

The Influence of Organizational Culture and Employee Engagement on Employee Performance with Job Satisfaction as a Mediating Variable

(Case Study at PT. Alkautsar Cater Indonesia in Java Island)

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Keyword	Abstract
Organizational Culture, Employee Engagement, Job Satisfaction, Employee Performance	<p>PT Alkautsar Cater Indonesia is a company specializing in catering and aqiqah services. It operates its own farm, providing goats and sheep sourced internally. Currently, PT Alkautsar Cater Indonesia has expanded its operations by establishing 17 branches.</p> <p>This research employed a census method, wherein all population members were included as the sample. The total sample comprised 105 employees of PT Alkautsar Cater Indonesia. The findings indicate that organizational culture and employee engagement significantly impact job satisfaction and performance. Furthermore, job satisfaction has been shown to mediate the relationship between organizational culture and employee engagement on performance.</p> <p>Based on these findings, the author recommends that PT Alkautsar Cater Indonesia continue to support and strengthen its organizational culture while enhancing employee engagement to boost job satisfaction and overall performance further.</p>

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I. Introduction

Sharia-compliant businesses in Indonesia are currently showing significant growth, in line with the country's large Muslim population. According to data from the Ministry of Home Affairs, approximately 87.2% of Indonesia's population is Muslim. One Sharia-compliant business sector that continues to attract attention is the culinary sector. Businesses in the culinary sector consistently offer attractive opportunities. Among the various culinary businesses, aqiqah catering is a popular one in Indonesia, offering services in accordance with Sharia principles.

In the aqiqah catering business, blessings must be the primary goal to ensure all business activities remain within Islamic law. Many people choose aqiqah catering services for their practicality, convenience, affordability, and guaranteed halal certification. Aqiqah catering

business owners typically understand and comply with the terms and conditions of the aqiqah process. The availability of aqiqah catering services now provides peace of mind for those who wish to perform aqiqah without the hassle of preparing goat meat themselves. This aqiqah catering service falls into the category of service businesses that offer assistance to Muslim parents in performing aqiqah for their children. This service includes providing goats slaughtered according to Islamic law and then prepared into ready-to-eat dishes.

PT Alkautsar Cater Indonesia is a catering service company that also provides aqiqah packages. PT. Alkautsar Cater Indonesia manages its own farm, independently procuring goats and sheep from internal sources. Furthermore, PT Alkautsar Cater Indonesia has successfully obtained Halal certification from the Indonesian

Ulema Council (MUI). This certification covers important aspects such as ensuring that the pen meets Halal standards and ensures that the slaughtering process is carried out by slaughterers who adhere to Islamic law. The company's operations are led by a Corporate Chef with extensive experience in the culinary industry. The company's kitchen has met the Hygienic Sanitation Standards set by the Ministry of Health and is also Halal certified by the MUI.

The company's vision is "To become the leading catering and aqiqah company in Indonesia that prioritizes Islamic values, prosperity, and becomes a means of halal sustenance for the entire extended family of the company and as many people as possible." To date, PT Alkautsar Cater Indonesia has opened 17 branches spread across the company. The company has expanded its reach to various cities in Indonesia, including Yogyakarta, Magelang, Klaten, Solo, Semarang, Kudus, Tegal, Purwokerto, Surabaya, Sidoarjo, Malang, Kediri, Bandung, Jakarta, Bekasi, Gresik, and Bojonegoro. With a wide coverage area, PT Alkautsar Cater Indonesia is able to serve various regions, ensuring that quality catering and aqiqah services are accessible to people in these cities.

Within an organization, it is crucial to have a strong organizational culture that aligns with existing boundaries and regulations. A strong organizational culture effectively embraced by all members can help streamline various activities, increase efficiency, and create a productive work environment. However, implementing a strong culture is not always without challenges, often requiring adjustments to ensure its continued relevance and support of the organization's development. Organizational culture impacts various aspects of life within the organization, one of which is performance. When an organization has a strong culture, employees tend to be more satisfied with their work. This satisfaction positively influences how they carry out their duties and responsibilities, enabling them to work more effectively and productively.

According to McShane and Glinow (2010), organizational culture is a basic pattern of shared values and assumptions that guide the way employees think and act in facing various problems and opportunities. McShane underlines three important aspects of this organizational culture, which serve as the foundation for how an organization works and develops. The Control Culture Dimension, the Performance Culture

Dimension, and the Relationship Culture Dimension.

Organizational culture plays a crucial role in influencing various aspects, including individual and team performance within an organization. When an organizational culture is strong and positive, work can be carried out more effectively, accompanied by a high sense of responsibility and full commitment from each employee. This healthy work environment encourages productivity and improves the overall quality of work results. Furthermore, a culture of togetherness within an organization also serves as an important foundation that can strengthen collaboration and create a harmonious work environment. Between employees and superiors, supported by effective communication and the ability to exchange ideas, is also very important in creating a productive work environment.

