



## **The Influence of Employee Engagement and Organizational Culture on Employee Performance through Job Satisfaction at Mis Al-Hamid Banjarmasin**

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### **Abstract**

This study aims to determine the effect of Employee Engagement and Organizational Culture on Employee Performance through Job Satisfaction at Mis Al-Hamid Banjarmasin. The object of this research is all employees at Mis Al-Hamid Banjarmasin. The method in this study used quantitative methods. Data collection methods were carried out through questionnaires distributed to the population of this study, namely all 53 employees at Mis Al-Hamid Banjarmasin. Data analysis using F test and t-test. The results of this study indicate that the employee engagement variable has a significant effect on employee performance, partially employee engagement has a substantial impact on job satisfaction, organizational culture partially has an enormous impact on employee performance, corporate culture partially has a significant effect on job satisfaction, employee engagement and culture. The organization simultaneously has a substantial effect on teacher performance through job satisfaction.

**Keywords:** *employee engagement, organizational culture, job satisfaction, employee performance*

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### **INTRODUCTION**

Human resource management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of company goals; employees are human resources or people who work to sell services, both energy and thoughts, to a company to obtain compensation by agreement or regulation. Attitudes formed by organizational culture are closely related to job satisfaction, namely the general philosophy of individuals towards their work. Performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2005, p. 165). If people are satisfied with their work, they like and are motivated to do their work, and their performance is high; otherwise, if they are not happy with their work, they are not encouraged to do their work, and their performance is low. Job satisfaction is a positive feeling about one's job, which results from evaluating its characteristics (Robbins & Judge, 2008, p. 107). The success of an organization is indicated by its ability to achieve organizational goals. Implementation of human resource strategy by the company's vision, mission, and design is through the formation of the right corporate culture in the company. Attitudes formed by organizational culture are closely related to job satisfaction, namely the general philosophy of individuals towards their work—various forms. Every organization or company has a different culture; this is natural because the organizational environment is also different. Optimal management of human resources can effectively contribute to employee performance when



employees have a good relationship with the company. Employee engagement can be defined as the level of commitment and attachment of employees to the organization and the values applied in the organization. This is very influential on the performance of the resulting employee. Employee engagement has been considered a precursor to business success in today's competitive marketplace and one of the determining factors in organizational success (Lockwood, 2007).

### **Formulation of the problem**

1. Does employee engagement partially have a significant effect on employee performance at Mis Al-Hamid Banjarmasin?
2. Does employee engagement partially have a significant effect on job satisfaction Mis Al-Hamid Banjarmasin?
3. Does organizational culture partially have a significant effect on employee performance at Mis Al-Hamid Banjarmasin?
4. Does organizational culture partially have a significant effect on job satisfaction Mis Al-Hamid Banjarmasin?
5. Do employee engagement and organizational culture simultaneously significantly affect performance through job satisfaction Mis Al-Hamid Banjarmasin?

## **LITERATURE REVIEW**

### **1. Employee Engagement**

Employee engagement is an idea in organizational behaviour that has become an attraction in recent years. This attraction arises because employee engagement affects the company's overall performance. One of the leading research organizations defines it as the high emotional connection that an employee feels towards their organization that influences him to exert greater freedom and effort for his work. (Risher, 2010:74).

According to Robinson, Perryman and Hayday, Employee Engagement is an individual's positive attitude towards the organization and organizational values. Employees with a high level of attachment to the organization have an understanding and concern for the organization's operational environment, can work together to improve the achievement of work units or organizations through collaboration between employees and management. According to Bakker and Demerouti (2007), three factors influence employee engagement, namely as follows: Job Resources, Saliency of Job Resources. According to Robinson, Perryman and Hayday (2004), indicators of employee engagement are as follows: high attachment to the organization, concern for the operational environment. Able to work together to improve organizational achievement and have an understanding of the organization's working environment.

### **2. Organizational culture**

Organizational culture is an organization's value system and will affect how work is done and how employees behave. In this study, the parameters of organizational culture factors.

According to Luthans (2002: 122), organisational culture is defined as follows: "Organizational culture is the norms and values that direct the behaviour of members of the organization, where each member will behave by the prevailing culture to be accepted by the environment".

Organizational culture has several factors that can influence it: communication, motivation, organizational characteristics, administrative processes, organizational structure,



and management style. Based on Luthans (2002; 123) opinion, the indicators for organizational culture variables are as follows; rules of conduct, norms, dominant values, philosophies, practices, and organizational climate.

