

The Job Satisfaction Mediation Dilemma: A Case Study of Work Engagement and Organizational Culture's Influence on Employee Performance at the Regional Development Planning, Research, and Development Agency of Fakfak Regency

Titus Augusto Bere¹, Arief Subyantoro^{1*}, Nilmawati¹

¹Universitas Pembangunan Nasional Veteran Yogyakarta, Indonesia

*Email: arief.subyantoro@upnyk.ac.id

DOI: [10.59631/sijos.v2i2.420](https://doi.org/10.59631/sijos.v2i2.420)

Abstract

This study investigates the direct and indirect effects of work engagement and organizational culture on employee performance, with job satisfaction examined as a mediating variable, in the context of the Regional Development Planning, Research, and Development Agency of Fakfak Regency, Indonesia. Employing a quantitative research design and Partial Least Squares Structural Equation Modeling (PLS-SEM), data were collected from a saturated sample of 54 civil servants using validated survey instruments. The findings reveal that both work engagement and organizational culture have significant direct impacts on employee performance. However, job satisfaction does not significantly mediate these relationships, challenging prevailing assumptions in public sector performance theory. These results imply that enhancing employee performance in government institutions may be more effectively achieved through direct investments in engagement and organizational culture rather than relying solely on job satisfaction as a psychological intermediary. The study offers empirical contributions to public management literature and provides practical recommendations for local government agencies aiming to improve workforce productivity and strategic planning outcomes. Future research should explore alternative mediators or moderators and utilize longitudinal approaches to better capture the complexity of organizational dynamics.

Keywords : Employee performance, organizational citizenship behavior, public sector, quality of work life, workload.

1. Introduction

Employee performance is a fundamental indicator in assessing the success of an organization (Qalati, Zafar, Fan, Sánchez Limón, & Khaskheli, 2022; Vuong & Nguyen, 2022), particularly within the public sector. In the context of public institutions such as the Regional Development Planning, Research, and Development Agency (Bappeda and Litbang) of Fakfak Regency, employee performance directly reflects the effectiveness of development program implementation. However, performance data from 2022 to 2023 demonstrate fluctuations, including a decline in the achievement of several key performance indicators. This phenomenon highlights the need to evaluate the underlying factors that contribute to performance outcomes, specifically work engagement, organizational culture, and job satisfaction.

Work engagement represents a psychological condition in which employees feel emotionally connected to their work and demonstrate a strong dedication to completing tasks (Siddiqi, 2015). Previous literature has noted that high levels of engagement enhance motivation, creativity, and innovation, fostering higher productivity and performance (Adriyanto, 2023). Meanwhile, organizational culture influences employees' attitudes and behaviors through shared values, norms, and practices (Cahyati, Husainah, Sibarani, Gunawan Malau, & Limakrisna, 2024). A strong and positive culture not only shapes organizational identity but also fosters cooperation and commitment to collective goals (Riza, Hutahayan, & Chong, 2025), thereby enhancing employee performance (Ghaleb, 2024; Ginting, Nurhayati, & Sukmawati, 2024).

Nevertheless, the relationship between work engagement and organizational culture with performance is not always direct. Job satisfaction is assumed to serve as a critical mediating variable in this relationship. Satisfied employees are more likely to have positive work output (Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022), and a strong desire to contribute meaningfully. Thus, examining the mediating role of job satisfaction in the interplay between work engagement and organizational culture becomes essential to understanding the dynamics of employee performance in the public sector.

In light of this urgency, the present study aims to analyze the influence of work engagement and organizational culture on employee performance, both directly and indirectly through job satisfaction as a mediating variable. The research focuses on Bappeda and Litbang of Fakfak Regency, a strategic institution responsible for the formulation, monitoring, and evaluation of regional development policies. Given the agency's critical role, understanding the determinants of its employees' performance is essential to supporting the implementation of effective and sustainable development planning at the regional level.

This study is expected to offer theoretical contributions to the development of public sector performance management literature, as well as practical implications for formulating strategies to improve employee performance by strengthening work engagement, fostering a positive organizational culture, and enhancing job satisfaction. Moreover, the study seeks to address inconsistencies found in prior research regarding the relationships among these variables and to provide evidence-based recommendations for human resource management policies in local government institutions.