At PT. Alkautsar Cater Indonesia, the Control Culture Dimension is demonstrated through the highly effective role of senior executives in determining and supervising employee job descriptions. This allows work to run smoothly and be easily monitored by superiors. The Performance Culture Dimension in this company is also considered quite good, because most employees are able to work according to the targets set by the company. However, there are still some employees who have not fully carried out their duties according to the job descriptions given. Meanwhile, in the Relationship Culture Dimension, PT. Alkautsar Cater Indonesia has built good communication, fairness, and teamwork among employees. However, there is still room for improvement, especially in strengthening the relationship between employees and the organization to be closer. Although most employees have adapted to the existing culture at PT. Alkautsar Cater Indonesia, there are still some who are not fully accustomed to the values and culture implemented in this company.

According to Titi Laras (2021), organizational culture is a crucial factor influencing the performance of employees or organizational members. A positive organizational culture, supported by high work motivation and job satisfaction, can improve individual performance within the organization.

In line with a strong organizational culture, employee engagement plays a crucial role in driving performance. According to Schaufeli

(2013), employee engagement is defined as the positive and fulfilling state experienced by employees in relation to their work. Employees who are engaged with the company tend to be highly loyal, committed to the organization's goals, and more motivated to deliver their best performance. This engagement also creates a sense of ownership, making them more proactive in completing tasks and achieving company targets. Employee engagement refers to the positive conditions, attitudes, or behaviors exhibited by employees toward their work and organization. This is characterized by high enthusiasm (*vigor*), strong commitment (*dedication*), as well as deep involvement (*absorption*) in carrying out tasks to achieve organizational goals. These three elements demonstrate the importance of employee engagement in driving company success.

At PT. Alkautsar Cater Indonesia, the strength (*vigor*) Employees are reflected in their resilience in facing various work challenges, trying their best to provide optimal results. In terms of dedication (*dedication*), employees show high enthusiasm in carrying out their tasks, strive to achieve the targets that have been set, even when facing difficult challenges. Meanwhile, in terms of enjoyment (*absorption*), a strong attachment to the company makes it difficult for employees of PT. Alkautsar Cater Indonesia to leave the company. Even though employees have demonstrated a strong attachment to the company, PT. Alkautsar Cater Indonesia still needs to continue to encourage employee productivity, so that they remain committed and motivated to give their best to the company.

However, even though employee engagement with the company is strong, PT. Alkautsar Cater Indonesia still needs to continue to encourage employee productivity so that they remain motivated to give their best for the company. One important factor that influences employee motivation and productivity is the level of job satisfaction. According to Robbins and Judge (2015), job satisfaction is a positive feeling that arises from the assessment of various aspects of work. Employees with high job satisfaction tend to have a positive view of their work, while employees with low satisfaction are more likely to feel negative things related to work. Robbins identified five main indicators that influence job satisfaction, namely: **job satisfaction, satisfaction with compensation,**

satisfaction with superiors or supervision, satisfaction in relationships with coworkers, and satisfaction with existing promotional opportunities.

At PT. Alkautsar Cater Indonesia, **job satisfaction** not fully in line with the interests and abilities of employees, so some of them need to adapt to the existing tasks. **Satisfaction with compensation** generally considered adequate, in line with the workload given, although there are still employees who feel that the wages received do not meet their expectations. In this case **satisfaction with supervision, superiors** At PT. Alkautsar Cater Indonesia, we are known for consistently providing motivation and clear direction to our employees, even though some employees may need more time to understand the instructions. **Satisfaction with coworkers** The company's performance is quite high, with a strong team atmosphere and a strong sense of community, which makes employees feel satisfied with their work environment. However, when it comes to promotion opportunities, PT. Alkautsar Cater Indonesia rarely gives promotions to high-performing employees. Instead, employees who achieve targets usually only receive rewards, so opportunities for promotion are quite limited.

Employee performance, as explained by Prawirosentono (2008), is the results obtained by individuals or groups in an organization, in accordance with the tasks and responsibilities they carry. This performance is expected to support the achievement of organizational goals in a legitimate manner, without violating the law, and while still respecting applicable moral and ethical norms. Prawirosentono (1999) also added that there are several factors that influence employee performance, including effectiveness and efficiency, authority and responsibility, discipline, and initiative.

