

Improving Employee Performance: An Intervening Model of Organizational Culture on the Influence of Servant Leadership and Employee Engagement

Haeruddin Hafid¹, Aswar Rahmat², Sri Amalia Edy^{3*}

¹Department of Management, Faculty of Economics, Universitas Sulawesi Barat

^{2,3}Department of Accounting, Faculty of Economics, Universitas Sulawesi Barat

Article Information	Abstract
Article History: Received: August 2024 Accepted: September 2024 Published: September 2024	This study investigates the enhancement of employee performance by utilizing an intervening model of organizational culture to examine the effects of servant leadership and employee engagement. Data were collected using a questionnaire from a sample of 41 respondents. Structural equation modeling (SEM) with the partial least squares (PLS) method was employed for data analysis. The analysis included testing both the measurement model (Outer Model) and the structural model (Inner Model). The aim was to assess whether employee performance can be improved through the impact of servant leadership and employee engagement, mediated by organizational culture. The results reveal that servant leadership and employee engagement have a positive and significant effect on organizational culture. Additionally, organizational culture positively and significantly affects employee performance. Servant leadership and employee engagement also directly influence employee performance. Furthermore, servant leadership and employee engagement exert an indirect effect on employee performance through organizational culture.
Keywords: Servant Leadership, Employee Engagement, Organizational Culture, Employee Performance	
*Correspondence author: sriamalia.edy@unsulbar.ac.id	
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INTRODUCTION

Performance can be understood as a depiction of the level of achievement in executing an activity, program, or policy to realize an organization's objectives, mission, and vision as outlined in its strategic plan. Performance represents the qualitative and quantitative outcomes of employees' work as they carry out their tasks according to the responsibilities set by the organization. These outcomes are determined by organizational or employee performance standards aligned with the organization's expected results. Improving employee performance within an institution is crucial. A thorough examination of the variables that can trigger performance improvement is fundamental to an institution's growth (Hafid & Edy, 2023).

Recently, government management systems have increasingly focused on enhancing accountability and improving performance with an outcome-oriented approach. As such, performance is critical in government institutions as organizations that provide public services. However, performance is often not carried out following existing concepts in practice. Numerous issues related to performance arise, particularly concerning employee performance. Many employees are unaware of the actual idea of performance; they carry out their duties according to their essential functions without considering the output and outcome of the work performed. Employees often believe that performance merely means executing their

tasks correctly according to the applicable laws or regulations. However, the actual concept of performance goes beyond simply adhering to laws; it encompasses many other components used to evaluate performance. Performance refers to the qualitative and quantitative work results employees achieve as they fulfil their responsibilities assigned by the organization. These results should align with the organization's expectations based on the applicable employee performance criteria or standards (Hafid & Edy, 2023).

One of the factors that can influence employee performance is servant leadership. This leadership style is one of the approaches implemented in an organization. Servant leadership is characterized by a focus beyond the leader's interests, emphasizing opportunities to help followers grow and develop. A servant leader prioritizes service or is willing to serve their employees, making this factor a potential motivator for employees to enhance their performance. The essence of being a servant begins with a natural feeling within a person who genuinely desires to serve, wanting to serve first, and as a result of this choice, they aspire to become a leader (Agatha & Bryan, 2021).

Another factor that can influence performance is employee engagement. Employee engagement is one of the human capital factors that can lead to success if managed well and consistently. Employee engagement refers to employees' commitment and emotional involvement with the organization and its goals. Engaged employees feel enthusiastic about their work, experience a sense of purpose and connection with their organization, and are willing to go beyond expectations to contribute to its success. Employee engagement is a critical aspect of business. Engaged employees strive to work diligently with a positive attitude, leading to faster and more productive outcomes (Manalu et al., 2021).

In addition to the two factors mentioned above, organizational culture can influence employee performance. Organizational culture is the foundation for resolving external and internal issues that a group consistently implements and then passes on to new members as the appropriate way to understand, think about, and feel about related topics. Organizational culture plays an essential role in enhancing effective performance within an organization. It serves as a benchmark for achieving organizational success. Moreover, organizational culture helps build commitment to realizing the organization's vision, winning customers' hearts, competing in the market, and strengthening the organization (Suwandi et al., 2023). An organization with a strong culture will influence its employees' behaviour and performance effectiveness. The quality of employee performance is proportional to the quality of the organizational culture; if the organizational culture is strong, employee performance will also be strong, and vice versa.