### **3. Job satisfaction**

According to Stephen P. Robbins, job satisfaction is a general attitude towards a person's work, the difference between the number of rewards an employee receives and the amount they believe they should receive.

Understanding job satisfaction, according to Robbins, is a general attitude of an individual towards his work. The job demands interaction with co-workers, superiors, organizational rules and policies, performance standards, working conditions, etc. A person with a high level of job satisfaction shows a positive attitude towards the job; on the other hand, someone dissatisfied with his career shows a negative attitude towards his job. The factors that affect job satisfaction are working conditions, regulations, compensation, work efficiency, promotion opportunities, and co-workers. Researchers decided to use indicators from (Robbins 2015: 181-182) and Hasibuan (2001: 202), namely: working conditions, salary or wages, co-workers, work morale, discipline, and work performance.

### **4. Employee Performance**

Performance comes from the word Job Performance or actual performance, which means work performance or real achievement achieved by someone. The definition of performance is the quality and quantity of work performed by an employee in carrying out his functions by the responsibilities given to him.

Bernardin and Russel (Ruky, 2002:15) Provide the following understanding of performance: "performance is defined as the record of outcomes produced on a specified job function or activity during the period". Performance is a record of the results obtained from a job at a particular time. Factors that affect employee performance include internal factors or internal factors include; physical, intellectual abilities, motivation, intrinsic factors (talents, personality traits) and personality characteristics. External and environmental factors include; opportunities, support received, work culture, ecological factors (circumstances, events, situations and events within the organization) and organizational characteristics. The researcher decided to use the following indicators: quality, quantity, timeliness, cost-effectiveness, and interpersonal relationships.

## **RESEARCH METHODS**

### **Research Location and Object**

This research was conducted at Mis Al-Hamid Banjarmasin, Jl. Translucent Perumnas No.84, RT.40, North Alalak, Kec. North Banjarmasin, Banjarmasin City, South Kalimantan 70125, Indonesia.

### **Population and Sample**

The population that the researchers will take are all employees at Mis Al-Hamid Banjarmasin, totalling 53 people. Sugiyono (2011: 124) states saturated sampling is a sampling technique when all population members are used as samples; for that, researchers use a soaking sampling technique or census in this study. Thus, the research conducted in Mis Al-Hamid Banjarmasin researchers took the sample population is as many as 53 people.



## RESULTS AND DISCUSSION

### 1. Instrument Validity Test

A validity test is used to show the extent to which the measuring instrument used in a measure is what is being measured. Ghozali (2009) states that the validity test is used to measure the validity or validity. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that the questionnaire will measure. To test this validity using the SPSS program, if  $r$  count  $r$  table (2-sided test with sig. 0.05), the instrument or question items have a significant correlation with the total score is declared valid.

#### 1.1 Employee Engagement Validity ( $X_1$ )

The results of the employee engagement instrument validity test can be seen in the following table.

**Table 1. Employee Engagement Validity Test**

Variable	Item	Correlation Coefficient	R table	Sig	Description
Employee engagement ( $X_1$ )	P1	0,485	0,2706	0,000	Valid
	P2	0,570	0,2706	0,000	Valid
	P3	0,714	0,2706	0,000	Valid
	P4	0,703	0,2706	0,000	Valid
	P5	0,380	0,2706	0,005	Valid
	P6	0,387	0,2706	0,004	Valid
	P7	0,690	0,2706	0,000	Valid
	P8	0,628	0,2706	0,000	Valid

Source: Data processed, 2021

Based on the table of validity test results shown in the table above, it can be concluded that of the 8 question items that have valid criteria, 8 articles and no question items are invalid. Of the 8 question items that are valid, namely P1, P2, P3, P4, P5, P6, P7, and P8, are declared valid because they are significantly correlated with the score table, which is indicated by the correlation index value of the employee engagement variable, where an item is declared valid if the correlation coefficient is more significant than 0.2706.

#### 1.2 Organizational Culture Validity ( $X_2$ )

The results of the validity test of the organizational culture instrument can be seen in the following table.