2. Research Method

This study adopts a quantitative approach using survey methods to examine the influence of work engagement (X1) and organizational culture (X2) on employee

performance (Y), with job satisfaction (Z) as a mediating variable. Data is collected through questionnaires distributed to all 54 civil servants at the Regional Development Planning, Research, and Development Agency of Fakfak Regency, using saturated sampling to ensure full population representation. The research employs a 5-point Likert scale for measurement.

Data analysis is conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS. The study period runs from March to June 2025, with primary data gathered through questionnaires, interviews, and observations. Secondary data includes employee performance records and organizational reports. PLS-SEM is chosen for its ability to handle complex variable interactions and small sample sizes, ensuring robust analysis of the proposed mediation model. Results will provide insights into how work engagement and organizational culture directly impact performance, independent of job satisfaction, offering practical implications for public sector management.

3. Results and Discussion

3.1 Outer Model Results

3.1.1 Construct and Indicator Reliability Test Results

Table 1. Construct and Indicator Reliability Testing Results

Variable	Loading	Cronbach's Alpha	Composite Reliability	Remarks
Work Engagement (X1)		0.856	0.893	Reliable
X1.1- X1.6	0.717-0.789			Reliable
Organizational Culture (X2)		0.964	0.967	Reliable
X2.1 - X2.15	0.703-0.869			Reliable
Job Satisfaction (Z)		0.911	0.927	Reliable
Z1.1 - Z1.9	0.727-0.841			Reliable
Employee Performance (Y)		0.974	0.976	Reliable
Y1.1 - Y1.26	0.705-0.856			Reliable

Based on the results presented in Table 1, all constructs in the study—Work Engagement, Organizational Culture, Job Satisfaction, and Employee Performance—demonstrate strong internal consistency and high reliability, as indicated by Cronbach's alpha and Composite Reliability values exceeding the recommended thresholds of 0.70 (Cheung, Cooper-Thomas, Lau, & Wang, 2024; Hair et al., 2021). Each construct's indicators also show satisfactory factor loading values, mostly above 0.708, confirming their contribution to representing the respective latent variables. Although a few indicators slightly fall below this threshold, they remain acceptable in exploratory or multidimensional constructs. These findings indicate that the measurement instruments used are both statistically reliable and methodologically valid, providing a robust foundation for further structural model analysis, including hypothesis testing and evaluation of relationships among latent variables.

3.1.2 Validity Test Results

Table 2. Convergent Validity Test Results

Variable	AVE	Description
Work Engagement	0.581	Valid
Organizational Culture	0.665	Valid
Job Satisfaction	0.585	Valid
Employee Performance	0.610	Valid

Based on the results of the convergent validity test presented in Table 2, all constructs in the research model exhibit Average Variance Extracted (AVE) values exceeding the minimum threshold of 0.50 (Cheung et al., 2024), indicating that each construct possesses adequate convergent validity. The AVE values of 0.581 for Work Engagement, 0.665 for Organizational Culture, 0.585 for Job Satisfaction, and 0.610 for Employee Performance suggest that more than 50% of the variance in the indicators is explained by their respective constructs. This confirms that the indicators used in this study consistently and accurately represent the underlying constructs, thus satisfying the requirements for convergent validity as stipulated in measurement model assessments using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. Accordingly, the four latent variables utilized in this study are empirically valid and appropriate for measuring the intended theoretical concepts.

Table 3. Discriminant Validity Test Results Using Heterotrait–Monotrait Ratio (HTMT)

	Work Engagement	Organizational Culture	Job Satisfaction	Employee Performance
Work Engagement	0.762			
Organizational Culture	0.705	0.815		
Job Satisfaction	0.525	0.546	0.765	
Employee Performance	0.682	0.689	0.592	0.781

Based on the discriminant validity test results using the Heterotrait–Monotrait Ratio (HTMT), as presented in Table 4.3, all coefficient values between constructs are below the recommended threshold of 0.85, as suggested by Cheung et al. (2024). The highest value is 0.773, observed between the constructs of work engagement and organizational culture. This indicates that each construct within the model demonstrates adequate discriminant validity, meaning that each latent variable empirically represents a distinct concept. The attainment of discriminant validity enhances the reliability of the measurement model in distinguishing between the tested constructs, thereby confirming that there are no conceptual overlaps among variables. Consequently, structural relationships among the variables can be interpreted with greater precision.

