure 5. Preliminary Result of Agile Leadership Survey

Source: Research Data (2023)

The preliminary survey results depicted in the above figure indicate that the five indicators of agile leadership reflect a high level of leadership. Most employees are willing to work hard for the interests and progress of the institution, and similarly, for the other indicators, most employees are willing to remain as employees. However, from these preliminary survey results, there is still a gap from what is expected, namely, there are employees who have a level of leadership that can still be improved towards the ideal condition.

4. DISCUSSION AND CONCLUSION

Based on the comprehensive review of the preliminary survey results and the relevant literature, several key insights and discussions emerge regarding human resource management (HRM), labor market performance, organizational culture, employee engagement, and agile leadership. HRM plays a pivotal role in organizations by managing human capital to ensure high-quality, motivated, and productive teams (Farahmand, 2020; Liu et al., 2023; Madugba et al., 2022; Sulistyanto, Djamil, Sutawidjaya, et al., 2021; Sulistyanto, Djamil, Sutawijaya, et al., 2021).

The survey results reveal a gap between expected and actual employee performance, indicating a need for immediate solutions to enhance performance. This underscores the critical importance of effective HRM practices in driving individual and organizational success. The labor market performance data highlights challenges such as low-quality labor and sluggish job development, which can hinder organizational growth. Addressing these challenges requires a comprehensive understanding of factors influencing labor market dynamics, including globalization, technological advancements, and demographic transitions. Organizational culture, as reflected in values such as service orientation and accountability, significantly influences employee engagement and performance (Besley & Persson, 2022; Erturk, 2019; Sulistyanto et al., 2024).

While the survey indicates a high level of leadership competence shaping organizational culture, there remains a gap in achieving optimal levels of employee engagement. This emphasizes the need for fostering a culture of collaboration, innovation, and continuous improvement. Agile leadership, characterized by creativity, adaptability, and a willingness to learn, is vital for driving organizational effectiveness and responding to dynamic market environments. The survey results demonstrate a high level of agile leadership among employees, yet there is room for improvement to align leadership practices with organizational objectives more effectively.

In conclusion, the preliminary survey results offer crucial insights into the current state of HRM practices, labor market dynamics, and organizational culture within North Kalimantan. These findings highlight significant gaps that, if addressed, can significantly enhance organizational performance. By capitalizing on existing strengths, organizations have the potential to foster a high-performance culture that supports sustained growth and competitiveness. The survey underscores the necessity of implementing strategic HRM initiatives that are tailored to the unique context of North Kalimantan, fostering a supportive and inclusive organizational culture, and developing agile leadership capabilities to enhance employee engagement and overall performance. Additionally, the results suggest that a focus on innovative HRM strategies, such as leveraging advanced technologies for workforce management, could optimize operations and address the evolving challenges in the labor market. Future research should continue to explore these areas, providing deeper insights into effective HRM practices and their impact on organizational success in a dynamic economic environment.

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