Effectiveness and efficiency in an organization can be explained as follows: An action is considered effective if it succeeds in achieving the desired goal, while efficiency is measured by how well the action supports the achievement of the goal, regardless of whether the goal is achieved or not. Create it with a different style of language Employees who understand and carry out their responsibilities well will contribute positively to the achievement of organizational goals. Discipline in this case includes compliance with and respect for the agreements that have been

agreed upon between the company and employees. When company rules and policies are ignored or violated repeatedly, it reflects a lack of discipline. Conversely, employees who consistently comply with company regulations demonstrate a high level of discipline. Initiative is related to the ability to think creatively and generate new ideas that are in line with organizational goals. This ability allows individuals to be proactive in finding solutions and contributing to the progress of the organization. Every initiative taken by employees should be appreciated and given a positive response by superiors, especially if the superior has good leadership.

Research conducted by Nabojša Janicijević *et al.* (2018) found that organizational culture has a positive impact on employee job satisfaction. A strong organizational culture, characterized by positive company values and norms, tends to increase employee job satisfaction. When these values align with employee expectations, organizational culture further strengthens employee engagement and satisfaction at work.

Anukampa (2021) in his research showed that employee engagement positively influences job satisfaction levels. Several key factors play a role in determining employee job satisfaction, such as rewards and recognition, development opportunities, coworker support, and work flexibility, which are crucial for increasing employee engagement. Ultimately, this positively impacts their level of satisfaction in the workplace.

Dedi Iskanto (2023) also concluded that organizational culture significantly influences employee performance. A strong organizational culture has a significant impact on both individual and overall organizational performance. While difficult to change, organizational culture can be shaped to drive performance improvements. A strong culture will influence the way employees think and act, enabling them to complete their work better.

Kankan's (2015) research shows that employees who feel emotionally connected to their organization tend to respond positively to themselves, particularly in terms of appreciation and reflection. Engaged employees not only work with enthusiasm but also carry this energy and enthusiasm into activities outside of work.

Line *et al.* (2023) revealed that job satisfaction has a positive influence on employee

performance. When employees feel satisfied with their work, their performance tends to improve. Thus, optimal performance often results from high levels of job satisfaction among employees.

A study conducted by Bintang Baskara Kordaet *al.* (2022) revealed that organizational culture has an indirect positive impact on employee performance, with job satisfaction acting as a mediator. This suggests that improvements in organizational culture can contribute to improved employee performance, especially when a strong culture also plays a role in increasing job satisfaction. A better organizational culture can have a positive effect on employee performance by increasing levels of job satisfaction.

Finally, research conducted by Indah Kumala Sari (2022) found that employee engagement positively influences performance, with job satisfaction as a mediating factor. Employee engagement reflects a positive attitude that benefits the company, as employees' sense of ownership and love for the organization can improve their performance. This impact is even more pronounced when employees have superiors who care about and are responsive to their performance, strengthening the relationship between employee engagement and improved performance.

II. Literature Review

The theoretical level perspective used in this research is *grand theory* also called the basic theory of the birth of theories at various levels, and the last level is *applied theory* or applied theory and ready to be applied in conceptualization. For a clearer perspective on the levels of theory, see Figure 2.1 below:

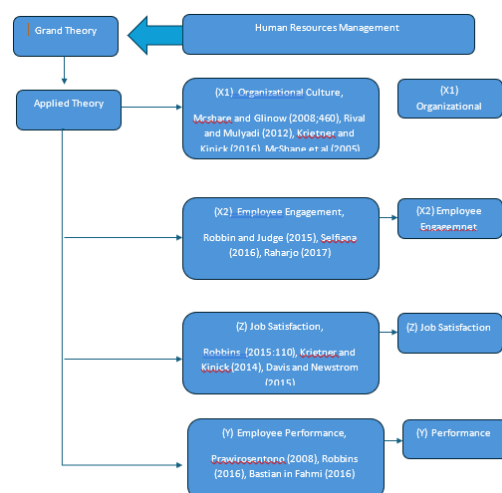


Figure 1. Theoretical level perspective

Management can generally be defined as a process of coordinating various matters involving individuals and groups, with the aim of achieving specific goals more effectively and efficiently. Management is a combination of science and art in achieving goals through collaboration with others. In other words, these goals can be achieved through joint efforts, both by individuals and groups. As a company strategy, HRM aims to manage the workforce optimally. Through this approach, companies strive to develop employee competencies through training programs, conduct regular performance evaluations, provide fair compensation, and manage working relationships between employees effectively. McShane and Glinow (2008:460) explain that organizational culture is a basic pattern of shared values and assumptions that influence how employees think and act within the organization when facing challenges and opportunities. Organizational culture includes patterns of beliefs and values that are understood, felt, and applied by members of the organization, thus creating a unique identity and becoming the foundation for behavior within the organization. This culture plays a central role in supporting the effectiveness and success of the company. Specifically, organizational culture helps create a corporate identity, increases employee emotional involvement and commitment to the company, and provides behavioral guidelines to be followed in carrying out tasks.