**Table 2. Organizational Culture Validity Test**

Variable	Item	Correlation Coefficient	R table	Sig	Description
Organizational culture ( $X_2$ )	P9	0,599	0,2706	0,000	Valid
	P10	0,669	0,2706	0,000	Valid
	P11	0,668	0,2706	0,000	Valid
	P12	0,608	0,2706	0,000	Valid
	P13	0,843	0,2706	0,000	Valid
	P14	0,816	0,2706	0,000	Valid
	P15	0,553	0,2706	0,000	Valid
	P16	0,539	0,2706	0,000	Valid
	P17	0,754	0,2706	0,000	Valid



P18	0,618	0,2706	0,000	Valid
P19	0,721	0,2706	0,000	Valid
P20	0,767	0,2706	0,000	Valid

Source: Data processed, 2021

Based on the table of validity test results shown in the table above, it can be concluded that of the 12 question items that have valid criteria, 12 articles and no question items are invalid. Of the 12 accurate question items, P9, P10, P11, P12, P13, P14, P15, P16, P17, P18, P19, and P20 are declared valid because they are significantly correlated with the score table, which is indicated by the correlation index value of the organizational culture variable, where an item is declared valid if the correlation coefficient is more significant than 0.2706.

### 1.3 Job Satisfaction Validity (Z)

The results of the validity test of the Job Satisfaction instrument can be seen in the following table.

**Table 3. Job Satisfaction Validity Test**

Variable	Item	Correlation Coefficient	R table	Sig	Description
Job Satisfaction (Z)	P21	0,723	0,2706	0,000	Valid
	P22	0,645	0,2706	0,000	Valid
	P23	0,821	0,2706	0,000	Valid
	P24	0,627	0,2706	0,000	Valid
	P25	0,686	0,2706	0,000	Valid
	P26	0,623	0,2706	0,000	Valid
	P27	0,462	0,2706	0,001	Valid
	P28	0,538	0,2706	0,000	Valid

Source: Data processed, 2021

Based on the table above, it can be concluded that of the 8 question items that have valid criteria, 8 articles and no question items are invalid. Of the 8 question items that are bald, namely P21, P22, P23, P24, P25, P26, P27, and P28, are declared valid because they are significantly correlated with the score table, which is indicated by the correlation index value of the job satisfaction variable, where an item is declared valid if the correlation coefficient is more significant than 0.2706.

### 1.4 Employee Performance Validity (Y)

The results of the instrument validity test of employee performance can be seen in the following table.

**Table 4. Employee Performance Validity Test**

Variable	Item	Correlation Coefficient	R table	Sig	Description
	P29	0,785	0,2706	0,000	Valid
	P30	0,671	0,2706	0,000	Valid
	P31	0,832	0,2706	0,000	Valid
	P32	0,653	0,2706	0,000	Valid
	P33	0,722	0,2706	0,000	Valid
	P34	0,793	0,2706	0,000	Valid
	P35	0,729	0,2706	0,000	Valid
	P36	0,753	0,2706	0,000	Valid



Employee performance (Y)	P37	0,863	0,2706	0,000	Valid
	P38	0,382	0,2706	0,000	Valid
	P39	0,487	0,2706	0,000	Valid
	P40	0,617	0,2706	0,000	Valid
	P41	0,853	0,2706	0,000	Valid

Source: Data processed, 2021

Based on the table of validity test results shown above, it can be concluded that of the 13 question items with valid criteria, 13 articles and no question items are invalid. Of the 13 good question items, P29, P30, P31, P32, P33, P34, P35, P36, P37, P38, P39, P40, and P41 are declared valid because they correlate significantly with the score table, which is indicated by the correlation index value of the performance variable. Employee. Where an item is declared valid if the correlation coefficient is more significant than 0.2706.

## 2. Instrument Reliability Test

Reliability is a tool to measure a questionnaire which is an indicator of a variable. A questionnaire is reliable if a person's answer to the questionnaire is constant or stable from time to time. Measurement of reliability with the Cronbach Alpha statistical test ( $\alpha$ ) and a variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.6$  (Ghozali, 2003: 47). The results of the reliability test can be seen in the following table.

**Table 5. Reliability Test Results**

Variable	Reliability	Description
Employee Engagement ( $X_1$ )	0,712	Reliable
Organizational Culture ( $X_2$ )	0,891	Reliable
Job Satisfaction (Z)	0,756	Reliable
Employee Performance (Y)	0,902	Reliable

Source: Data processed, 2021

Table 5 above. Based on the reliability test results, it shows that the Cronbach's Alpha value of each of the variables above is more significant than 0.6, which means the variables in the research used are reliable.

## 3. Classic assumption test

In this study, researchers will perform 4 tests, namely normality test, multicollinearity test, heteroscedasticity test, and linearity test.

