# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR

**Hanna Amanda**
Human Resource Development, Faculty of Administrative Sciences,
University of Indonesia
hanna.amandaui@gmail.com

**Pantius Drahen Soeling**
Human Resource Development, Faculty of Administrative Sciences,
University of Indonesia
pantiusdrahen@gmail.com

## ABSTRACT

The focus of this research is how to improve employee engagement at the PT.X head office by examining the relationship between organizational culture and organizational perceptions of employee engagement with organizational commitment as a mediator. This research uses quantitative approach, which is a study that aims to explain a cause of the occurrence of social phenomena, which the phenomenon will be explained by conducting an objective measurement. Primary data collection through the dissemination of questionnaires to 74 respondents. Data analysis using the partial least square equation model or can be known as SEM-PLS. Based on the results of research that has been found, it can be concluded that organizational culture variable does not give a significant direct positive influence on employee engagement, whereas when viewed on variables perceived organizational support and organizational commitment, these two variables have a significant positive direct affect on employee engagement. If the direct influence relationship between organizational culture and employee engagement does not have a significant influence, but when the variable is mediated by organizational commitment, then the results state that there is a significant positive influence relationship between the two variables.  This shows that the organization's commitment to succeed has a significant role in mediating the relationship between organizational culture and employee engagement.

**Keywords:** *Organizational Culture, Japanese Organizational Culture, Perceived of Organizational Support, Organizational Commitment, Employee Engagement.*

## A. INTRODUCTION

Indonesia has good bilateral relations with various countries in the world. This resulted in the emergence of various companies that invest in Indonesia or even not a few companies in Indonesia that cooperate with foreign companies with the intention of developing business. One of the countries that is often active in investing in Indonesia or establishing good cooperation with Indonesia is Japan.

So much cooperation, investment, and expatriate in various countries, it makes Japan always try to transfer and apply their characteristics in doing business and running the organization. Not infrequently it is widely adopted and adapted by various countries. The important thing that includes the culture of Japanese organizations such as teamwork, openness, and so on to create efficiency and competitive advantage.

Culture is a set of values, guidance, beliefs, understanding, norms, philosophy, ethics, and ways of thinking. The culture that exists in an environment has a huge influence on the personal formation that is in that environment. Apart from the socialization side, the workmanship of a job as well as the cultural role of the Japanese people greatly influenced their work. Therefore, many Japanese companies or Indonesian multinational companies that cooperate with Japan apply the existing culture in working, to achieve the same goals and through the same process.

Moving straight with the improvement of cooperation and globalization, Indonesia is obliged to improve the quality and competence of the existing workforce. The improvement of competence and quality received by the Indonesian workforce can not be separated from the intervention of the organization or related companies to increase the percentage of engagement owned by employees. Employee engagement is very important for the organization and it can be determining factor behind the high business performance of a company (Triple Creek Associates, 2007). In general, employee engagement can be defined as the level of commitment and attachment of employees to the organization and the value applied in the organization. Employees who feel attached are those who feel really engaged and have an enthusiasm for their work and organization.

According to research conducted, about eighty-seven percent (87%) of respondents believe this issue related to the culture and attachment of employees as an important thing with fifty percent (50%) cited the issue as a very important matter (Delloitte, 2015).

There are a variety of scales that can be measured to know the engagement that employees have in an organization, one of them is the scale of tardiness. Paycor (2020) states that tardiness can be the first sign of decreased attachment, burnout, or an indication that employees are struggling to balance work and family commitments.

Table 1. Turnover Voluntary

| Year(s) | Employee Out | Turnover Voluntary (%) |
|---|---|---|
| 2017 | 11 | 7.4% |
| 2018 | 16 | 11% |
| 2019 | 13 | 8.4% |

Source: Human Resource Development PT. X

Turnover in an organization is one indication of low employee attachment. High turnover or more than 10% annually will increase the costs

that organizations have to spend. When viewed from the data above, in 2017, 11 people left the organization or about 7.4% of the total employees. While in 2018 16 employees left the organization or about 11% of the total employees and experienced a decrease in percentage in 2019, which is about 8.4% of the total employees.

**Table 2. Factors affecting Turnover Intention**

| No | Employee Name (Name Disguissed) | Years | Factors affecting Turnover Intention |
|----|----------------------------------|-------|--------------------------------------|
| 1 | BM | <5 years | - There is no career development; <br> - Dissatisfied with the supervisor's response regarding the input given by the employee; <br> - There is no place for evaluation; <br> - Lack of appreciation given by superiors to employees |
| 2 | AS | > 5 years | - There is a fairly high inequality between work and income <br> - Dissatisfied with the takehome pay received |
| 3 | SH | < 5 years | - Compensation earned is still not competitive; <br> - There is no forum to convey aspirations and evaluations; <br> - There is no clear job description and career path. |

Processed by Researchers, 2020

Through pre-research interviews that have been conducted to several respondents, several factors cause turnover intentions from employees, such as lack of appreciation, further response to what employees say or, there is no clear career path in the company. One of the variables that has something to do with the reasons of the respondents above is the organizational culture and perception of organizational support.

## B. LITERATURE REVIEW
### Organizational Culture

Organizational culture defines the right way to behave within an organization. This culture consists of shared beliefs and values established by leaders and then communicated and strengthened through various methods, which in turn build the employees' perceptions, behaviors, and understandings. Many definitions of organizational culture have been proposed in the literature, but the common themes underlying these definitions are based on the values underlying their shared organization, beliefs, and philosophies (Barney, 1986; Corbett, 1986; Deal and Kennedy, 1982; Ouchi 1981; Pettigrew, 1979; Schein, 1990; 1996; Shockley-Zalabak and Morley, 1989 in Tang, 2000). Tang et al (2000) found that

the quality of circle members will develop a variety of work-related behaviors and performances due to the different types of business environments, values, and cultures within the organization.

## Japanese Organizational Culture

Japanese society is very concerned with the process at work rather than the results they get. Because the Japanese people believe that what they do through a good process will get a good result. Therefore, it is not only in their daily lives to apply the culture they adhere to but in various things that fill their daily activities. Culture is a set of values, guidance, beliefs, understanding, norms, philosophy, ethics, and ways of thinking. The culture that exists in an environment has a huge influence on the personal formation that is in that environment. Therefore, many Japanese companies or multinational companies that cooperate with Japan in working that apply the existing culture in order to achieve the same goals and go through the same process.