According to Robbins and Judge (2015), employee engagement is the level of involvement, satisfaction, and enthusiasm employees feel for their work. Employees with high levels of engagement tend to be more committed and motivated to achieve organizational goals. They exhibit greater energy, dedication, and persistence in completing tasks, thus positively contributing to their performance and the organization as a whole.

Employee engagement is the positive attitudes and behaviors employees display toward their work and organization. It is characterized by high levels of energy (passion), strong commitment (dedication), and deep involvement (absorption) in their work. Employees with high levels of engagement understand and care about their work environment, work enthusiastically, collaborate effectively with colleagues, speak positively about the organization, and contribute

beyond expectations.

According to Robbins (2015), job satisfaction is a person's positive feelings about their job, formed through an assessment of various aspects of the job. Employees with high levels of job satisfaction typically view their jobs positively, while those with less satisfaction tend to have a negative view. Robbins (in Sinambela) states that job satisfaction reflects an individual's overall attitude toward their job, reflecting the difference between expectations and the reality experienced by employees.

According to Prawirosentono (2008), performance is the achievement of individuals or groups within an organization in accordance with their responsibilities and authorities, with the aim of achieving organizational goals legally and ethically. Performance is a measure of the results achieved within a certain period, which reflects the effectiveness and efficiency of carrying out certain tasks.

Employee performance is individual, as each person has different qualifications and abilities. Management needs to measure performance individually, as it involves multiple components, not just the end result. Therefore, performance reflects an individual's ability to perform their duties. The rewards and treatment given by the organization to human resources significantly influence employee attitudes and behaviors in carrying out their duties.

2.1 The Influence of Organizational Culture on Job Satisfaction

Rivai and Mulyadi (2012) state that organizational culture serves as a foundation that shapes employees' daily behavior and serves as a guideline. This guideline helps in the decision-making process and serves as a guide for employee actions in achieving company goals. Meanwhile, Kreitner and Kinicki (2014) define job satisfaction as "an emotional response or feeling toward various aspects of the work performed."

Research conducted by Steven Set Xaverius Tumbelaka and his team in 2016 showed that organizational culture has a significant influence on job satisfaction.

The stronger the culture implemented in a company, the higher the job satisfaction experienced by employees. Another study conducted by Nabojša Janicijevic and colleagues in 2018 also found that

organizational culture has a significant impact on job satisfaction, with the norms and values adopted by the company playing a crucial role in increasing employee satisfaction levels. Furthermore, Budi Rismayadi's (2022) research highlights the importance of a leader, such as a General Manager in the hospitality sector, in building organizational culture and influencing employee job satisfaction levels. Without reliable leadership, companies will struggle to create a strong organizational culture and achieve optimal levels of job satisfaction. Effendi Sinuhaji (2013) also revealed that organizational culture has a significant influence on job satisfaction.

Overall, a strong organizational culture positively impacts employee job satisfaction. The better the norms and values implemented within the organization, the higher the level of employee satisfaction. Leaders play a key role in establishing and maintaining an organizational culture that supports job satisfaction. Therefore, their role is crucial in fostering a conducive and productive work environment.

Hypothesis 1:

Organizational Culture has a positive influence on Job Satisfaction at PT Alkautsar Cater Indonesia.

2.2 The Influence of Employee Engagement Towards Job Satisfaction

Selfiana (2016) states that employee engagement reflects a high level of commitment and participation from employees towards the organization or company where they work. On the other hand, Davis and Newstrom (2015:105) describe job satisfaction as a collection of feelings felt by employees about how enjoyable or unpleasant their work is.

Anukampa's (2021) research revealed that employee engagement has a positive impact on job satisfaction. The main factors influencing employee job satisfaction in the context of engagement include rewards and recognition, development opportunities, support from coworkers, and flexibility in working. Dedi Sulistuiona (2019) also found that employee engagement is directly related to the level of job satisfaction, where the stronger the engagement, the higher the

level of employee engagement, the greater the job satisfaction they feel. Research by Sholikha et al. (2022) concluded that employee engagement has a significant influence on job satisfaction. Employees with higher levels of engagement tend to experience greater job satisfaction. Conversely, low engagement can lead to decreased job satisfaction. Lutfi Rachman and Aryo Dewanto (2015) Furthermore, employee engagement has also been shown to have a significant effect on job satisfaction, as more engaged employees tend to demonstrate higher quality work and are less likely to leave their jobs.

Overall, employee engagement positively contributes to job satisfaction. Employees with strong engagement strive to continuously develop and contribute to the company. Company support, such as providing freedom to complete tasks, mutual respect, and fair feedback, is crucial to maintaining this engagement. With company support and feedback, employees will feel more satisfied with their jobs.

