

Conference Paper

Organizational Culture and Employee Performance in Post-Covid-19: Does Employee Engagement Mediate in the Model?

Ryani Dhyan Parashakti¹, Muhamad Ekhsan^{2*}, Tedy Nursaputra³

¹Universitas Dian Nusantara, Jakarta, Indonesia

^{2,3}Universitas Pelita Bangsa, Bekasi, Indonesia

ORCID

Muhamad Ekhsan: <https://orcid.org/0000-0002-6723-2266>

Abstract.

This study examines the relationship between organizational culture and employee performance in the post-Covid-19 era, with a focus on determining whether employee engagement mediates in the model. The research aims to understand the impact of the pandemic on organizational culture and employee performance, and the role that employee engagement plays in this relationship. Data were collected through surveys and analyzed using statistical techniques to identify patterns and relationships. Data was analyzed using the Smart PLS software version 3.0. The findings of this study will provide insights for organizations on how to effectively manage their culture and performance in the post-Covid-19 era. Furthermore, this research will contribute to the existing literature on the topic by exploring the post-Covid-19 context and the potential mediating role of employee engagement. Overall, the study aims to provide practical recommendations for organizations on how to create a positive culture and enhance employee performance in the post-Covid-19 era.

Keywords: organizational culture, employee engagement, employee performance, post Covid

1. Introduction

Globalization era moment this, competition between industries the tighter. one factor progressing the company is a quality source, power human. See the importance source power man in support of progress company what we can be certain of is need source power humans who have high potential, motivation, creativity, and discipline for reach good performance. Expected performance for increased superiority for every company could be judged by quality, accuracy time, effectiveness, and quantity results achievement her job [1].

Order proper organization will direct organization effort going to achievement destination company. When the more organized activity the business, will the more launch

Corresponding Author:
 Muhamad Ekhsan; email:
muhamad.ekhsan@pelitabangsa.ac.id

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activity effort somebody for get profit and can give benefit other society. Management effort every organization interested to performance best able generated by the network applicable system in organization that. Management source power a man is one factor key for getting performance the best, because besides handle problem skills and expertise, HR management is also obliged to build behavior conducive employee for getting performance best [2].

Lots of speculation about the frequency and method used by the company to measure the involvement of employees. The state of Engagement 2017 comprehensive survey, the survey gathers bait back from over 150 organizations to find the truth about how involvement employees measured. A decision-wise.com survey dug the details to determine the frequency and consistency survey method survey, rate of participation, and average level of involvement of employees [3].

The performance of an organization no will be optimal without the support performance of optimal employees. That thing hint that the factor of the performance of an employee is key to progress and success organization. The performance possessed by an organization is something a result of requirements that must work fulfilled by employees. Company performance is largely determined by qualified employees. Organizations to get quality employees must leave policy practice management by nature essential and functional, shifting to practices new in the field more management innovative, and adaptive in responding fast environment changed at each day, month even year [4]. Good employee performance is needed in the achievement destination organization. for example standard, target, or target, as well as criteria that have been agreed upon together. Measurement performance company no will once regardless of achievement performance employees at the company that alone because success something organization is strongly influenced by effectiveness performance good employee [5].

Cultural organizations have a very strategic role in encouraging and improving the effectiveness of performance organizations, in particular, the performance of employee good in a period short nor period long. The role of culture organization as a tool for determining the direction of the organization, directing what can and can't can do be done, how to allocate source power organization as well as a tool for facing environmental problems and opportunities organization [6]. Culture one organization opportunity for build Source Power Man through aspect change expected attitudes and behaviors capable adapt self with moderate challenge walking and who will come. Cultural organization is something strength social that doesn't look, which can move people inside something organization to do activity work.

Generally, companies apply several many policies to increase the performance of employees through culture one organization with principle quality, of course, the employee must understand the culture it's from the start until the end and know the order because with understand principle the will easy in to do profession by following per under applicable rules so that get maximum results. Cultural organizations have several many functions that give limitations for define roles so that show a clear difference between the organization, give definition identity to something more big compared interest member organization by the individual, show stability system social, and in the end culture organization could shape pattern thought and behavior member organization [7].