The Province of West Sulawesi is one of the 38 provinces in Indonesia and is also required to strive to achieve optimal performance targets continuously. This situation must be supported by good governmental performance, making it crucial to focus on improving employee performance in each agency. One of the agencies targeted in this study is the Energy and Mineral Resources Office (ESDM) of West Sulawesi Province. This focus is based on the significant role and authority of the Energy and Mineral Resources Office in optimizing energy and mineral resources in West Sulawesi. With such vast and diverse potential in the energy and mineral resources sector, West Sulawesi has excellent opportunities to enhance its economy.

Preliminary observations by the researcher indicate that employee performance at the ESDM Office is still not optimal. Performance evaluations of regional governments are under public scrutiny due to regional autonomy, which grants local governments the authority to manage and address government and community interests as outlined in Law No. 23 of 2014 on Regional Government. As a public sector organization, regional governments are expected to have a performance orientation towards the public and to be accountable to the community for their governance activities.

This study aims to analyze whether employee performance at the ESDM Office of West Sulawesi Province can be improved through the influence of servant leadership and employee engagement, with organizational culture as an intervening variable. Additionally, this research is expected to provide valuable information for improving employee performance and to serve as a reference and contribution for other researchers. The theoretical benefits of this research can provide insights and contributions to other researchers, while practically, it can serve as a resource for efforts to improve employee performance within the governmental sector.

RESEARCH METHOD

This study uses a quantitative method with both descriptive and explanatory approaches. The descriptive approach aims to explain the results of the research based on the processed data. The explanatory approach seeks to elucidate the relationships and effects among the variables used in this study.

The population in this study consists of the Energy and Mineral Resources Office (ESDM) of West Sulawesi Province, totalling 41 individuals. The sample used in this study includes the entire population, utilizing a census technique. This approach is chosen because the population size is relatively small.

The data in this study consists of primary data. Primary data is obtained from respondents' responses to questionnaires distributed at the Energy and Mineral Resources Office (ESDM) of West Sulawesi Province.

The data collection technique used in this research is a questionnaire. Questionnaire is collecting data through written statements provided to respondents for their responses. The list of questions/statements (questionnaire) in this research was prepared with reference to the operational structure of the research variables.

The variables used in this research are Servant Leadership (X1), Employee Engagement (X2), Organizational Culture (Z), Employees Performance (Y). Servant leadership is a leader who prioritizes service or is willing to serve his employees. Servant leadership is measured by 3 indicators: Vision, Humility, and Trust. Employee engagement is a person's level of commitment and involvement in the organization where he works. Employee engagement is measured by 3 indicators: Vigor, Dedication, and Absorption. Organizational culture is a system of spreading beliefs and values that develops within an organization and directs the behavior of its members. Organizational culture is measured by 4 indicators: Aggressiveness, Self-awareness, Team orientation, and Performance. Employees Performance is the result of work both in quality and quantity that has been achieved by employees in carrying out their duties in accordance with the responsibilities given by the organization, and the results of their work are adjusted to the work results expected by the organization, through the criteria or standards of employee performance that apply in organization.

Employees Performance is measured by 4 indicators: Implementation of duties, Responsibility, Work quantity, dan Quality of work.

The data analysis method used in this research uses the Partial Least Square (PLS) approach with the SmartPLS 4 application tool. PLS is a component-based or variance-based structural equation modelling (SEM) method. The analysis involves testing both the measurement model (Outer Model) and the structural model (Inner Model).

RESULTS AND DISCUSSION

The Results of the Measurement Model Test (Outer Model)

The outer model or measurement model is used to examine the relationship between indicators and their latent variables. This measurement model involves analysis through validity and reliability tests.

Validity testing aims to assess whether the research instruments are valid. The criteria used for validity testing include convergent and discriminant validity. Convergent Validity: Individual reflective indicators are considered high if their correlation with the measured construct exceeds 0.7. Indicators are deemed valid if the targeted construct's loading factor is above 0.5. Discriminant Validity: The criterion used is the square root of the average variance extracted (AVE), evaluated by the cross-loading values of the construct. Suppose the correlation of the construct's indicators with the construct itself is higher than the correlation of the indicators with other constructs. In that case, the construct is said to have good discriminant validity.