Hypothesis 2:

Employee Engagement has a positive influence on Job Satisfaction at PT Alkautsar Cater Indonesia

2.3 The Influence of Organizational Culture on Employee performance

According to Triatna (2015), organizational culture consists of core values that encompass the beliefs, norms, and learning styles of its members. This culture acts as the glue that unites the organization and provides a unique identity that distinguishes it from other organizations. Meanwhile, Robbins (2016) defines performance as the work results obtained by an employee in carrying out their duties, assessed based on predetermined criteria for that job.

A strong organizational culture can directly influence employee performance, which ultimately impacts overall organizational performance. Research conducted by I Gede Putu et al. (2018) aligns with these findings, showing that organizational culture contributes 26.6% to employee performance, while the remaining 73.4% is influenced by other factors not

discussed in the study. While establishing an effective organizational culture is challenging, it can be a crucial strategy for improving employee performance.

Made Ary Meittriana and M. Rudi Lewansyah (2017) also stated that a strong organizational culture significantly influences employee performance, shaping their mindset and behavior in completing tasks. Another study by Chyntia Hanny and I Gede Adiputra (2020) supports this finding, emphasizing that organizational culture significantly influences employee performance. Companies with a strong culture are able to improve individual performance, strengthen a sense of community, create a comfortable work environment, increase employee loyalty, and contribute to increased company profits.

Hypothesis 3 :

Influential Organizational Culture Positive on Performance Employees at PT Alkautsar Cater Indonesia.

2.4 The Influence of Employee Engagement On Performance

According to Raharjo (2017), engagement describes the close relationship between employees and their work and their colleagues. Meanwhile, according to Mangkunegara (2012), performance is defined as the work results achieved by an employee, assessed in terms of quality and quantity based on the responsibilities assigned to them.

A study conducted by Juliorita Alfachtur Nafi et al. (2019) revealed that employee engagement has a significant influence on their performance. When employees are emotionally connected to their work, they tend to show optimal performance, feel comfortable in the work environment, and are motivated to go beyond their assigned tasks and responsibilities. Similar findings were also revealed by Shendy Citra et al. (2019), who stated that employee engagement has a strong relationship with performance, because their involvement in the company increases their potential, responsibility, and contribution to the organization. This finding is in line with research by Kankan Sopyan and Eeng Ahman

(2015), who concluded that employee engagement has a significant influence on their performance. Afhan Anuari et al. (2020) also emphasized that high employee engagement contributes significantly to company progress.

Overall, employee engagement has a positive impact on performance. Engaged employees tend to perform optimally, feel comfortable in the workplace, and are motivated to go above and beyond their duties. Employees who are emotionally engaged with the organization are not only passionate about their work but also active in other activities outside of work, such as sports, hobbies, or social activities.

Hypothesis 4 :

Employee Engagement Influential Positive Limited Employee Performance At PT Alkautsar Cater Indonesia

2.5 The Influence of Job Satisfaction On Employee Performance

According to Hasibuan (2017), job satisfaction reflects an employee's emotional attitude or positive outlook toward their work, as reflected in work morale, discipline, and achievements. This satisfaction can stem from internal job factors, external factors, or a combination of both. On the other hand, Kasmir (2016) explains that performance is the work results and behaviors demonstrated in completing tasks and responsibilities within a specific timeframe.

Research conducted by Nurul Badriyah (2017) revealed that job satisfaction significantly influences employee performance. This finding was also confirmed by Satri Satri et al. (2023), who stated that job satisfaction significantly influences employee performance. This indicates that the higher the perceived job satisfaction, the better the employee's performance. A similar finding was confirmed by Muhammad Syafi'i A et al. (2023), who found that job satisfaction has a positive and significant impact on performance, with employee performance increasing as job satisfaction increases.

Overall, job satisfaction positively contributes to employee performance. Factors such as constructive feedback and a

collaborative work environment play a crucial role in increasing employee satisfaction. When employees feel valued and receive positive feedback, they are more likely to be satisfied with their jobs. Therefore, it is crucial for companies to pay attention to job satisfaction levels, as this not only drives better performance but also improves productivity and overall company well-being.

Hypothesis 5 :
Job Satisfaction Influential Positive on Performance Employees of PT Alkautsar Cater Indonesia

2.6 The Role of Job Satisfaction in Mediating Influence The Relationship Between Organizational Culture and Employee Performance

According to Hasibuan (in Genapathi, 2016), job satisfaction is a positive emotional feeling and a sense of love for work, which is reflected through work morale, discipline, and employee achievement. Meanwhile, Sunyoto (2013:227) explains that organizational culture has two main functions: internal integration, which unites members of the organization and helps them understand how to interact with each other. Bastian, quoted by Fahmi (2016:176), describes performance as a measure of achievement in carrying out activities or programs to achieve the goals, objectives, missions, and visions of the organization as stated in strategic planning.