### 3.1 Normality test

According to Ghozali (2013), the data normality test used the Kolmogorov Smirnov test for each variable. The research data is said to be normally distributed or meet the normality test of the Asymp. Sig (2-tailed) value of the residual variance is above 0.05 or 5%, on the contrary, if the Asymp.Sig (2-tailed) value of the residual variance is below 0.05 or 5%, then the data is not normally distributed or does not meet the normality test. The following are the results of the normality test for all research variables.



**One-Sample Kolmogorov-Smirnov Test**

			Unstandardized Residual
N			53
Parameters <sup>a</sup>	Normal	Mean	.0000000
		Std. Deviation	3.21749404
Differences	Most Extreme	Absolute	.133
		Positive	.091
		Negative	-.133
Kolmogorov-Smirnov Z			.968
Asymp. Sig. (2-tailed)			.306

**Figure 1. Normality Test**

Based on the analysis results, it can be concluded that the processed data is typically distributed because the significance value is  $0.306 > 0.05$ , so the normality test is fulfilled.

**3.2 Multicollinearity Test**

According to Ghozali (2013), the multicollinearity test aims to test whether the regression model found a correlation between independent variables. Multicollinearity can be seen from the value of tolerance and variance inflation factor (VIF). The cutoff value commonly used to indicate the presence of multicollinearity is the tolerance value 0.10 or VIF 10.

**Coefficients<sup>a</sup>**

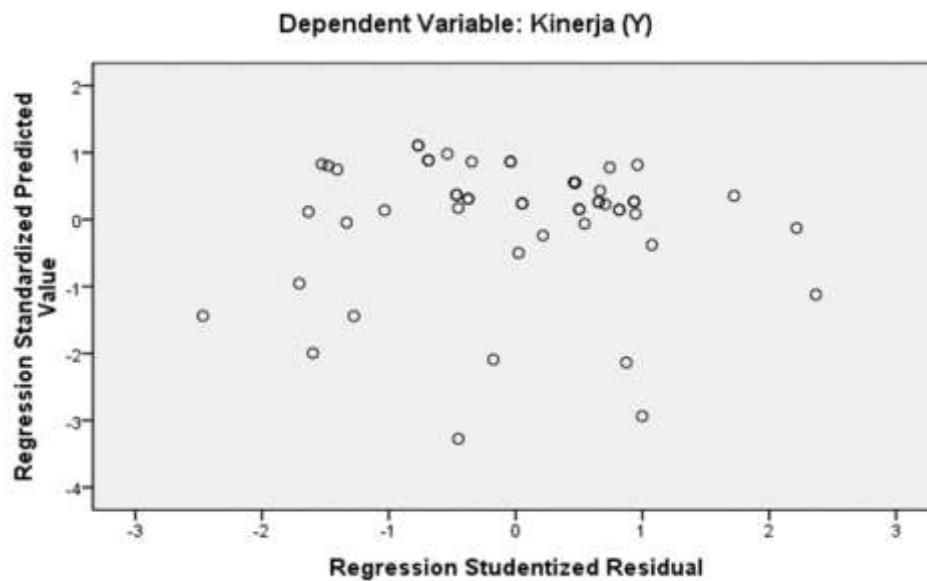
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Employee ( $X_1$ )	.745	1.342
Budaya ( $X_2$ )	.766	1.305
Kepuasan Kerja ( $Z$ )	.665	1.503

**Figure 2. Multicollinearity Test**

Based on the analysis results, it is stated that there is no multicollinearity because the VIF value 10s, namely the VIF value of employee engagement, is 1.342, the VIF value of organizational culture is 1.305, and the VIF value of the job satisfaction variable is 1.503.

**3.3 Heteroscedasticity Test**

The heteroscedasticity test is a test that aims to test whether in a regression model there is an inequality of variance from the residual of one observation to another observation. If the conflict is different, it is called heteroscedasticity. To detect the presence or absence of heteroscedasticity, that is by looking at the graph plot between the predicted value of the dependent (bound) variable, namely SRESID and the residual ZPRED. (Ghozali, 2007: 105).



**Figure 3. Heteroscedasticity Test**

**3.4 Autocorrelation Test**

The autocorrelation test aims to test whether in a linear regression model there is a correlation between the confounding error (residual) in period t with a mistake in period t – 1 (previous). If there is a correlation, it is called an autocorrelation problem.