Culture Organization in an organization or company is usually linked with values, norms, attitudes, and ethics work held shared by each component organization. Elements this for supervise behavior employees, how they think, work same and interact with the environment. If the culture organization is good so will increase the performance of employees and will could donate success to the company. As a results study previously that is there is a significant influence among cultural organizations on performance employees [8].

Cultural organization loads beliefs, norms, and values together to become core characteristics of how To do something in an organization [9]. Cultural organizations have a significant influence on the performance of something organization Thing this is by following the results study Pratiwi where culture organization takes effect significant to performance [10]. Cultural organization to performance employee no take effect significant and negative [11]. The existence of inconsistency in the study previously so the researcher add mediation employee engagement. In Addition employee engagement as variable mediation supported by research previously concluded that culture organization takes effect significant on employee engagement, and culture organization takes effect significantly on performance employees, however, employee engagement does not take effect significantly on performance employee [12].

Employee engagement in the company is very influential and important for the production process. Employees feelings and desires to keep going growing, and strong commitment could trigger maximum performance for every employee. The Existence of employee engagement will make it easy company to see how many big employees have a sense of attachment, awareness of business, and ability to work the same with meaning that is the achievement goals of the organization [13]. Employees who feel bound feel truly involved and have enthusiasm will work and organization. Employee engagement contributes to a successful company, that is, in conditions employees who

want to strive hard want to finish work and use all their minds and energy. Employee engagement conducted employee work more for the company to achieve the vision and mission company that is through contributing more to the company [14].

One potential research gap in the study of organizational culture and employee performance is the lack of a comprehensive framework for measuring and evaluating the impact of organizational culture on employee performance. While many studies have looked at the relationship between organizational culture and employee performance, there is a lack of consensus on the best way to measure and evaluate the impact of organizational culture on performance. Another potential research gap is the limited focus on the role of individual differences in the relationship between organizational culture and employee performance. While organizational culture is typically studied at the group or organizational level, individual differences in personality, values, and attitudes may also play a role in the relationship between organizational culture and employee performance.

Additionally, there is a lack of research on the dynamic nature of the relationship between organizational culture and employee performance. Organizational culture and employee performance are not static, but rather are constantly evolving and changing over time. Further research is needed to understand how organizational culture and employee performance change and interact over time. Finally, there is a lack of research on the impact of organizational culture on employee performance in different cultural contexts. Organizational culture and employee performance may vary across different cultures, and further research is needed to understand the potential cultural differences in the relationship between organizational culture and employee performance.

2. Methods

The study design was quantitative research. Population in this study was a group of employees in an automotive spare parts company in Cikarang, with population of 71 people. The sampling technique used in the study was saturated sampling technique. The source of data in this study was a primary data source. Primary data was obtained by distributing a list of direct questions in the form of a questionnaire to 71 employees. The questionnaire included influence of culture organization performance, and mediated employee engagement. The measurement scale used in the study was Likert scale. In this research, the researcher used the structural equation model method for analyzing if there was an influence connection between dimensions of research. In this research, data was processed using SmartPLS 3.0.

3. Results and Discussion

3.1. Value test

TABLE 1: R-square.

	R Square
Employee Engagement	0.537
Employee Performance	0.677

Based on the table 1 showing that the resulting *R-square* for the variable *Employee Engagement* with a value of 0.537 or 53.7% and the variable *Employee Performance* with a value of 0.677 or 67.7% identified that contribution in the study this enough big.