Japan applies some basic principles of their organization. Such as trust in employees, building employee loyalty to the company, treating employees as resources, decentralizing decisions, and using consensus systems for decision making (Cole;1980; Harper 1988; Johnson and Ouchi 1974). Tang (2000) presents four (4) dimensions and fifteen (15) indicators contained in the culture of the Japanese organization, namely; a. Family orientation and loyalty, b. openness communication and decision making, c. team approach, and d. manager knowledge.

## Perceived Organizational Support

Erdogan and Enders (2007) in Nezhad et al (2012) state that perceived organizational support refers to the extent to which a person believes that the organization cares for him, appreciates, and provides assistance and support. In addition, the appropriate reaction if an employee makes a mistake in his performance, the employee advises the company to take a better approach and communicate again with them Mitchell, Gagné, Beaudry, &Dyer (2012). Perceived organizational support is learned as something that is experienced by employees and will lead to organizational commitment owned by employees.

Employees tend to see pleasant or unpleasant treatment as a reflection or an indication that the organization is happy or not with the employee. Rewards given for pleasant work such as high compensation, promotion of positions, enrichment of employment, as well as the influence of organizational regulations will contribute positively to perceived organizational support only if employees believe that the whole thing is the result of the organization's willingness without any coercion (Eisenberger, 1986).

The theory of perceived organizational support (Eisenberger, 1986) categorizes three (3) dimensions of perceived organizational support. This is a common treatment received or felt by employees of the organization. In the form of fairness, supervisory support, and organizational awards, and working conditions (rewards and job conditions).

## Organizational Commitment

Organizational Commitment, proposed by Whyte (1956), refers to individual concern and loyalty to the organization. Organizational commitment is defined as "the relative strength of individual identification and attachment in a particular respect and can be characterized by a strong belief in and acceptance of the objectives and values of the organization, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization" (Mowday, Porter, and steer, 1982, p., 27). Meyer and Allen (1991) have classified the organization's commitment into three categories and they emphasize three different themes in the definition of work commitment terms. This model proposes that organizational commitments are experienced by employees as three simultaneous mindsets that include affective organizational commitments, normative, and sustainable. Cook and Wall (1980) developed a scaled version of nine (9) shorter items and adapted it from a longer organizational commitment questionnaire (OCQ) designed for the working population. This scale has 3 dimensions that have an interrelationship with each other, namely: a. acceptance of organizational values (identification); b. willingness to exert efforts on behalf of the organization (involvement); c. the desire to remain an employee in the organization (loyalty).

## Employee Engagement

Saks (2006) defines employee attachment as the extent to which an individual is attentive and absorbed in the performance of his role. Attachment is a positive, fulfilling, work-related state of mind characterized by strength, dedication, and absorption (Schaufeli and Bakker, 2004).

Schaufeli, Bekker classifies attachment into three dimensions: vigor, dedication, and absorption. Vigor refers to energy, mental resilience, determination, and investing consistent effort in work (Rayton and Yalabik, 2014). Vigor is one aspect of attachment that implies a high level of energy and mental endurance while working. Dedication is identified by enthusiasm, pride, and also challenge. Both vigor and dedication are positives as opposed to work fatigue levels. Absorption is characterized by a full concentration of work, a happy heart, and a feeling of fun at work. In addition to this dimension when working employees feel a very fast time passed and employees feel immersed in their work.

The measurement scale issued by Schaufeli, Bekker is the 17 items Utrecht Work Engagement Scale (UWES) which is then shortened to 9 items (Schaufeli et al., 2006). Schaufeli and his colleagues argue that rather than momentary and specific circumstances, engagement refers to a persistent and pervasive affective cognitive state that does not focus on a particular object, event, individual, or behavior (Schaufeli et al., 2002).

## C. METHOD
### Research Hypothesis
Based on theory in literature review above, researchers built a research hypothesis between the variables, namely the organizational culture, the perceived of organizational support, organizational commitment, and employee attachment. Here are seven (7) hypotheses built by researchers in this study.

1. Ho1: Organizational culture has no effect on employee engagement.
   Ha1: Organizational culture has a positive relationship and influence on employee engagement.
2. Ho2: Organizational culture has no effect on employee organizational commitment.
   Ha2: Organizational culture has a positive relationship and influence on employee organizational commitment.
3. Ho3: Perceived of organizational support has no effect on employee engagement.
   Ha3: Perceived of organizational support has a positive relationship and influence on employee engagement.
4. Ho4: Perceived of organizational support has no effect on employee organizational commitment
   Ha4: Perceived of organizational support has a positive relationship and influence on employee organizational commitment.
5. Ho5: Organizational commitment has no positive relationship and influence with employee engagement
   Ha5: organizational commitment has a positive relationship and influence on employee engagement
6. Ho6: organizational commitment cannot mediate the influence of organizational culture on employee engagement
   Ha6: Organizational commitment can mediate the influence of organizational culture on employee engagement.
7. Ha7: Organizational commitment cannot mediate the effect of perceived organizational support on employee engagement.
   Ho7: Organizational commitment can mediate the effect of perceived organizational support on employee engagement.

### Analysis Model
In this research, there were 4 variables studied, namely two (2) free variables (exogenous variables) and bound variables (endogenous variables).

1. Exogenous Variables
   Exogenous variables are variables that exist in research and affect other variables, but are not influenced by other variables. In this study which is an exogenous variable is the JOrganizational Culture (X1) and the perceived organizational support (X2).
2. Endogenous Variables
   Endogenous variables or can be known as dependent variables are variables that are bound or influenced by other variables. In this study,

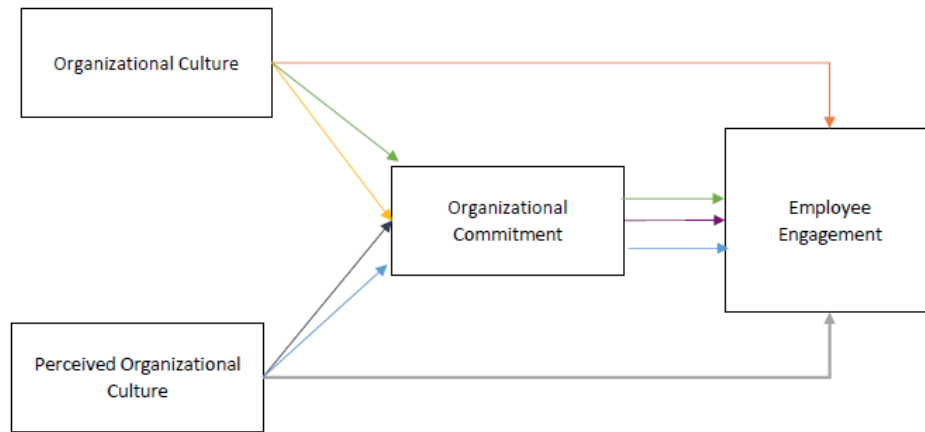employee engagement (Y2) is a dependent variable, and organizational commitment as a mediating variable (Y1).