**Table 6. Autocorrelation Test**

Model	Std. Error of the Estimate	Durbin-Watson
1	3.315	1.474

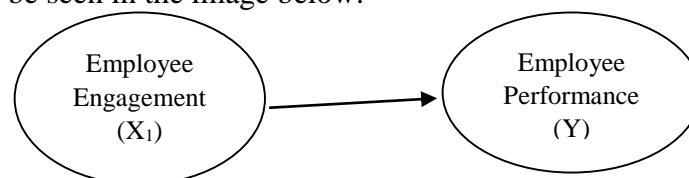
Source: Data processed, 2021

Based on the analysis above, the Durbin - Watson value is 1.474. This value will be compared with the Durbin - Watson table value, which uses a significance of 5%, with a sample size of 53 (n) and the number of independent variables 3 (k). So that the value of the table DL = 1.4402, DU = 1.6785.

**4. Multiple Linear Regression Analysis**

**4.1 Employee Engagement on Employee Performance**

The paradigm of the influence of employee engagement on employee performance at Mis Al Hamid can be seen in the image below:



**Figure 4. Variable Constellation X1 to Y**

The following are the results of calculations for linear regression analysis of employee engagement variables on employee performance in this study can be seen in the following table.

$$Y = \alpha + \beta_1 X_1 + e_i$$

$$Y = 26,010 + 0,897X_1 + e_i$$

$$S = 0,563$$

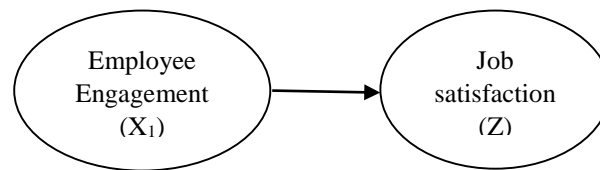


$t_{count} = 4,870$   
 $R^2 = 0,384$

Based on the above analysis, the value of  $t_{count}$  is 4.870. When compared with  $t_{table}$  of 1.67469, it can be stated that  $t_{count} > t_{table}$  indicates that the variable employee engagement positively affects employee performance. Adjusted R Square is the coefficient of determination that has been corrected by the number of variables and sample size. Obtained an  $R^2$  value of 0.304 which means the employee engagement variable is 30.4%, while the remaining 69.6% is influenced by variables not explained in this regression equation.

#### 4.2 Employee Engagement against Job Satisfaction

The paradigm of the influence of employee engagement on job satisfaction at Mis Al Hamid can be seen in the image below:



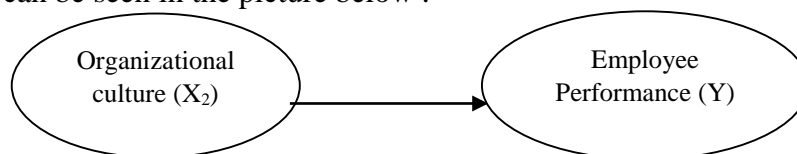
**Figure 5. Variable Constellation X1 to Z**

$Z = \alpha + \beta_1 X_1 + e_i$   
 $Z = 13,842 + 0,532X_1 + e_i$   
 $S = 0,486$   
 $t_{count} = 3,967$   
 $R^2 = 0,221$

Based on the above analysis, the value of  $t_{count}$  is 3.967. When compared with  $t_{table}$  of 1.67469, it can be stated that  $t_{count} > t_{table}$  indicates that the variable employee engagement positively affects job satisfaction. R Square is the coefficient of determination that has been corrected by the number of variables and sample size. The value of  $R^2$  is 0.221, which means that the employee engagement variable is 22.1%, while the remaining 77.9% is influenced by variables not explained in this regression equation.

#### 4.3 Budaya Organisasi Terhadap Kinerja Pegawai

The paradigm of the influence of organizational culture on employee performance at Mis Al Hamid can be seen in the picture below :



**Figure 6. Variable Constellation X2 to Y**

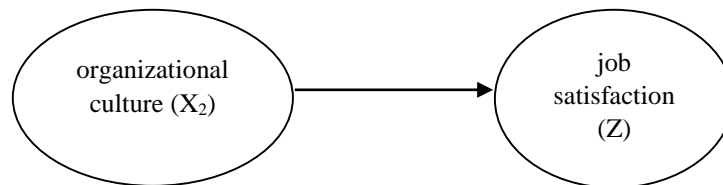
$Y = \alpha + \beta_2 X_2 + e_i$   
 $Y = 28,344 + 0,537X_2 + e_i$   
 $S = 0,645$   
 $t_{count} = 6,026$   
 $R^2 = 0,404$