3.2 Inner Model Results

Table 4. R-Square (R²) Test Results

Variable	R ²
Job Satisfaction	0.337
Employee Performance	0.590

Based on the R-Square (R²) test results in Table 4, the independent variables in the model explain 33.7% of the variance in job satisfaction and 59.0% of the variance in employee performance. The R² value for job satisfaction is considered moderate, indicating that while work engagement and organizational culture contribute to job satisfaction, other unmeasured factors also play a role. Meanwhile, the R² value for employee performance is relatively strong, demonstrating that the model has substantial predictive power. These findings highlight the significant influence of psychological and cultural factors in shaping employee performance, especially in the public sector.

Table 5. Results of F-square (F²) Test

	Work Engagement	Organizational Culture	Job Satisfaction	Employee Performance
Work Engagement			0.059	0.120
Organizational Culture			0.092	0.122
Job Satisfaction				0.096
Employee Performance				

Based on the F-square (F²) test results presented in Table 5, work engagement and organizational culture were found to have small to moderate effects on both job satisfaction and employee performance, with F² values ranging from 0.059 to 0.122. Specifically, work engagement contributed more to performance (0.120) than to job satisfaction (0.059), while organizational culture showed a relatively balanced influence on both outcomes (0.092 and 0.122, respectively). Job satisfaction, in turn, demonstrated a small but meaningful effect (0.096) on employee performance. These findings suggest that while job satisfaction serves as a relevant mediating factor, the primary drivers of performance improvement lie in enhancing employee engagement and cultivating a positive organizational culture within the public sector.

3.3 Path Coefficients Results

Table 6. Path Coefficients Test Results

Path	Original Sample (β)	T-Statistics	P-Value	Description
X1 → Y	0.322	2.284	0.023	Accepted
X2 → Y	0.329	2.193	0.029	Accepted
X1 → Z → Y	0.068	0.962	0.337	Rejected
X2 → Z → Y	0.085	1.050	0.294	Rejected

3.4 Discussion

3.4.1 Discussion on The Influence of Work Engagement on Employee Performance

The findings of this study confirm that work engagement has a positive and significant influence on employee performance at the Regional Development Planning, Research, and Development Agency (Bappeda and Litbang) of Fakfak Regency. A path coefficient of 0.367 indicates that a one-unit increase in work engagement leads to a 0.367 increase in employee performance. This relationship is statistically significant, as demonstrated by a p-value of 0.033, suggesting that the observed effect is unlikely to be due to random chance.

These findings are consistent with the views of numerous scholars and previous empirical studies, which have identified work engagement as one of the most robust and consistent predictors of improved employee performance across various organizational contexts (Du et al., 2022). Furthermore, the results align with theoretical perspectives positing that employee engagement is a key attitudinal factor significantly associated with employee performance and organizational success (Ghani, Hyder, Yoo, & Han, 2023).

Engaged employees are typically more productive, exhibit higher levels of loyalty to their organizations, and are more likely to participate actively in corporate initiatives (Renhoran, Roswah, Sundari, & Pakpahan, 2024). As noted by Restanti et al. (2024), employees with high levels of engagement tend to maximize their performance and often exceed organizational performance targets. Consequently, developing strategies to enhance employee engagement has become a strategic priority in modern human resource management, particularly in the face of global competition and rapid changes in the workplace (Renhoran et al., 2024).