3.2. Structural model test

TABLE 2: Path coefficient.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Culture Organization -> Employee Engagement	0.733	0.734	0.066	11.058	0.000
Culture Organization -> Employee Performance	0.351	0.361	0.124	2.832	0.005
Employee Engagement -> Employee Performance	0.530	0.518	0.129	4.123	0.000

TABLE 3: Specific indirect effect.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Culture Organization -> Employee Engagement -> Employee Performance	0.388	0.382	0.108	3,612	0.000

3.3. Discussion

3.3.1. Relation between organizational culture on employee performance

The relationship between organizational culture and employee performance is a well-researched topic in the field of management and organizational behavior. Organizational culture refers to the shared values, beliefs, and practices that shape an organization's behavior and influence the way employees think, feel, and act. Employee performance, on the other hand, refers to the extent to which employees meet or exceed the expectations and goals of the organization. Research has shown that a positive organizational culture can lead to improved employee performance by fostering a sense of commitment and engagement among employees. A culture that values open communication, innovation, and flexibility, for example, can lead to increased employee creativity and productivity. Additionally, a culture that supports employee development and growth can lead to improved skills and abilities among employees, which can ultimately enhance their performance. Research results of this supporting study previously stated that variable culture organization take to effect positive and significant to performance employee [15].

3.3.2. Relation between organization culture on employee engagement

Employee engagement refers to the emotional and psychological connection that employees have with their work and organization. It is characterized by employees' involvement, commitment, and sense of energy towards their work. Research has shown that a positive organizational culture can lead to increased employee engagement by creating a sense of belonging, purpose, and meaning among employees. A culture that values open communication, innovation, and flexibility, for example, can lead to increased employee participation and creativity, which can ultimately enhance employee engagement. Additionally, a culture that supports employee development and growth can lead to improved skills and abilities among employees, which can ultimately enhance their engagement. Research results from this support research that has been conducted previously stated that variable culture organization take to effect positive and significant on employee engagement [16].

3.3.3. Relation between employee engagement on employee performance

Employee engagement refers to the emotional and psychological connection that employees have with their work and organization, while employee performance refers to the extent to which employees meet or exceed the expectations and goals of the organization. Research has shown that engaged employees tend to perform better than disengaged employees. Engaged employees are more likely to be motivated, productive, and committed to their work, which can ultimately lead to improved performance. Engaged employees are also more likely to go above and beyond their job requirements, to be more creative and to have a better attitude towards their work. Engaged employees tend to have less turnover rates, which can also contribute to better performance, as organizations can save the costs of recruiting and training new employees. Research results from this supporting study previously stated that variable employee engagement take to effect on the positive and significant performance of employees [13].

3.3.4. Relationship between organizational culture and employee performance mediated by employee engagement

The relationship between organizational culture, employee engagement, and employee performance is a complex one, with various factors potentially influencing the relationship. Organizational culture refers to the shared values, beliefs, and practices that shape an organization's behavior and influence the way employees think, feel, and act. Employee engagement refers to the emotional and psychological connection that employees have with their work and organization, while employee performance refers to the extent to which employees meet or exceed the expectations and goals of the organization. Research has suggested that a positive organizational culture can lead to improved employee performance by fostering a sense of commitment and engagement among employees. A culture that values open communication, innovation, and flexibility, for example, can lead to increased employee creativity and productivity. Additionally, a culture that supports employee development and growth can lead to improved skills and abilities among employees, which can ultimately enhance their performance. Research results from this supporting study previously stated that culture organizations have a significant influence on the performance of employees whereas employee engagement by Partial mediates the connection between culture organization and employee performance [17].

4. Conclusion

The cultural organization is influential and significant to the performance of employees. It means employees who have a culture organization capable adapt to the environment and can influence level performance employee to be effective as well as will notice applicable rules _ in the company and try produce products according to the expected target. The culture organization and employee engagement together take effect significantly to the performance of employees. It means Employees who have a culture of organization and employee engagement or attachment will increase performance employee as well as spirit in work every day, and the future good for self alone. Employee engagement is influential and significant to the performance of employees. It means employees who have attachments will make employees give the best for the organization, thereby will take effect on the performance of employees alone. The culture of the organization and employee engagement has influenced when tested by partial and together performance employees. This thing shows the better culture organization and employee engagement, then the better performance employee that. In the future along with walking time employees will keep going the initiative to do their profession with good and maximum.

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