Table 1. Results of Discriminant Validity Testing

Variabel	Indicator	Value <i>loading factor</i>	Description
Servant Leadership (X1)	SL1	0.928	Valid
	SL2	0.917	Valid
	SL3	0.936	Valid
	SL4	0.874	Valid
	SL5	0.898	Valid
	SL6	0.942	Valid
	SL7	0.836	Valid
Employee Engagement (X2)	EE1	0.816	Valid
	EE2	0.805	Valid
	EE3	0.817	Valid
	EE4	0.816	Valid
	EE5	0.874	Valid
	EE6	0.830	Valid
	EE7	0.870	Valid
	EE8	0.853	Valid
	EE9	0.839	Valid
	EE10	0.975	Valid
	EE11	0.877	Valid
	EE12	0.906	Valid
Organizational Culture (Z)	BO1	0.911	Valid
	BO2	0.944	Valid
	BO3	0.753	Valid
	BO4	0.837	Valid

Variabel	Indicator	Value <i>loading factor</i>	Description
Employees Performance (Y)	BO5	0.880	Valid
	BO6	0.924	Valid
	BO7	0.926	Valid
	KP	0.913	Valid
	KP2	0.921	Valid
	KP3	0.903	Valid
	KP4	0.970	Valid
	KP5	0.942	Valid
	KP6	0.909	Valid
	KP7	0.917	Valid
	KP8	0.929	Valid

Source: Primary data, 2024

The testing results show that all indicators used in the study have loading factor values greater than 0.5, indicating that all tested indicators are valid.

Reliability testing is a method to determine the consistency of the research instruments. Hair (2014) state that a research instrument can be considered reliable if the composite reliability value is above 0.7. The research instrument is also regarded as reliable if Cronbach's alpha value is above 0.6.

Table 2. Results of Reliability Testing

Variable	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Description
Servant Leadership	0.967	0,963	Reliable
Employee Engagement	0.967	0,965	Reliable
Organizational Culture	0.959	0.953	Reliable
Employees Performance	0.976	0.976	Reliable

Source: Primary data, 2024

Based on Table 2 above, the results show that the composite reliability values are above 0.7 and the Cronbach's alpha values are above 0.6, indicating that all statements of the variables used in this study meet the reliability criteria.

Results of the Structural Model Test (Inner Model)

The structural model illustrates the causal relationships (cause-and-effect) between variables based on the substance of a theory or variables that cannot be measured directly. The structural model testing in this study uses goodness-of-fit tests and path coefficient estimation tests with bootstrapping procedures.

Goodness of Fit Inner Model

The structural model is tested using the goodness-of-fit test, which uses Q-square predictive relevance by examining the R-square values. The formula to obtain the Q-square predictive relevance value is $Q^2 = 1 - (1 - R1^2)(1 - R2^2)$.

Table 3. Results of the Test *Goodness of Fit*

Variable	R-Square
Organizational Culture	0.719
Employees Performance	0.833

Source: Primary data, 2024

Based on Table 3, the Q2 value is calculated as $Q2 = 1 - (1 - 0.719)(1 - 0.833) = 0.954$. This indicates that the Q2 value of 0.954 is close to 1, meaning the model is considered good.

Hypothesis Testing

In path coefficient estimation, the significance of relationships is determined using bootstrapping procedures. The obtained values are compared between the t-statistic and the t-table. The path coefficient estimate is considered significant if the t-statistic > t-table (1.685) is at a 5% significance level.