Based on the above analysis, the value of  $t_{count}$  is 6.026, and when compared with  $t_{table}$  of 1.67469, it can be stated that  $t_{count} > t_{table}$ , this result indicates that organizational culture variable positively influences employee performance. Adjusted R Square is the coefficient of determination that has been corrected by the number of variables and sample

size. The value of R<sup>2</sup> is 0.404, which means that the organizational culture variable is 40.4%, while the remaining 59.6% is influenced by variables not explained in this regression equation.

#### 4.4 Organizational Culture on Job Satisfaction

The paradigm of the influence of organizational culture on job satisfaction at Mis Al Hamid can be seen in the picture below :



**Figure 7. Variable Constellation X2 to Z**

$$Z = \alpha + \beta_2 X_2 + e_i$$

$$Z = 17,628 + 0,265X_2 + e_i$$

$$S = 0,463$$

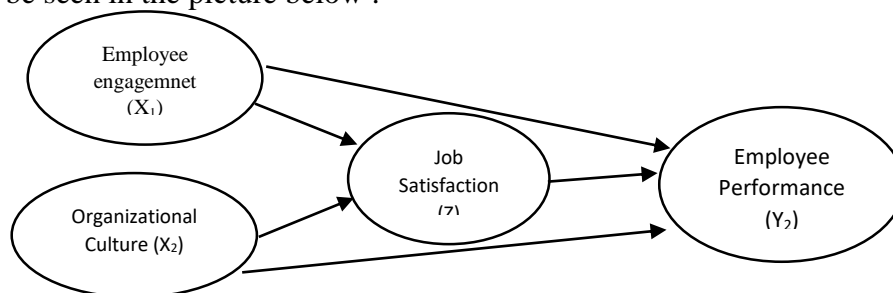
$$t_{count} = 3,729$$

$$R^2 = 0,199$$

Based on the above analysis, the value of t<sub>count</sub> is 3.729 and when compared with t<sub>table</sub> of 1.67469 it can be stated that t<sub>count</sub> > t<sub>table</sub>, this result indicates that organizational culture variable positively influences job satisfaction. adjusted R Square is the coefficient of determination that has been corrected by the number of variables and sample size. The value of R<sup>2</sup> is 0.199, which means that the organizational culture variable is 19.9% while the remaining 80.1% is influenced by variables that are not explained in this regression equation.

#### 4.5 Employee Engagement and Organizational Culture on Employee Performance Through Job Satisfaction

The paradigm of the influence of organizational culture on job satisfaction at Mis Al Hamid can be seen in the picture below :



**Figure 8. Constellation of variables X1,X2 to Y through Z**

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + Z + e_i$$

$$Y = 8,347 + 0,308X_1 + 0,280X_2 + 0,760Z$$

$$S = 0,193 \quad 0,336 \quad 0,523$$

$$F_{count} = 44,016$$

$$R^2 = 0,854$$

Based on the above analysis, the value of F<sub>count</sub> is 44.016, and when compared to F<sub>table</sub> of 3.18, it can be stated that F<sub>count</sub> > F<sub>table</sub> indicates that organizational culture variables positively affect job satisfaction. R-value of 0.854, which means that 85.4% of employee performance variables can be explained by the three independent variables:



employee engagement, organizational culture, and job satisfaction. At the same time, the remaining 14.6% is influenced by other variables that are not included in this research model.

## 5. Hypothesis testing

Hypothesis testing in this study aims to determine whether or not employee engagement and organisational culture influence employee performance through partial and simultaneous job satisfaction. The results of hypothesis testing can be seen in the following table:

**Table 7. Hypothesis testing results**

Variable	T <sub>count</sub>	F <sub>count</sub>	R <sup>2</sup>	Sig
X1 → Y	4,870	-	0,304	0,000
X1 → Z	3,967	-	0,221	0,000
X2 → Y	6,026	-	0,404	0,000
X2 → Z	3,729	-	0,199	0,000
X1, X2, Z → Y	-	44,016	0,854	0,000

Source: Data processed, 2021

Based on the table above, the results of hypothesis testing can be explained as follows:

- Hypothesis one (H1) is accepted, t<sub>count</sub> is 4.870 with a significance level of 0.000 meaning  $t_{count} > t_{table}$  ( $4.870 > 1.67469$ ) and probability < significance level ( $0.000 < 0.05$ ) indicates that the variable employee engagement partially has a significant effect on employee performance with R<sup>2</sup> value of 0.304 in other words employee engagement has an effect of 30.4% on employee performance while the remaining 69.6% is influenced by other variables.
- Hypothesis two (H2) is accepted, t<sub>count</sub> is 3.967 with a significance level of 0.000 meaning  $t_{count} > t_{table}$  ( $3.967 > 1.67469$ ) and probability < significance level ( $0.000 < 0.05$ ) indicates that the variable employee engagement partially has a significant effect on satisfaction work with an R<sup>2</sup> value of 0.221 in other words employee engagement has an effect of 22.1% on job satisfaction while the remaining 77.9% is influenced by other variables.
- Hypothesis three (H3) is accepted. employees with an R<sup>2</sup> value of 0.404 in other words organizational culture has an effect of 40.4% on employee performance while the remaining 59.6% is influenced by other variables.
- Hypothesis four (H4) is accepted, t<sub>count</sub> is 3.729 with a significance level of 0.000, meaning that  $t_{count} > t_{table}$  ( $3.729 > 1.67469$ ) and probability < significance level ( $0.000 < 0.05$ ) indicates that the organizational culture variable partially has a significant effect on satisfaction. work with an R<sup>2</sup> value of 0.199 in other words organizational culture has an effect of 19.9% on job satisfaction while the remaining 80.1% is influenced by other variables.
- Hypothesis five (H5) is accepted, F<sub>count</sub> is 44.016 with a significance level of 0.000 meaning  $F_{count} > F_{table}$  ( $44.016 > 3.18$ ) and probability < significance level ( $0.000 < 0.05$ ) indicates that the variables of employee engagement, organizational culture, and satisfaction Simultaneous work has a significant effect on employee performance with an R value of 0.854 in other words employee engagement, organizational culture, and job satisfaction have an effect of 85.4% on employee performance while the remaining 14.6% is influenced by other variables.



## **Results and Discussion**

### **6.1 The Effect of Employee Engagement on Employee Performance in For example Hamid.**

Based on the study results, it has been shown that the employee engagement variable partially has a significant effect on the employee performance variable. This is also evidenced by the indicators put forward by Robinson, Perryman and Hayday (2004), namely attachment, caring, working together, and having understanding.

Theoretically, according to Robinson, Perryman and Hayday, Employee Engagement is an individual employee's positive attitude towards the organization and organizational values. Employees with a high level of attachment to the organization understand and concern for the organization's operational environment. They can work together to improve the achievement of the work unit or organization through cooperation between employees and management.

Based on research carried out on employees of Mis Al-Hamid Banjarmasin, it is necessary to improve to create a good Employee Engagement.

### **6.2 The Effect of Employee Engagement on Job Satisfaction at Mis Al Hamid**

Based on the study results, it has been shown that the Employee Engagement variable partially has a significant effect on the job satisfaction variable. This is also evidenced by the indicators put forward by Schaufeli and Bakker (2004), where Employee Engagement is defined as positive thinking, namely the thought of completing work-related matters and is characterized by vigour (energy and mental resilience when working), dedication (participating). in work experiencing a sense of enthusiasm and challenge), and absorption (concentration and pleasure in position).

Based on research that has been conducted on employees of Mis Al-Hamid Banjarmasin that to realize the creation of good Employee Engagement, it is necessary to increase the salary or wages using employees having the advantage to learn and grow in the work environment, meaning that employees at Mis Al-Hamid Banjarmasin always have the opportunity to observe the work environment and learn the details of the work assigned from the leadership. In this way, indirectly, the creation of good Employee Engagement between employees and the organization. So get the job satisfaction results desired by each individual.

### **6.3 The Influence of Organizational Culture on Employee Performance at Mis Al Hamid.**

According to Luthans (2002: 122) is defined as follows: "Organizational culture is the norms and values that direct the behaviour of members of the organization, where each member will behave by the prevailing culture to be accepted by the environment".

Based on research that has been done on employees at Mis Al Hamid Banjarmasin that there is a relationship between organizational culture and the performance of employees or members of the organization that can be reflected in the behaviour of the organization. When employees imitate behaviour that is by their organizational culture, there will be satisfaction and even direct or indirect rewards. The point is that the habit or behaviour of respecting the time possessed by Mis Al Hamid employees needs to be improved and can minimize time errors in working both individually and in organizations so that if there are errors in carrying out tasks, they can be corrected immediately before the deadline for completing assignments.