**Figure 1** Analysis Model Processed by Researchers, 2020

In this research, the researcher used a quantitative approach with an explanatory type. Quantitative research intends to describe a phenomenon objectively and explain it by collecting focused numerical data (Muhammad, 2014). The quantitative approach also aims to explain a cause of social phenomena, in which these phenomena will be explained by taking an objective measurement and making numerical analysis (Muhammad, 2014). Explanatory or causal research is a study aimed at testing a hypothesis related to cause and effect in its implementation (Kotler, 2006).

In the process of data collection, researchers used two types of data sources, namely primary data and secondary data. Primary data is taken from the division of questionnaires consisting of forty-one (41) question items arranged based on indicators of each variable. Malhotra (2007) said that the questionnaire is a series of formal question items that will be disseminated to respondents, which aims to obtain an information.

The scale used in this questionnaire is an interval scale in which the respondent can put a checklist (√) in one of the five interval classes. Five classes on the interval scale used in the study were strongly disagreed, disagree, somewhat agree, agree, and strongly agree. In this research, researchers will use a questionnaire which consists of 5 (five) parts, namely; the identity of the respondent, the screening question that determines whether the employee can fill out further questionnaires, if so, then continue with the main questions related to the variables in this research.

Secondary data in this study is in the form of personnel department documents or Human Resource Department of PT X. In addition, researchers will also use scientific books, the internet, research journals that have been conducted before where the source has a good relationship in terms of themes and others with this study.

Before researching all data objects, researchers collected pre-test analysis to thirty (30) respondents in the locus of the study that aims to test the validity and reliability of the indicators in the questionnaire in the form of google form consisting of four (4) variables and fourty one (41) core question items derived from the research instrument also equipped with screening questions. Data obtained by researchers from questionnaires and then processed using SPSS version 20.

Pre-test analysis is conducted to test the validity level and reliability level of an instrument. Freidenberg (1955) in his book Psychological Testing: Design, Analysis, and Use, said that a correlation coefficient value used to be used as a measurement of validity is $\geq 0.3$. The technique used to test the validity of the statement items in this study is Pearson Product Moment. If the correlation coefficient value of the item of the statement item being tested is greater than r-critical by 0.3, it can be concluded that the statement item is a valid construct.

After conducting a pre-test analysis and it is stated that the instrument is valid and reliable, the existing instruments will be used in further analysis, namely distributing questionnaires to the target population. Ismiyanto (2003) stated that the population is the totality or object of research that can be an object, person, or something which it can provide information or research data. In this study, the population used consisted of seventy-four (74) non-managerial employees and directors in the main office of PT X.

This study uses analytical techniques with a partial least square equation model or can be known as SEM-PLS with Smart PLS 3.0 tools. PLS analysis can be used if there are many independent variables or there is multicoserity between existing variables.

## D. RESULT AND DISCUSSION
### Pre Test Analysis

Researchers have conducted pre-test tests that include validity tests and reliability tests on research instruments before collecting primary data through questionnaires that have been compiled based on selected variables. The results of the questionnaire validity test for the variables studied are presented in the following table:

**Table 3. Organizational Culture Variable Item Validity Results ($X_1$)**

| Statement Items | $r_{count}$ | $r_{critical}$ | Information |
|---|---|---|---|
| Statement 1 | 0,721 | 0,3 | Valid |
| Statement 2 | 0,843 | 0,3 | Valid |
| Statement 3 | 0,835 | 0,3 | Valid |
| Statement 4 | 0,741 | 0,3 | Valid |
| Statement 5 | 0,762 | 0,3 | Valid |
| Statement 6 | 0,804 | 0,3 | Valid |
| Statement 7 | 0,793 | 0,3 | Valid |
| Statement 8 | 0,758 | 0,3 | Valid |
| Statement 9 | 0,838 | 0,3 | Valid |

| Statement Items | $r_{count}$ | $r_{critical}$ | Information |
|---|---|---|---|
| Statement 10 | 0,740 | 0,3 | Valid |
| Statement 11 | 0,848 | 0,3 | Valid |
| Statement 12 | 0,835 | 0,3 | Valid |
| Statement 13 | 0,770 | 0,3 | Valid |
| Statement 14 | 0,720 | 0,3 | Valid |
| Statement 15 | 0,822 | 0,3 | Valid |

**Table 4. Results of the Validity from Perceive Organizational Support Variable Items ($X_2$)**

| Statement Items | $r_{count}$ | $r_{critical}$ | Information |
|---|---|---|---|
| Statement 1 | 0,874 | 0,3 | Valid |
| Statement 2 | 0,700 | 0,3 | Valid |
| Statement 3 | 0,800 | 0,3 | Valid |
| Statement 4 | 0,810 | 0,3 | Valid |
| Statement 5 | 0,759 | 0,3 | Valid |
| Statement 6 | 0,849 | 0,3 | Valid |
| Statement 7 | 0,750 | 0,3 | Valid |
| Statement 8 | 0,790 | 0,3 | Valid |

Processed by Researchers, 2021

**Table 5. Results of the Validity from Organizational Commitment Variable Items ($Y_1$)**

| Statement Items | $r_{count}$ | $r_{critical}$ | Information |
|---|---|---|---|
| Statement 1 | 0,832 | 0,3 | Valid |
| Statement 2 | 0,716 | 0,3 | Valid |
| Statement 3 | 0,822 | 0,3 | Valid |
| Statement 4 | 0,776 | 0,3 | Valid |
| Statement 5 | 0,822 | 0,3 | Valid |
| Statement 6 | 0,863 | 0,3 | Valid |
| Statement 7 | 0,752 | 0,3 | Valid |
| Statement 8 | 0,784 | 0,3 | Valid |
| Statement 9 | 0,779 | 0,3 | Valid |