This result is also in line with previous research emphasizing that work engagement is a critical determinant in public sector human resource management (Fitriadi, Susanto, Irdam, & Wahyuni, 2022; Hafsara, 2024; Khuzaini, Basuki, Widyanti, & Anhar, 2023). Therefore, public organizations, including Bappeda and Litbang of Fakfak Regency, should pay greater attention to strategies that foster work engagement—such as strengthening internal communication, creating an inclusive work environment, and recognizing individual contributions—as part of a systematic approach to improving employee efficiency and organizational effectiveness.

Ultimately, the implication of this finding is that efforts to increase employee engagement may serve as an effective strategy for enhancing overall organizational performance. Measures to promote engagement include providing opportunities for career development, offering constructive feedback, fostering a supportive work environment, and ensuring that employees feel valued and acknowledged for their contributions.

3.4.2 Discussion on The Influence of Organizational Culture on Employee Performance

The findings of this study support the hypothesis that organizational culture has a positive and significant influence on employee performance at the Regional Development Planning, Research, and Development Agency of Fakfak Regency. The path coefficient of 0.068 indicates that a one-unit increase in organizational culture is associated with a 0.068-unit increase in employee performance. The p-value of 0.029, which is below the conventional threshold of 0.05, confirms that the relationship between organizational culture and employee performance is statistically significant, thereby rejecting the possibility that the result occurred by chance.

These findings are in line with previous studies conducted by (Asrul, Muhammadiyah, & Mustari, 2021; Wijaya et al., 2022). The results also align with organizational theory, which emphasizes the pivotal role of organizational culture in shaping employee behavior and performance (Wijaya et al., 2022). A strong organizational culture contributes to the enhancement of employee performance by motivating staff to achieve shared goals (Rijanto & Mukaram, 2018).

In the context of the Regional Development Planning, Research, and Development Agency of Fakfak Regency, this result implies that developing and maintaining a positive organizational culture is essential to improving employee performance. Such a culture can be characterized by values including innovation, collaboration, quality orientation, and support for employee development (Hege, 2024).

Therefore, it can be concluded that organizational culture is a strategic factor that warrants significant attention in efforts to enhance employee performance. This finding provides empirical support for organizational and public sector management—particularly for the Regional Development Planning, Research, and Development Agency of Fakfak Regency—to prioritize strengthening organizational culture as part of institutional performance improvement strategies.

3.4.3 Discussion on The Mediating Role of Job Satisfaction in the Relationship Between Work Engagement and Employee Performance

The findings of this study indicate that job satisfaction does not serve as a significant mediating variable in the relationship between work engagement and employee performance at the Regional Development Planning, Research, and Development Agency of Fakfak Regency. Although the path coefficient ($\beta = 0.103$) suggests a positive direction of the relationship, the high p-value (0.337) implies that this mediation effect is not statistically significant. Consequently, the hypothesis stating that job satisfaction mediates the influence of work engagement on employee performance is rejected. These results empirically confirm that job satisfaction does not play a significant mediating role in the relationship between work engagement

and employee performance in the context of public sector organizations, particularly within the setting of Bappeda and Litbang Fakfak.

Theoretically, this outcome contrasts with several previous studies that identified job satisfaction as a critical psychological variable linking employee engagement with improved work performance (Fitriadi et al., 2022). The literature commonly assumes that increased work engagement fosters job satisfaction through the development of emotional attachment and commitment to one's tasks, which, in turn, generates intrinsic motivation for enhanced performance (Sumarto, 2009). Muliana & Aida (2016) have similarly emphasized that optimal performance requires high levels of work engagement. However, the absence of a significant mediating effect in this study may reflect unique organizational conditions or structural characteristics that prevent job satisfaction from emerging directly as a consequence of engagement. Alternatively, it may suggest that other, stronger factors are influencing the relationship.

Furthermore, although the direction of the relationship from work engagement to performance via job satisfaction is positive, its contribution is not statistically robust enough to establish a valid mediation pathway. This could be attributed to the weak empirical influence of work engagement on job satisfaction within the organizational context of this study or to the possibility that job satisfaction plays a less determinative role in employee performance compared to other unobserved variables. These findings highlight the importance of considering contextual characteristics, such as work climate, structural elements, and procedural aspects within public institutions, which may either constrain or enhance the psychological role of mediating variables.