Research by Bintang Basakara Korda (2022) revealed that organizational culture has a positive effect on employee performance, with job satisfaction acting as a mediating variable. Each one-unit increase in organizational culture can increase employee performance through job satisfaction by 22.6%. Nurasizah et al. (2022) also found that organizational culture has a significant impact on employee performance, with job satisfaction acting as a mediating variable at the North Maluku Province National Unity and Politics Agency (Badan Kesbangpol). These findings highlight the important role of organizational culture and job satisfaction, which are closely related to employee expectations of their superiors, colleagues, and their work.

Another study, conducted by William Jesen Wiratama et al. (2022), also noted that organizational culture significantly influences employee performance, with job satisfaction acting as a mediating factor. This finding is reinforced by a study by Dodi Setiawan Riatmaja et al. (2023), which found that organizational culture significantly influences employee performance through job satisfaction. This study confirms that employee performance will improve if companies pay attention to organizational culture and job satisfaction. However, if employees are dissatisfied with factors such as promotion opportunities, salary, relationships with coworkers, or support from superiors, job satisfaction can decline, ultimately negatively impacting performance.

Hypothesis 6:
The Role of Job Satisfaction in Mediating the Influence The Relationship Between Organizational Culture and Employee Performance at PT Alkautsar Cater Indonesia

2.7 Role Job Satisfaction In Mediating the Influence Between Employee Engagement and Employee Performance

According to Robbins (in Sinambela), job satisfaction is defined as "a person's overall attitude toward their job, which indicates the difference between the rewards received and those expected." Meanwhile, Schaufeli (2021) describes employee engagement as "a positive and satisfying mental state related to work, characterized by enthusiasm, dedication, and full participation." This engagement reflects high energy and mental resilience at work, a desire to make maximum contributions, and perseverance in facing various challenges.

A study by Almalika Fargandhini Kadri et al. (2023) revealed that employee engagement has a positive impact on performance, with job satisfaction acting as a mediating factor. Similar findings were also presented by Indah Kumala Sari (2022), who stated that employee engagement positively contributes to performance by increasing job satisfaction. Employee engagement offers numerous benefits to companies, as a sense of belonging and love for the organization

strengthens employee performance, especially when they receive support from caring and responsive superiors.

Abdul Azies (2022) also found that employee engagement positively impacts performance, with job satisfaction acting as a mediating factor. Employees who are actively engaged in their work generally feel more satisfied and enthusiastic about completing their tasks.

A study by Egarius Budiarto et al. (2023) also showed that employee engagement positively contributes to performance, with job satisfaction acting as a mediator. Employee engagement is crucial for companies, especially when supported by caring and responsive leadership. Employees' psychological attachment to the organization is a key factor in driving company progress. Employees who feel emotionally connected to the company tend to work harder, demonstrate higher commitment and loyalty, and have a strong desire to contribute and take pride in their work and the organization. This strong level of engagement directly improves employee performance, which is reflected in their effectiveness and productivity.

Hypothesis 7:

The Role of Job Satisfaction in Mediating the Influence The Relationship Between Employee Engagement and Employee Performance at PT Alkautsar Cater Indonesia



Figure 2. Framework

III. Metode

The data sources in this study are primary and secondary data. Primary data is data obtained directly from the source, using instruments or

questionnaires. Secondary data is additional data not obtained from primary sources. It is obtained from various literature studies, including books, magazines, journals, and other related documents, which can support and strengthen the primary information previously obtained. The most important thing is to ensure that the data obtained is truly valid.

The population is the entire research subject. The population in this study was 105 employees of PT Alkautsar Cater Indonesia. A population or universe is a group of people, events, or objects that are used as research objects, while a sample is a subset of the population that can represent the entire population used for research (Laras, 2021). This study used a census method, meaning all members of the population were included as samples, without any specific selection or sampling. A random subset was selected. Thus, all employees in all branches participated in this study.

This study applies SEM analysis techniques, a statistical method used to model cross-sectional, linear, and comprehensive relationships. SEM includes factor analysis and path analysis, which allows for the evaluation of complex relationships between the variables studied.

IV. Result and Discussion

4.1 Instrument and Data Quality Testing.

Instrument quality testing is carried out to determine whether the research instrument meets the criteria. valid And reliable. In this study, there are 36 lists of statements representing each variable with a total of 105 respondents using the AMOS version 22 application. The results obtained from testing the quality of the instrument with the validity and reliability test CFA with AMOS version 24 For the formal data validity test using AMOS version 22 from the entire list of questions representing each variable tested. According to Ghazali (2017), the data is said to be valid when value factor loading > 0.5.