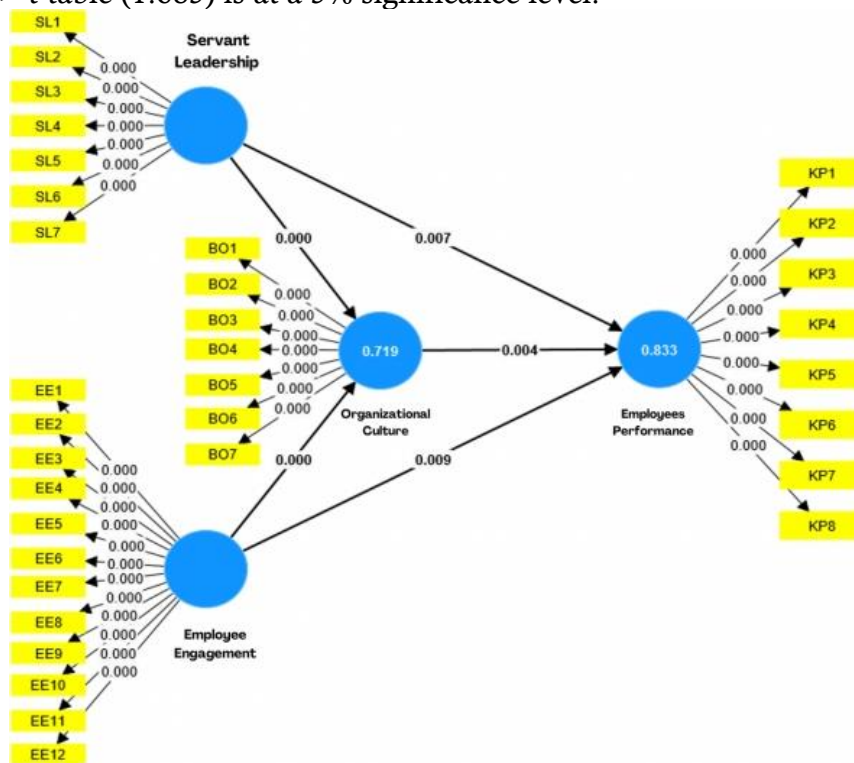


Figure 1. The Results of PLS Bootstrapping Calculation (Inner Model)
Source: Primary data, 2024

Table 4. The Result of *Path Coefficients*

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STERR)</i>	<i>P Values</i>
Servant Leadership - > Employees Performance	0.374	0.365	0.138	2.704	0.007
Employee Engagement- > Employees Performance	0,283	0,288	0,107	2,628	0,009
Servant Leadership - > Organizational Culture	0,415	0,420	0,112	3,707	0,000

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STERR)</i>	<i>P Values</i>
Organizational Culture					
Employee Engagement -> Organizational Culture	0,537	0,534	0,119	4,500	0,000
Organizational Culture -> Employees Performance	0,365	0,366	0,127	2,866	0,004

Source: Primary data, 2024

Based on Table 3, it can be seen that both servant leadership and employee engagement have a positive and significant effect on employee performance. Additionally, servant leadership and employee engagement positively and significantly impact organizational culture. Organizational culture also has a positive and significant effect on employee performance.

Discussion

The Results of the Path Coefficient Analysis as Presented in Table 3:

a. The Effect of Servant Leadership on Employee Performance

The original sample value for the effect of servant leadership on employee performance is 0.374, with a t-value of 2.704, which is greater than the t-table value of 1.689 at a 5% significance level. Additionally, the p-value is less than 0.05 (0.007 < 0.05). Thus, it can be concluded that servant leadership positively and significantly affects employee performance. Therefore, Hypothesis 1 is accepted. Servant leadership enhances employee motivation and initiative in completing tasks, positively impacting overall organizational performance. By prioritizing the interests and well-being of employees, servant leaders create a supportive, motivating, and empowering work environment. This increases employee satisfaction and commitment and directly contributes to improved productivity and overall organizational performance. Servant leadership focuses on meeting employee needs and creating a sense of value and recognition. When employees feel supported by their leaders, job satisfaction increases. This satisfaction fosters higher intrinsic motivation, which ultimately contributes to improved performance. These findings are consistent with studies by Putrawijaya et al., (2022); Irfan et al., (2021); Ajis et al., (2017); Aji & Palupiningdyah (2016), which show that servant leadership has a positive and significant effect on employee performance.

b. The Effect of Employee Engagement on Employee Performance

The original sample value for the effect of employee engagement on employee performance is 0.283, with a t-value of 2.628, which is greater than the t-table value of 1.689 at a 5% significance level. Additionally, the p-value is less than 0.05 (0.009 < 0.05). Therefore, it can be concluded that employee engagement positively and significantly affects employee performance. Thus, Hypothesis 2 is accepted. Good employee engagement enhances work motivation and performance in carrying out

government duties. Engaged employees are more likely to demonstrate high levels of initiative and responsibility. Engaged employees show higher productivity, better work quality, stronger loyalty, and a greater tendency to contribute innovative ideas. Research in Indonesia consistently supports the view that increasing employee engagement can effectively improve organizational performance. Organizations focusing on boosting employee engagement through initiatives such as training, career development, and creating a positive work environment are likely to see significant improvements in employee performance. This, in turn, contributes to the organization's success and sustainability in the long term. These findings are consistent with studies by Gede & Huluka, (2024); Toruan & Saragih (2022); Umihastanti & Frianto, (2022); Ajis et al., (2017), which indicate that employee engagement positively and significantly impacts employee performance.