Processed by Researchers, 2021

**Table 6 . Results of the Validity from Employee Engagement Variable Items ($Y_2$)**

| Butir Pernyataan | $r_{hitung}$ | $r_{kritis}$ | Keterangan |
|---|---|---|---|
| Pernyataan 1 | 0,827 | 0,3 | Valid |
| Pernyataan 2 | 0,893 | 0,3 | Valid |
| Pernyataan 3 | 0,676 | 0,3 | Valid |
| Pernyataan 4 | 0,840 | 0,3 | Valid |
| Pernyataan 5 | 0,741 | 0,3 | Valid |
| Pernyataan 6 | 0,790 | 0,3 | Valid |
| Pernyataan 7 | 0,833 | 0,3 | Valid |

| | | | |
|---|---|---|---|
| Pernyataan 8 | 0,784 | 0,3 | Valid |
| Pernyataan 9 | 0,817 | 0,3 | Valid |

Processed by Researchers, 2021

Based on table 3 to table 6 on the validity test of the four research variables, it can be known that all statement items of the four variables above all have a value of >0.3, then declared valid.

Furthermore, reliability tests are conducted when the instrument has been confirmed valid. Reliability has the meaning of a trustworthy thing, Sugiharto and Situnjak (2006) said that reliability refers to an understanding where the instrument used in a study to obtain information can be trusted as a data collection tool and can reveal information in the field. A research instrument can be said to have adequate reliability if it has a coefficient of Cronbach's alpha greater than or equal to 0.70 (Now, 2006).

**Table 7. Reliability Test Results**

| Statement Items | Reliability Coefficient | Critical Value | Information |
|---|---|---|---|
| Organizational culture (X1) | 0,964 | 0,7 | Reliable |
| Perceive Organizational Support (X2) | 0,912 | 0,7 | Reliable |
| Organizational Commitment (Y1) | 0,923 | 0,7 | Reliable |
| Employee Engagement (Y2) | 0,927 | 0,7 | Reliable |

Processed by Researchers, 2021

Based on table 7 on reliability tests of the four research variables. The reliability test results of the four variables have good reliability because they have a reliability coefficient greater than the critical value (0,7) as shown in the table above.

The instruments contained in the questionnaire are entirely valid and reliable, so all statements on the questionnaire in this study are eligible to be included in further analysis, namely the spread of questionnaires in the total population.

**Descriptive Analysis of Research Data**

The data description of the research results can be used to enrich the discussion, through the description of the respondent's response data can be known how the respondent's response to each variable being studied. The principle of categorization of the number of respondents' response scores in this study used the average value of the calculation as a reference to determine the classifies of the assessment category. Average calculations are used to see the tendency of answers from statement items in order to describe the condition of each of the variables studied. The classification of assessment categories in this study is determined based on the number of measurement scales used, which is as many as five classifications. In this study, the maximum rating value was five and the minimum value of the study was one.

**Table 8. Indicator Assessment Criteria on Research Variables**

| No. | Percentage | Criteria |
|---|---|---|
| 1 | 1,00 – 1,79 | Very Bad |
| 2 | 1,80 – 2,59 | Bad |
| 3 | 2,60 – 3,39 | Enough |
| 4 | 3,40 – 4,19 | Good |
| 5 | 4,20 – 5,00 | Very Good |

**Table 9. Respondents' Responses to Research Variables**

| No. | Variables | Total Score | Average | Criteria |
|---|---|---|---|---|
| 1 | Organizational Culture | 4139 | 3.73 | Good |
| 2 | Perceive Organizational Support | 2172 | 3.67 | Good |
| 3 | Organizational Commitment | 2488 | 3.73 | Good |
| 4 | Employee Engagement | 2417 | 3.63 | Good |

Processed by Researchers, 2021

## OUTER MODEL TEST RESULTS
### Convergent Validity Test

The first stage assesses the criteria of convergent validity. An indicator can be said to have good validity if the indicator has a loading factor value greater than 0.70. While loading factor 0.50 to 0.60 can still be maintained for models that are still in the development stage (Ghozali, 2014:39). Based on the results of the estimation by using the help of smartpls 3 program application. obtained output as follows :

Figure 2
Outer Model Evaluation Loading Factor Value Chart
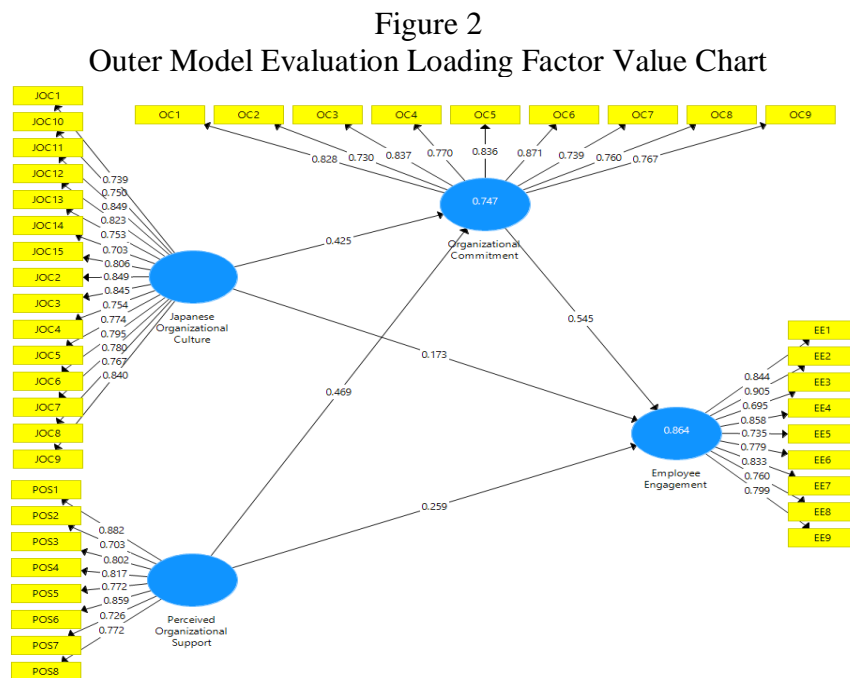


Processed by Researchers, 2021

Figure 2 above shows the loading factor value for each construct of each variable. Based on the figure can be seen that the entire loading factor is worth more than 0.7. So it can be concluded that based on each construct in the study has a good validity.