From a practical standpoint, these findings suggest that enhancing employee engagement alone may not automatically lead to improved performance through increased job satisfaction unless other contributing factors—such as incentive systems, role clarity, organizational justice, and career development opportunities—are also addressed. In other words, job satisfaction is not the sole pathway for translating engagement into performance outcomes, thereby necessitating a more comprehensive managerial approach.

Although job satisfaction was not found to be a statistically significant mediator in this study, it remains a vital construct within organizational contexts. High levels of job satisfaction can positively contribute to other important outcomes not examined in this study, such as employee retention, reduced absenteeism, and increased organizational citizenship behaviors. Therefore, organizations should continue to prioritize factors that enhance job satisfaction among employees.

Overall, the rejection of Hypothesis 3 enriches the understanding that not all theoretically assumed relationships between variables will hold true in empirical settings. Organizational context, individual characteristics, and environmental dimensions collectively contribute to complex interactions that can moderate or nullify the effects of specific variables. As such, these findings offer valuable insights for the development of future theoretical models, including the consideration of alternative mediators or moderators to more accurately explain the relationship between work engagement and employee performance.

3.4.4 Discussion on The Mediating Role of Job Satisfaction in the Relationship Between Work Engagement and Employee Performance

The results of the fourth hypothesis test reveal that job satisfaction does not significantly mediate the relationship between organizational culture and employee performance at the Regional Development Planning, Research, and Development Agency (Bappeda and Litbang) of Fakfak Regency. The path coefficient (β) value of 0.085 indicates a positive direction of the relationship; however, the p-value of 0.294 exceeds the conventional significance threshold of 0.05. Consequently, Hypothesis 4, which posits that job satisfaction mediates the effect of work engagement on employee performance, is not supported.

This finding implies that, within the context of the studied organization, job satisfaction does not serve as a substantial mediating mechanism in the relationship between organizational culture and employee performance. Although the direction of the coefficient suggests a positive association, it is not sufficient to confirm job satisfaction as a significant psychological or behavioral pathway through which organizational culture enhances performance. In other words, organizational culture may exert a direct influence on employee performance without necessarily increasing job satisfaction as an intermediary step.

Theoretically, this outcome challenges the conceptual framework that assumes employees' positive perceptions of a strong organizational culture would first enhance job satisfaction, which would in turn lead to improved performance, as supported by several prior studies (Hayuningtyas, 2016; Jufrizen & Intan, 2021; Putra, Sara, & Sitiari, 2024). The failure to establish a mediating effect suggests the potential existence of other more dominant intervening variables not examined in this study – such as organizational commitment, leadership perception, or specific dimensions of the work climate – that may function as more relevant mediators.

From a practical standpoint, this result signals to organizational managers that merely fostering a strong organizational culture may not automatically lead to improved performance through job satisfaction. Organizational interventions should be more strategically directed toward cultural elements that directly encourage

productivity and performance outcomes, while also reassessing the factors that genuinely shape job satisfaction as a performance enhancer.

Although job satisfaction did not prove to be a significant mediator, this does not diminish the importance of organizational culture in enhancing employee performance. Organizations must continue to cultivate a supportive and positive culture, as it can influence various behavioral and performance-related aspects not explored in this study, such as motivation, collaboration, and innovation. It is also essential to consider other potential mediating factors and tailor management strategies to the specific organizational context.

Therefore, the results emphasize the importance of empirically testing mediating roles within structural models and exercising caution when generalizing indirect effects among variables. The conceptual and practical implications of this finding pave the way for further research to explore alternative mediators or adopt multi-mediation pathways to gain a more comprehensive understanding of the dynamics between organizational culture and employee performance.

4. Conclusion

Based on the research findings, it can be concluded that both work engagement and organizational culture significantly influence employee performance at the Regional Development Planning, Research, and Development Agency of Fakfak Regency. However, job satisfaction does not play a significant mediating role in the relationship between either work engagement or organizational culture and employee performance. These results suggest that direct efforts to improve engagement and foster a strong organizational culture are likely more effective than relying on job satisfaction as an intermediary mechanism for enhancing performance outcomes.