### **6.4 The Influence of Organizational Culture on Job Satisfaction at Mis Al Hamid**



Based on the results of the study, it has been shown that the cultural variable the organization partially has a significant effect on the employee satisfaction variable. Studies have shown that employees prefer an environment that is safe, harmless and hassle-free. In addition, most employees prefer to work close to home, in clean and relatively modern facilities, and with adequate tools.

Theoretically according to Robbins (1996: 179) Understanding job satisfaction according to Robbins is a general attitude of an individual towards his work. The job demands interaction with co-workers, superiors, organizational rules and policies, performance standards, working conditions and so on. A person with a high level of job satisfaction shows a positive attitude towards the job, on the other hand someone who is dissatisfied with his job shows a negative attitude towards his job.

Based on research that has been conducted on employees at Mis Al Hamid Banjarmasin that there is a relationship between organizational culture and job satisfaction or organizational members can be reflected in the behavior of the organization. When employees have good behavior and respect each other in their work environment, it will create job satisfaction. This means that employees at Mis Al-Hamid Banjarmasin get expressions of gratitude and the awards they receive from their superiors when they work are well appreciated. So that it can increase satisfaction with the work that has been done.

### **6.5 The Influence of Employee Engagement and Organizational Culture on Employee Performance Through Job Satisfaction at Mis Al Hamid**

Based on the study results, it has been shown that the variables of employee engagement, organizational culture, and job satisfaction simultaneously have a significant effect on employee performance variables.

Employee engagement, organizational culture, job satisfaction and employee performance are closely related to one another, if employee engagement is not implemented, employee performance will decrease, if the corporate culture is not established, employee performance will also decrease, and job satisfaction at a low level will result in lower performance. Employees will also reduce. This study found that employee performance was also influenced by other variables not examined in this study.

### **7. Implication**

This study aims to determine the effect of employee engagement and organizational culture on employee performance through job satisfaction at Mis Al Hamid. To improve employee performance, strong employee engagement, good corporate culture, high job satisfaction must be applied to enhance the performance of the employees themselves. To improve employee performance at Mis Al-Hamid Banjarmasin.

Employee engagement at Mis Al Hamid has a positive and significant effect on employee performance; to increase employee engagement, the school must instil an attitude of minimizing errors at work so that good work results can be created to improve employee engagement. Employee performance increases. That in order to create a good Employee Engagement, it is necessary to increase the salary or wages.

Employee engagement at Mis Al Hamid has a positive and significant effect on job satisfaction. To realize the creation of reasonable job satisfaction, it is necessary to increase mutual respect and love for the work itself so that they can have an enthusiastic attitude and high dedication to the work done.



Organizational culture at Mis Al Hamid has a positive and significant effect on job satisfaction. To increase employee job satisfaction, it is necessary to have mutual respect and appreciation in the work environment. This appreciation can be done by giving more wages or in the form of bonuses in order to increase the enthusiasm of the employees so that it can also increase job satisfaction.

Employee engagement, organizational culture, job satisfaction and employee performance are closely related to one another, if employee engagement is not implemented, employee performance will decrease, if the corporate culture is not established, employee performance will also decrease, and job satisfaction at a low level will result in lower performance. Employees will also reduce. This study found that employee performance was also influenced by other variables not examined in this study.

## 8. Conclusion

Based on the analysis that has been done, the researcher concludes that:

- a. There is a partially significant effect of employee engagement on employee performance.
- b. There is a partially significant effect of employee engagement on job satisfaction.
- c. There is a partially significant influence of organizational culture on employee performance.
- d. There is a partially significant influence of organizational culture on job satisfaction.
- e. There is a simultaneous significant effect of employee engagement and organizational culture on employee performance through job satisfaction.

## 9. Suggestion

Based on the results of this study, the researchers gave some suggestions as follows:

### 1. For School

Overall, employees of Mis Al-Hamid Banjarmasin have a high level of engagement with their work. Therefore, the organization needs to continue maintaining an attached relationship with the employees to be motivated to improve their performance. efficient

### 2. For government agencies

The results of this study are expected to be used as input to improve the quality of education related to the use of information technology and as a factor of consideration for determining agency policies to enhance employee performance through job satisfaction, employee engagement, and organizational culture.

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