Furthermore, it will be conducted testing average variance extracted (AVE) to strengthen the results of convergent validity with criteria if the AVE value > 0.5, then the construct used in the study is valid. The following are presented the results of the average variance extracted test using SmartPLS 3.0 program:

**Table 10 . Average Variance Extracted Value**

| Latent | Average Variance Extracted (AVE) | Cut Off | Criteria (AVE ≥ 0.5) |
|---|---|---|---|
| Organizational Culture | 0,624 | 0,5 | Valid |
| Perceived Organizational Support | 0,630 | 0,5 | Valid |
| Organizational Commitment | 0,631 | 0,5 | Valid |
| Employee Engagement | 0,645 | 0,5 | Valid |

Processed by Researchers, 2021

Based on Table 10 convergent validity results can be found based on average variance extracted values. The results showed that all latent variables had an AVE value of more than 0.5. This indicates that the indicators that make up the latent construct have a good convergent validity when viewed from the average variance extracted value.

**Discriminant Validity Test**

Discriminant Validity can be seen from the cross-loading value. The correlation value of the indicator to its construct should be greater than the correlation value between the indicator and other constructs. And it can also be seen from the comparison between the square root of AVE with the correlation between latent constructs.  If the square root value of AVE is greater than the correlation between latent constructs indicates that the latent construct has a good discriminant validity in the model (Fornell and Larcker, 1981).

**Table 11. Cross Loading Discriminant Validity Test Value**

| | EE | JOC | OC | POS |
|---|---|---|---|---|
| EE1 | **0,844** | 0,719 | 0,736 | 0,733 |
| EE2 | **0,905** | 0,822 | 0,845 | 0,805 |
| EE3 | **0,695** | 0,623 | 0,635 | 0,659 |
| EE4 | **0,858** | 0,634 | 0,734 | 0,724 |
| EE5 | **0,735** | 0,460 | 0,697 | 0,561 |
| EE6 | **0,779** | 0,609 | 0,675 | 0,661 |
| EE7 | **0,833** | 0,696 | 0,751 | 0,760 |
| EE8 | **0,760** | 0,759 | 0,736 | 0,628 |
| EE9 | **0,799** | 0,779 | 0,716 | 0,694 |
| JOC1 | 0,686 | **0,739** | 0,721 | 0,683 |

| | | | | |
|---|---|---|---|---|
| **JOC2** | 0,769 | **0,849** | 0,802 | 0,761 |
| **JOC3** | 0,759 | **0,845** | 0,760 | 0,812 |
| **JOC4** | 0,660 | **0,754** | 0,593 | 0,664 |
| **JOC5** | 0,672 | **0,774** | 0,657 | 0,660 |
| **JOC6** | 0,569 | **0,795** | 0,567 | 0,597 |
| **JOC7** | 0,623 | **0,780** | 0,613 | 0,662 |
| **JOC8** | 0,620 | **0,767** | 0,593 | 0,669 |
| **JOC9** | 0,732 | **0,840** | 0,721 | 0,734 |
| **JOC10** | 0,722 | **0,750** | 0,739 | 0,691 |
| **JOC11** | 0,714 | **0,849** | 0,699 | 0,768 |
| **JOC12** | 0,607 | **0,823** | 0,628 | 0,659 |
| **JOC13** | 0,631 | **0,753** | 0,574 | 0,620 |
| **JOC14** | 0,553 | **0,703** | 0,463 | 0,594 |
| **JOC15** | 0,679 | **0,806** | 0,610 | 0,649 |
| **OC1** | 0,792 | 0,728 | **0,828** | 0,750 |
| **OC2** | 0,690 | 0,654 | **0,730** | 0,662 |
| **OC3** | 0,777 | 0,682 | **0,837** | 0,730 |
| **OC4** | 0,674 | 0,588 | **0,770** | 0,655 |
| **OC5** | 0,760 | 0,737 | **0,836** | 0,694 |
| **OC6** | 0,761 | 0,707 | **0,871** | 0,714 |
| **OC7** | 0,643 | 0,568 | **0,739** | 0,632 |
| **OC8** | 0,669 | 0,688 | **0,760** | 0,588 |
| **OC9** | 0,684 | 0,574 | **0,767** | 0,541 |
| **POS1** | 0,745 | 0,823 | 0,746 | **0,882** |
| **POS2** | 0,561 | 0,643 | 0,618 | **0,703** |
| **POS3** | 0,661 | 0,686 | 0,640 | **0,802** |
| **POS4** | 0,692 | 0,714 | 0,683 | **0,817** |
| **POS5** | 0,693 | 0,702 | 0,699 | **0,772** |
| **POS6** | 0,750 | 0,796 | 0,696 | **0,859** |
| **POS7** | 0,656 | 0,529 | 0,581 | **0,726** |
| **POS8** | 0,715 | 0,594 | 0,645 | **0,772** |

Processed by Researchers, 2021

Based on the table above, it can be known that all indicators have a high correlation to the construct compared to other constructs. So it can be concluded that the research model has good discriminant validity.

**Reliability Test**

The next stage assesses the criteria of Cronbach's Alpha and Composite Reliability. Each construct is said to be reliable if it has Cronbach's Alpha and Composite Reliability greater than 0.70 (Ghozali, 2014:40). The following are presented reliability test results using Smart PLS 3.0 program.

**Table 12.Cronbach's Alpha and Composite Reliability Values**

| Latent | Cronbach's Alpha | Composite Reliability |
|---|---|---|
| Organizational Culture | 0,957 | 0,961 |
| Perceived Organizational Support | 0,915 | 0,931 |
| Organizational Commitment | 0,926 | 0,939 |
| Employee Engagement | 0,930 | 0,942 |

Processed by Researchers, 2021

Based on Table it can be known that there is a latent construct has a value of Cronbach's alpha more than 0.7, it indicates that latent constructs have good reliability. In addition, the composite reliability value of all latent constructs also has a value greater than 0.70, it indicates that the latent construct has good reliability.