In light of these findings, it is recommended that practitioners prioritize strategies that strengthen employee involvement and cultivate a performance-oriented organizational culture, without disregarding the importance of job satisfaction as a factor in maintaining employee motivation and psychological well-being. For academics, the absence of mediation by job satisfaction opens avenues for future research to explore alternative mediators or moderators. Subsequent studies should consider broader samples across different government institutions and adopt longitudinal designs to capture the evolving dynamics of organizational behavior over time.

References

Adriyanto, A. (2023). Evaluation of Employee Engagement Level in Improving Productivity and Retention in the Company. *Atestasi : Jurnal Ilmiah Akuntansi*, 6(1),

- 583–598. <https://doi.org/10.57178/atestasi.v6i1.1105>
- Asrul, A., Muhammadiyah, M., & Mustari, N. (2021). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Badan Perencanaan Pembangunan Daerah Kabupaten Kolaka Utara. *Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 2(6), 2198–2209. <https://doi.org/10.26618/KIMAP.V2I6.6421>
- Cahyati, P., Husainah, N., Sibarani, M., Gunawan Malau, A., & Limakrisna, N. (2024). The Model of Performance: Building Work Discipline and Organization Culture. *Dinasti International Journal of Education Management And Social Science*, 5(3), 210–221. <https://doi.org/10.38035/dijemss.v5i3.2402>
- Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, 41(2), 745–783. <https://doi.org/10.1007/s10490-023-09871-y>
- Du, B., He, B., Zhang, L., Luo, N., Yu, X., & Wang, A. (2022). From Subordinate Moqi to Work Engagement: The Role of Leader–Member Exchange in the Sustainability Context. *Sustainability*, 15(1), 170. <https://doi.org/10.3390/su15010170>
- Fitriadi, Y., Susanto, R., Irdam, & Wahyuni, R. (2022). Kontribusi Keterlibatan Kerja terhadap Kinerja Pegawai: Peran Mediasi Kepuasan Kerja. *Jurnal Ekobistek*, 448–453. <https://doi.org/10.35134/ekobistek.v11i4.446>
- Ghaleb, B. D. S. (2024). The importance of organizational culture for business success. *Jurnal Riset Multidisiplin Dan Inovasi Teknologi*, 2(03), 727–735. <https://doi.org/10.59653/jimat.v2i03.1098>
- Ghani, B., Hyder, S. I., Yoo, S., & Han, H. (2023). Does employee engagement promote innovation? The Facilitators of innovative workplace behavior via mediation and moderation. *Heliyon*, 9(11), e21817. <https://doi.org/10.1016/j.heliyon.2023.e21817>
- Ginting, E., Nurhayati, P., & Sukmawati, A. (2024). The role of leadership style and organizational culture in enhancing employee performance. *JPPPI (Jurnal Penelitian Pendidikan Indonesia)*, 10(3), 1037. <https://doi.org/10.29210/020244614>
- Hafsara, A. A. (2024). Mediasi Keterlibatan Karyawan Terhadap Hubungan Manajemen Bakat Dengan Kinerja Pegawai. *Jurnal Bisnis Dan Kewirausahaan*, 13(1), 1–10. <https://doi.org/10.37476/jbk.v13i1.4409>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Evaluation of Reflective Measurement Models. In *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R. Classroom Companion: Business* (pp. 75–90). Cham: Springer. https://doi.org/10.1007/978-3-030-80519-7_4
- Hayuningtyas, M. (2016). Peranan Kepuasan Karyawan Dalam Memediasi Budaya Organisasi Terhadap Kinerja Karyawan (Studi Kasus Pada PT JasaRaharja (Persero) Cabang Bali). *Jurnal Ekonomi Dan Bisnis Jagaditha*, 3(1), 39–53. <https://doi.org/10.22225/JJ.3.1.120.39-53>
- Hege, M. A. (2024). Pengaruh Budaya Organisasi Dan Kompetensi Terhadap Motivasi Pegawai Dinas Kepemudaan Dan Olahraga Provinsi NTT. *Jurnal Administrasi*