c. The Effect of Servant Leadership on Organizational Culture

The original sample value for the effect of servant leadership on organizational culture is 0.415, with a t-value of 3.707, which exceeds the t-table value of 1.689 at a 5% significance level. Additionally, the p-value is less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that servant leadership positively and significantly affects organizational culture. Thus, Hypothesis 3 is accepted. Servant leadership is a leadership model that emphasizes the importance of serving others, particularly team or organizational members. Leaders who adopt a servant leadership approach prioritize the needs and well-being of those they lead, focusing on enhancing individuals' capacity for growth and development. Leadership plays a crucial role in shaping and directing organizational culture. In this context, servant leadership can significantly influence the creation of a more inclusive, collaborative, and well-being-oriented organizational culture. These findings align with studies by Harwiki (2016); Muhtasom et al., (2017); Widiartanto & Qomariah (2022), which indicate that servant leadership has a positive effect on organizational culture.

d. The Effect of Employee Engagement on Organizational Culture

The original sample value obtained for the effect of employee engagement on organizational culture is 0.537, with a t-statistic (4.500) > t-table (1.689) at a 5% significance level. The p-value is less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that employee engagement positively and significantly affects organizational culture. Thus, the fourth hypothesis is accepted. Employee engagement refers to employees' level of involvement, commitment, and enthusiasm toward their work and the organization they work for. Employees with high engagement levels will demonstrate dedication, enthusiasm, and a desire to contribute maximally to the organization's success. On the other hand, organizational culture consists of values, norms, and beliefs adopted and internalized by the organization's members in performing tasks and interacting with one another. A strong and positive organizational culture is created when employees have a good level of engagement. Conversely, a weak organizational culture is often associated with low employee engagement. Therefore, managing and enhancing employee engagement is key to shaping and strengthening a productive, innovative organizational culture that supports long-term performance. These findings are consistent with research conducted by Dasgupta & Kumar Dey (2021); Nurdinah &

Kurniawan (2019); Nurjanah et al., (2016), which shows that employee engagement positively affects organizational culture.

e. The Effect of Organizational Culture on Employee Performance

The original sample value obtained for the effect of organizational culture on employee performance is 0.365, with a t-statistic (2.866) > t-table (1.689) at a 5% significance level. The p-value is less than 0.05 (0.004 < 0.05). Therefore, it can be concluded that organizational culture positively and significantly impacts employee performance. Thus, the fifth hypothesis is accepted. A strong and positive organizational culture can provide clear direction for employees in carrying out their work and create a conducive work environment. On the other hand, employee performance results from performing their tasks according to the assigned responsibilities. Optimal employee performance is greatly influenced by various factors, one of which is organizational culture. A good organizational culture can be a strong foundation for improving employee performance. A culture that motivates supports innovation, and rewards individual contributions will help enhance employee motivation and overall performance. These findings are consistent with research conducted by (Hadju & Adam, 2019; Jamaluddin et al., 2017; Jufrizen & Rahmadhani, 2020), which show that organizational culture affects employee performance.

Table 5: The Total Result of Indirect Effects

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STERR)</i>	<i>P Values</i>
Servant Leadership - > Employees Performance	0,152	0,152	0,065	2,340	0,019
Employee Engagement - > Employees Performance	0,196	0,199	0,088	2,229	0,026

Source: Primary data, 2024

The total indirect effects procedure was used to assess the indirect effects of servant leadership and employee engagement on employee performance through organizational culture. In the first total indirect effects test, which examines the impact of servant leadership on employee performance through organizational culture, the obtained P-value is 0.019, which is less than the significance level of 0.05 or 5%, and the t-statistic (2.340) > t-table (1.689). This result indicates that servant leadership indirectly affects employee performance through organizational culture. In the second total indirect effects test, which examines the impact of employee engagement on employee performance through organizational culture, the obtained P-value is 0.026, which is less than the significance level of 0.05 or 5%, and the t-statistic (2.229) > t-table (1.689). This result indicates that employee engagement indirectly affects employee performance through organizational culture.

CONCLUSION

Employee performance is the result or achievement attained by an employee in carrying out the tasks and responsibilities assigned by the organization within a certain period. Based on the research findings and discussion, it can be concluded that servant leadership and employee engagement positively and significantly impact organizational culture. Organizational culture has a positive and significant impact on employee performance. Servant leadership and employee engagement also positively and significantly impact employee performance. Furthermore, servant leadership and employee engagement indirectly affect employee performance through organizational culture.

This study also suggests that employees should continuously strive to demonstrate high levels of servant leadership and employee engagement, as these factors positively impact employee performance. The limitation of this study is the sample size used; therefore, it is recommended that future research expands the sample area to achieve results with a higher level of generalizability. Future studies are recommended to analyze other factors beyond the scope of this research model to gain a more comprehensive understanding.

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