## INNER MODEL TEST RESULTS WITH SEM PLS

The inner model analysis test in this study through four (4) approaches, namely calculating the values of R-square, F-Square, Q Square Predictive Relevance, and Godness of Fit (GoF).

### 1. R-Square Test Results

**Table 13. R Square**

| Variabel | R Square | Strong Relationships |
|---|---|---|
| Organizational Commitment | 0,747 | Strong |
| Employee Engagement | 0,864 | Strong |

Processed by Researchers, 2021

According to Chin (1998) in Ghozali, I &Latan, H (2015:81), R Square Adujusted with a value of 0.67 indicates a strong model, a value of 0.33 indicates a moderate model and a value of 0.19 indicates a weak model. From the results of Table 4.37, R-Square can be seen for organizational commitment variable of 0.748 which means that Organizational Culture and Perceived Organizational Support contributed 0.747 or 74.7% influence to Organizational Commitment. While the remaining 25.3% is the influence of other factors that are not observed.

R-Square for Employee Engagement variables is 0.864 which means that Organizational Culture and Perceived Organizational Support contributed 0.864 or 86.4% of Employee Engagement with mediated Organizational Commitment. While the remaining 13.6% is the influence of other factors that are not observed.

### 2. F-Square Test Results

The F Square value of 0.02 indicates a small rating, Effect Size 0.15 indicates a medium rating and Effect Size 0.35 indicates a large rating. Based on the test results with SmartPLS 3, F Square results were obtained as follows.

**Table 14. F Square**

| Variable | Effect Size | Rating |
|---|---|---|
| Organizational Culture | 0,046 | Small |
| Perceived Organizational Support | 0,099 | Small |
| Organizational Commitment | 0,551 | Large |

Processed by Researchers, 2021

Based on Table 4.19 shows that on variables Organizational Culture has an influence with a small category in influencing Employee Engagement with mediated Organizational Commitment, Perceived Organizational Support has an influence with a small category in influencing Employee Engagement with mediated Organizational Commitment, and Organizational Commitment has an influence with a large category in influencing Employee Engagement.

### 3. Q Square Predictive Relevance Test Results

Q-square testing is used to measure how well the observation value is generated by the model as well as the estimated parameters. Q-square value obtained by using the R Square value in the table above, obtained the calculation result as follows:

**Table 15.    Predictive Relevance**

| Variabel | R Square | 1-R Square |
|---|---|---|
| Organizational Commitment | 0,747 | 0,258 |
| Employee Engagement | 0,864 | 0,136 |
| $Q^2 =$ | $Q^2 = 1 - (1-R_1^2)(1-R_2^2) = 0,965$ | |
| Error $=$ | $Q2 = 100\% - 96,5\% = 3,5\%$ | |

Processed by Researchers, 2021

Based on the calculation results above it is known that the value of Q square is greater than 0, this means that the observed values have been well reconstructed so that the model has predictive relevance. This Q square value can also be used to see the relative influence of structural models on observational measurements for endogenous latent variables. This means that there is a 0.965 or 96.5% relative influence of structural models on observational measurements for endogenous latent variables, and as much as 3.5% is a model error.

### 4. Goodness of Fit (GoF) Test Results.

This index is used to evaluate measurement models and structural models and in addition provides simple measurements for the entirety of the model prediction. The Value of GoF 0.10 is concluded that GoF belongs to the category of small, 0.250 medium and 0.36 belongs to the large category. For this reason the GoF index is calculated from the square root of the average AVE value and the R-square average as follows:

**Table 16. GoF test**

| Latent | Variance Extracted (AVE) | R Square |
|---|---|---|
| Organizational Culture | 0,624 | - |
| Perceived Organizational Support | 0,630 | - |
| Organizational Commitment | 0,631 | 0,747 |
| Employee Engagement | 0,645 | 0,864 |
| **Average** | **0,633** | **0,801** |

Processed by Researchers, 2021

$$GoF = \sqrt{\text{Average AVE x Average R}^2}$$
$$= \sqrt{0{,}633 \text{ x } 0{,}806}$$
$$= 0{,}714$$

Based on the calculation above, it is known that the value of GoF obtained is 0.714, it is known that the GoF value belongs to the large category.

## RESEARCH HYPOTHESIS TEST RESULTS

Hypothesis testing in this study was carried out using the path coefficient, t-value, and p-value. According to Abdillah & Hartono (2015: 211), assessing predictions and significance in hypothesis testing can be seen from t-value and p-value. The t-table value can be seen in the following table.

**Table 17. T-table Value**

| | One tailed | Two tailed |
|---|---|---|
| t-table | 1.64 | 1.96 |

Source: Abdillah & Hartono (2015: 211)

According to Abdillah &Hartono (2015: 211), with a confidence level of 95% (alpha 5%), two tailed, obtained the value of t-table as follows:

1. If the t-statistical value > 1.96 (used for direct influence), then H0 is rejected and H1 is accepted.
2. If the t-statistical value < 1.96 (used for direct influence), then H0 is accepted and H1 is rejected.

The magnitude of the significance value between the variables tested is presented in the form of the value contained in the arrow that connects one of the variables to the variable being the goal.

## 1. The Influence of Organizational Culture on Organizational Commitment

**Table 18. Path Coefficient and t-count of Organizational Culture's Influence on Organizational Commitment**

| | Original Sample (O) | t- Statistics | p-value | Conclusion |
|---|---|---|---|---|
| Organizational Culture on Organizational Commitment | 0,425 | 3,511 | 0,000 | Reject $H_0$ |

Processed by Researchers, 2021

From the results of Table 18 above obtained the Original Sample (O) value of 0.425 indicates that the direction of organizational culture's influence on Organizational Commitment is positive or in the direction. The influence of Organizational Culture on Organizational Commitment is significant, with a t-statistical value of 3,511 greater than t table or 3,511 > 1.96, and p value of 0.000 smaller than alpha 5% (0.05). So H1 is accepted meaning organizational culture affects Organizational Commitment.