- Terapan*, 3(1), 46–54. <https://doi.org/10.31959/JAT.V3I1.2354>
- Jufrizen, J., & Intan, N. (2021). Peran Mediasi Kepuasan Kerja Pada Pengaruh Budaya Organisasi dan Etika Kerja Terhadap Kinerja Karyawan. *Prosiding Seminar Nasional Kewirausahaan*, 2(1), 420–435. <https://doi.org/10.30596/SNK.V2I1.8305>
- Khuzaini, K. ., Basuki, B.-, Widyanti, R., & Anhar, D. (2023). Pengaruh Kepemimpinan Terhadap Keterlibatan Pegawai Dan Kinerja (Studi pada Sektor Publik). *AL-ULUM : Jurnal Ilmu Sosial Dan Humaniora*, 9(2), 132. <https://doi.org/10.31602/alsh.v9i2.12881>
- Muliana, Y., & Aida, W. (2016). Pengaruh Keterlibatan Kerja dan Kepuasan Kerja terhadap Turnover Intention Karyawan pada Pasar Modern Pasir Pengaraian Kabupaten Rokan Hulu. *Jurnal Mahasiswa Prodi Manajemen UPP*, 1(1), 24303.
- PUTRA, I. G. N. R., SARA, I. M., & SITIARI, N. W. (2024). The Role of Job Satisfaction in Mediating the Influence of Organizational Culture and Leadership on Employee Performance (Study at PT. Arta Boga Cemerlang Gianyar Branch). *International Journal of Environmental, Sustainability, and Social Science*, 5(3), 481–496. <https://doi.org/10.38142/ijess.v5i3.1056>
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Renhoran, M. I., Roswah, H. F., Sundari, S., & Pakpahan, M. (2024). Strategi Peningkatan Keterlibatan Karyawan Melalui Pengelolaan Kinerja Dalam Organisasi Modern. *Jurnal Cakrawala Akademika*, 1(3), 940–956. <https://doi.org/10.70182/JCA.v1i3.64>
- Restanti, Y., Kurniawan, I. S., & Kusuma, N. T. (2024). Pengaruh Perceived Organizational Support, Komitmen Organisasional Dan Keterlibatan Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Manajemen Terapan Dan Keuangan*, 13(01), 213–221. <https://doi.org/10.22437/jmk.v13i01.30957>
- Rijanto, A., & Mukaram. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan (Studi Di Divisi Account Executive PT Agrodana Futures). *Jurnal Riset Bisnis Dan Investasi*, 4(2), 35–47. <https://doi.org/10.35313/jrbi.v4i2.1185>
- Riza, M. F., Hutahayan, B., & Chong, H. Y. (2025). Fostering high-performing organizations in higher education: the effect of participative leadership, organizational culture, and innovation on organizational performance and commitment. *Cogent Education*, 12(1). <https://doi.org/10.1080/2331186X.2024.2448884>
- Siddiqi, M. A. (2015). Work Engagement and Job Crafting of Service Employees Influencing Customer Outcomes. *Vikalpa: The Journal for Decision Makers*, 40(3), 277–292. <https://doi.org/10.1177/0256090915598584>
- Sumarto, S. (2009). Meningkatkan Komitmen dan Kepuasan untuk Menyurutkan Niat Keluar. *Jurnal Manajemen Dan Kewirausahaan*, 11(2), 116–125. <https://doi.org/10.9744/JMK.11.2.PP>
- Vuong, T. D. N., & Nguyen, L. T. (2022). The Key Strategies for Measuring Employee

- Performance in Companies: A Systematic Review. *Sustainability*, 14(21), 14017.
<https://doi.org/10.3390/su142114017>
- Wijaya, C., Hia, A. R., Rambe, A. R., Dalimunthe, N. H., Triatmaja, D., & Zabua, V. F. (2022). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai Negeri di Kantor Camat Aek Kuo. *Jurnal Pendidikan Dan Konseling (JPDK)*, 4(3), 1647-1652.
<https://doi.org/10.31004/JPDK.V4I3.4932>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10.
<https://doi.org/10.3389/fpubh.2022.890400>