## 2. Influence of Perceived Organizational Support on Organizational Commitment

**Table 19. Path Coefficient and t-count influence of Perceived Organizational Support on Organizational Commitment**

|  | Original Sample (O) | t- Statistics | p-value | Kesimpulan |
|---|---|---|---|---|
| Perceived Organizational Support on Organizational Commitment | 0,469 | 3,698 | 0,000 | Reject $H_0$ |

Processed by Researchers, 2021

From the results of Table 19 above obtained the Original Sample (O) value of 0.469 indicates that the direction of influence of Perceived Organizational Support on Organizational Commitment is positive or in the direction. The influence of Perceived Organizational Support on Organizational Commitment is significant, with a t-statistical value of 4,542 greater than t table or 3,698 > 1.96, and a p value of 0.000 smaller than alpha 5% (0.05). Thus, H1 is accepted meaning **Perceived Organizational Support influence on Organizational Commitment**.

## 3. The Influence of Organizational Culture on Employee Engagement

**Table 20. Path Coefficient and t-count of Organizational Culture's Influence on Employee Engagement**

|  | Original Sample (O) | t- Statistics | p-value | Conclusion |
|---|---|---|---|---|
| Organizational Culture on Employee Engagement | 0,173 | 1,653 | 0,099 | Reject $H_0$ |

Processed by Researchers, 2021

From the results of Table 20 above obtained the Original Sample (O) value of 0.173 indicates that the direction of Organizational Culture influence on Employee Engagement is positive or in the direction. Organizational Culture's influence on Employee Engagement is significant, with a t-statistical value of 1,653 smaller than t table or 1,653 < 1.96, and a p value of 0.099 greater than alpha 5% (0.05). So it can be stated that Ho1 is accepted and H3 is rejected.

The results of this study are contrary to previous research conducted by Widyaswendra, 2020 which stated that Organizational Culture has a significant effect on Employee Engagement. But these results support research conducted by

Akbar, 2020 which states that Organizational Culture has no direct effect on Employee Engagement.

## 4. The Influence of Perceived Organizational Support on Employee Engagement

**Table 21. Path Coefficient and t-count influence of Perceived Organizational Support on Employee Engagement**

|  | Original Sample (O) | t- Statistics | p-value | Conclusion |
|---|---|---|---|---|
| Perceived Organizational Support on Employee Engagement | 0,259 | 2,491 | 0,013 | Reject $H_0$ |

Processed by Researchers, 2021

From the results of Table 21 above obtained the original sample value (O) of 0.259 indicates that the direction of influence of Perceived Organizational Support on Employee Engagement is positive or unidirectional, meaning that if Perceived Organizational Support increases or gets better then Employee Engagement will increase anyway or will be better. The effect of Perceived Organizational Support on Employee Engagement is significant, with a t-statistical value of 2,491 greater than t table or 2,491 > 1.96, and a p value of 0.013 smaller than alpha 5% (0.05). So H1 is rejected meaning that Perceived Organizational Support affects Employee Engagement.

## 5. The Influence of Organizational Commitment on Employee Engagement

**Table 22. Path coefficient and t-count Effect of Organizational Commitment on Employee Engagement**

|  | Original Sample (O) | t- Statistics | p-value | Conclusion |
|---|---|---|---|---|
| Organizational Commitment on Employee Engagement | 0,545 | 4,936 | 0,000 | Reject $H_0$ |

Processed by Researchers, 2021

From the results of Table 22 above obtained the Original Sample (O) value of 0.545 indicates that the direction of Organizational Commitment influence on Employee Engagement is positive or in it's direction, meaning that if Organizational Commitment increases or gets better then Employee Engagement will increase as well or will be better. The effect of Organizational Commitment on Employee Engagement is signifikan, with a t-statistical value of 4,936 greater than t table or 4,936 > 1.96, and p value of 0.000 smaller than alpha 5% (0.05). So H1 is accepted meaning Organizational Commitment influence on Employee Engagement.

## 6. The Influence of Organizational Culture on Employee Engagement through Organizational Commitment as mediation

Table 23. Path Coefficient and t-count of Organizational Culture's Influence on Employee Engagement through Organizational Commitment as mediation

| | Original Sample (O) | t- Statistics | p-value | Conclusion |
|---|---|---|---|---|
| Organizational Culture on Employee Engagement through Organizational Commitment as mediation | 0,232 | 3,143 | 0,002 | Reject $H_0$ |

Source: Data Processing (2021)

From the results of the table 23 above obtained the original sample value (O) which is positive is 0.232. Organizational Commitment Mediates the influence of Organizational Culture on Employee Engagement significantly, where the t-statistical value of 3,143 is greater than the t table or 3,143 > 1.96, and the p value of 0.002 is smaller than alpha 5% (0.05). So H1 is accepted meaning that Organizational Commitment can mediate the influence of Organizational Culture on Employee Engagement.

## 7. The influence of Perceived Organizational Support on Employee Engagement through Organizational Commitment as mediation

Table 24. Path Coefficient and t-count of Perceived Organizational Support's Influence on Employee Engagement through Perceived Organizational Support as mediation

| | Original Sample (O) | t-Statistik | p-value | Conclusion |
|---|---|---|---|---|
| Perceived Organizational Support on Employee Engagement through Perceived Organizational Support as mediation | 0,255 | 2,753 | 0,006 | Reject $H_0$ |

Processed by Researchers, 2021

From the result of Table 24 above obtained the original sample value (O) which is positive is 0.255. Organizational Commitment mediates the influence of Perceived Organizational Support on Employee Engagement significantly, where the t-statistical value of 2,753 is greater than the table or 2,753 > 1.96, and the p value of 0.006 is smaller than alpha 5% (0.05). Thus, H1 is accepted meaning that Organizational Commitment can mediate the influence of Perceived Organizational Support on Employee Engagement.

## E. CONCLUSION

Based on descriptive analysis that has been done by researchers on each variable through an average score (mean score) on the respondent's response to each variable. the value obtained by the researcher is in the range of 3.40 to 4.19, it can be concluded that in general employees in the main office of PT. X has a good perceive of every variable that exists, the variables in question are

Organizational Culture, Perceived Organizational Support, Organizational Commitment and Employee Engagement.

Through the evaluation of outer models both through the test of convergent validity, discriminant validity and also the reliability of all items in this study have been qualified. In addition, in the evaluation of the inner model this study has a large or high level of conformity in Goodness of Fit (GoF) with a point gain of 0.714.

Hypothetical test results show that organizational culture variables do not have a significant direct positive influence on employee engagement, whereas when viewed on variables perceived organizational support and organizational commitment, these two variables have a significant positive direct influence on employee engagement.

If the direct influence relationship between organizational culture and employee engagement does not have a significant influence, but when the variable is mediated by organizational commitment, then the results state that there is a significant positive influence relationship between the two variables.  This shows that the organization's commitment to succeed has a significant role in mediating the relationship between organizational culture and employee engagement.

The relationship that organizational commitment to employee engagement has the highest influence when compared to other relationships. This can be proven by the presence of t statistic value in this research.  In addition to having the highest influence, organizational commitment succeeds in becoming a mediation variable that has a significant role. Then it can be used by PT. X to make organizational commitment owned by employees as the main focus in order to create high engagement and impact on improving performance, improved discipline as well as decreased voluntary turnover rate in the company. This is without ignore the presence of other variables.

**SUGGESTION**

The suggestion from researcher for academics who will conduct deeper research:

1. Research on a wider range of respondents, not only in the scope of the head office, but can conduct research to branch offices or even other private companies.
2. Further research should use not only using primary data through questionnaires, but can use other instruments to collect data.
3. Conduct further research on the variables in this study using the latest theory and scale of measurements.

**REFERENCES**

Akbar. 2020. Organizational Trust dan Organizational Culture terhadap Employee Engagement melalui Satisfaction. Jurnal Ilmu Manajemen. P-ISSN: 2541-6030

Brown, et,.al. 2015. Culture and Engagement. Diakses pada https://www.deloitte.com/, 25 Oktober 2020.

Chin WW. 2000. Partial Least Squares for Researcher: An Overview and Prosentation of Recent Advances Using the PLS Approach, http://disc-nt.cba.uh.edu/chin/icis96.pdf [16 januari 2015]

Clark, Timothy. 2012. The Employee Engagement Mindset : The Six Drivers for Tapping into the Hidden of Everyone in Your Company. New York: McGraw-Hill

Claudianty, et al. 2020. Pengaruh perceived organizational support terhadap employee engagement. Jurnal fenomena. ISSN : 2662-8947.

Cook, and Wall. 1980. New work attitude measures of trust, organizational commitment and personal need non- fulfilment. Journal of Occupational Psychology, vol 53, 0305-8107.

Eisenberger. 1984. Format for the 8 item survey of perceived organizational support. Diakses pada https://www.classweb.uh.edu//.

Frinlicia, dan Medina. 2016. Perceived Organizational Support Effect Rewards and Recognition and Spirituality on Employee Engagement. Business and Entrepreneurial Review, Vol 15, no 2. ISSN 0853-9189

Gallup Organization. 2020. diakses pada https://www.gallup.com//.

Haim, Aviad. 2007. Organizational Commitment : The Case of Unrewarded Behavior. Israel :
World Scientific

Jung, et al. 2007. Instruments for the exploration of organizational culture-Compendium of Intsruments. Working Paper, University of St Andrews.

Kahn, W. A. 1990. Psycological conditions of personal engagement and disengagement at work.
Academy of Management Journal vol 33, 692-724.

Koeng, Nick. 2013. Employee Engagement, Job Attitudes, and Work Behavior: A Meta Analytic Test of The Incremental Validity of Employee Engagement. A Literature Review. University of Missouri- Columbia.

Krishnan, Gokula. 2013. Correlates Employee Engagement With Turnover Intention. Intercontinental Journal of Human Resource Research Review, vol 1 issue 9, 2320-9704

Mowday,. et al. 1982. Employee organization linkages. The psychology of commitment , absenteeism and turnover. New York : Academic Press.

Meyer, Allen. 1991. A three components conceptualization of organizational commitment.
Human Resource Management Review vol 1.

Mohan,. Et al 2018. Empirical Approach to Measure Employee Engagement : Evidence from Indian IT Induustry. Human Resource Management Research vol 8.

Nurkholis, Gartinia dan Widjajaning. 2019. The Impact of Organizational Culture and Perceived Organizational Support on Employee Engagement. ASEAN Conference on Psychology, Counselling and Humanities (ACPCH). ISBN 978-94-6252-889-5

Omar, et al.The impact of perceived organizational support and resilience on pharmatics engagement in their stressful and competitive workplaces in Saudi Arabia. Saudi Pharmaceutical Journal vol 27 1044-1052.

Putri, Vivi dan Welly. 2014. Measuring the Level of Employee Engagement Using Q12 Case Study in PT Safta Ferti. Journal of Business and Management, Vol 3, no 8. 904-912.

Rhoades, Linda dan Eisenberger. 2002. Perceived Organizational Support: A Review of the Literature. Journal of Applied Psychology, Vol 87, No 4 698-714.

Rhoades dan Eisenberger dan Armeli. 2001. Affective Commitment to the Organization : The Contribution of Perceived Organizational Support. Journal of Applied Psychology, vol 86 No.5, 825-836.

Saks. 2006. Antecedents and consequences of employee engagement. Journal of Managerial Psychology, vol 21, 600-619.

Saba, et al. 2015. Relationship between organizational commitments, employee engagement and career satisfaction a case of university of Gujra, Pakistan. Journal of South Asian Studies vol 3 2307-4000.

Schaufeli, Bekker. 2002. The measurement of engagement and burnout: a two sample confirmatory fsctor analytic approach. Journal of happiness studies 4345

Schimdt, Harter, Hayes. 2002 Bussiness- unit level relationship between employee satisfaction, employee engagement, and business outcomes: a meta analysis. Journal of Applied Psychology vol 87(2), 268-79

Sholihin, M., & Ratmono. (2013). Analisis SEM-PLS dengan Wrap PLS 3.0 untuk Hubungan Nonlinier dalam Penelitian Sosial dan Bisnis. Penerbit Andi Offset

Sirikrai, Sajee. Measurement of Organizational Culture : A Literature Review. Thammasat University. Diakses pada https://www.jba.tbs.tu.ac.th/.

Tang, Thomas. 2000. Perceptions of Budaya Organisasi Jepang – Employees in non-unionized Japanese-owned and Unionized US- owned automobile plants. Journal of Managerial Psychology, Vol 15 No 6, 2000. 535-559.

Widyaswendra. 2020. Pengaruh Organizational Culture terhadap Employee Engagement dengan Job Satisfaction sebagai Variabel Intervening pada Karyawan PT. PELINDO III. Bussioness and Finance Journal. ISSN : 2527