The results of the validity test show that all question indicators representing the 4 variables are stated valid with a value > 0.5. Ghazali (2017) stated that the test results were said to be reliable if it has value construct reliability > 0.7. The results of this test show that the value C.R on each variable is greater than 0.7. Based on these results, it can be

concluded that all research instruments are reliable

4.2 Assessing Criteria Goodness of Fit

Evaluate goodness of fit The main objective in SEM is to determine to what extent the hypothesized model "Fit" or matches the data sample. The results goodness of fit can be seen in the following table:

Table 1. Goodnes of Fit

Goodness of fit index	Cut-off value	Model Penelitian	Model
Significance Probability (p)	$\geq 0,05$	0,052	Fit
CMIN/DF	$< 2,000$	588	Fit
GFI	$\geq 0,90$	0,750	Tidak Fit
AGFI	$\geq 0,90$	0,717	Tidak Fit
TLI	$\geq 0,90$	0,947	Fit
CFI	$\geq 0,90$	0,950	Fit
RMSEA	$\leq 0,08$	0,030	Fit

Sumber : Data Primer Diolah (2024)

Based on the results in the table above, it can be seen that the research model is as follows:

1. CMIN /degree of freedom (df) is obtained through the calculation results of dividing the values chi-squares with degree of freedom (df). A good CMIN/df will show a value $\leq 2,000$. From the measurement results using the AMOS application, the CMIN/df value is $588 \leq 2,000$. With these results, it can be concluded that the CMIN/df value of 588 indicates that the model fits.
2. Goodness of Fit Indices (GFI) is a non-statistical measure that has a value between 0 (poor fit) until 1,0 (perfect fit). A high GFI value indicates. Model fit. A model can be considered good or fit if the GFI value is ≥ 0.90 . Measurement results using the AMOS application show that the GFI has a value of $0.750 \leq 0.90$. Based on these results, it can be concluded that a GFI value of 0.750 indicates a marginal fit.
3. Adjusted Goodness of Fit Indices (AGFI) is the result of developing GFI adjusted to the ratio of degrees of freedom and the proposed model with degrees of freedom and the null model. AGFI is said to be good or fit if it has a calculated value ≥ 0.90 . From the measurement results using the AMOS application, it shows that

the AGFI has a value of $0.717 \leq 0.90$. With these results, it can be concluded that the AGFI value of 0.717 has met the requirements for marginal fit.

4. Tucker Lewis Index (TLI) is a combined measure of parsimony into a comparison index between the proposed model and the null model, which usually has a TLI value ranging from 0 to 1.0. The recommended TLI value is ≥ 0.90 . From the calculation results using the AMOS application, it shows that the TLI has a value of $0.947 \geq 0.90$. With these results, it can be concluded that the TLI value of 0.947 has met the criteria for a good or fit model.
5. Comparative Fit Index (CFI) is the result of a comparison between the hypothesized model and null model. The CFI measurement is not affected by the number of samples and is an excellent measure of fit for measuring model suitability. The recommended value is ≥ 0.90 . From the measurement results using the AMOS application, it shows that the CFI has a value of $0.950 \geq 0.90$. With these results, it can be concluded that a CFI value of 0.950 already meets the criteria for a good model or fit.
6. Root Mean Square Error of Approximation (RMSEA) is an index used to compensate for the value Chi-Square in a large sample. The recommended RMSEA value is ≤ 0.08 . Measurement results using the AMOS application show that the RMSEA has a measurement value of $0.030 \leq 0.08$. Based on these results, it can be concluded that an RMSEA value of 0.030 meets the criteria for a good model or fit.

4.3 Converting Flowcharts into Structural Equation

The model that has been stated in the flowchart is then stated in the equation structural as follow:

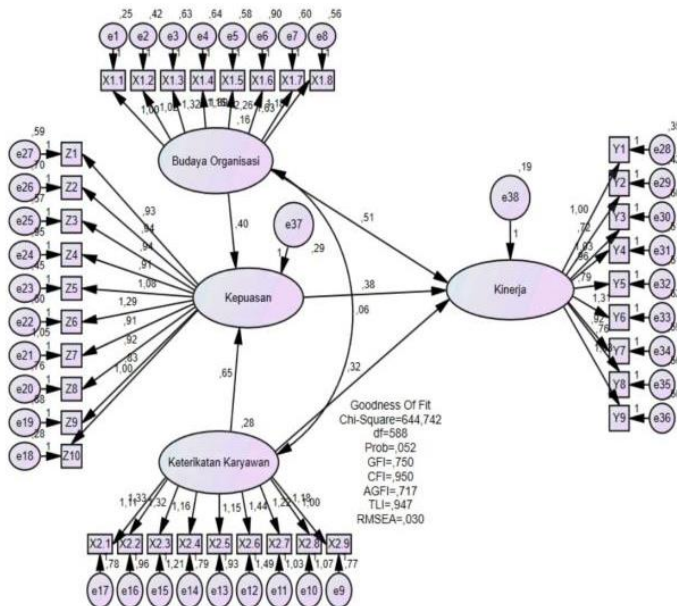


Figure 3. Structural Equation

Table 2. Relation between variable

	Estimate	S.E.	C.R.	P	Hipotesis
Budaya Organisasi → Kepuasan Kerja	.396	.188	2.100	0.036	Positif Signifikan
Keterikatan Karyawan → Kepuasan kerja	.651	.186	3.489	0.000	Positif Signifikan
Budaya Organisasi → Kinerja Karyawan	.508	.181	2.806	0.005	Positif Signifikan
Keterikatan Karyawan → Kinerja Karyawan	.320	.158	2.030	0.042	Positif Signifikan
Kepuasan Kerja → Kinerja Karyawan	.379	.120	3.147	0.002	Positif Signifikan

Based on table the relationship between the variables can be explained as follows:

4.4 Influence Organizational culture to Job Satisfaction at PT Al Kautsar Cater Indonesia

Based on the estimation results, the standardized regression weight coefficient of 0.396 with a CR value of 2.100 and a probability of 0.036 ($p < 0.05$) indicates a positive and significant relationship between organizational culture and job satisfaction. This means that the stronger the organizational culture, the higher the level of job satisfaction at PT. Al Kautsar Cater Indonesia.

Organizational culture can be understood as a collection of assumptions, belief systems, values, and practices that guide the behavior of organization members in interactions, both internally and externally. An individual's level of job satisfaction is

strongly influenced by the extent to which the job provides rewards or outcomes that are considered important. The concept of job satisfaction is subjective and related to personal experiences, while organizational culture reflects the collective experiences shared by the majority of employees.

The positive influence of organizational culture on job satisfaction indicates that the stronger the culture, the greater the job satisfaction experienced by employees. This is evident in the company's values and norms, which influence employee behavior and emotional attitudes toward the workplace. Furthermore, the role of leaders is crucial in building and maintaining a healthy organizational culture, which ultimately increases job satisfaction.

The findings of this study align with several previous studies. Siska Vebrianis et al. (2021) found that organizational culture has a significant influence on job satisfaction. Similarly, Abdul Rohman et al. (2023) concluded that organizational culture has a positive effect on job satisfaction, further strengthening the findings of this study.

4.5 Influence Employee Engagement and Job Satisfaction at PT Al Kautsar Cater Indonesia

Based on the estimation results, the standardized regression weight coefficient of 0.651 with a CR value of 3.489 and a probability of 0.000 ($p < 0.05$) indicates a positive and significant relationship between employee engagement and job satisfaction. This means that the higher the level of employee engagement, the greater the perceived job satisfaction at PT. Al Kautsar Cater Indonesia.

Employee job satisfaction is influenced by various factors, such as rewards and recognition, opportunities for growth, support from coworkers, and job flexibility. Employees with high levels of engagement tend to experience greater job satisfaction, while low levels of engagement can lead to decreased job

satisfaction. Therefore, it is important to improve job satisfaction among employees, as those with strong attachments to their company typically demonstrate better performance and higher levels of loyalty. Employees who feel emotionally attached to their company are more motivated to complete tasks well and are less likely to have intentions to leave their jobs.

These findings align with previous research. Sholikah et al. (2022) found that employee engagement significantly impacts job satisfaction. Furthermore, research by Ernawati et al. (2022) also demonstrated that organizational culture influences employee performance, emphasizing the importance of employee engagement and organizational culture in enhancing job satisfaction.

4.6 Influence Organizational culture to Employee Performance at PT Alkautsar Cater Indonesia

The estimation results show that the standardized regression weight coefficient is 0.508 with a C.R. value of 2.806 and a probability value of 0.000 ($p < 0.05$) indicating a positive and significant relationship between organizational culture and employee performance. This means that the stronger the organizational culture at PT. Al Kautsar Cater Indonesia, the better the performance displayed by employees.

Organizational culture has a significant impact on performance, both at the individual level and the entire organization. While changing a company's culture is difficult, a strong one can be built to support improved performance. A strong organizational culture shapes employees' mindsets and behaviors in completing daily tasks. Companies with a strong culture can improve employee performance, strengthen a sense of community, and foster a sense of well-being and loyalty, all of which, in turn, contribute to increased profitability.

A strong organizational culture supports employee performance development and motivates them to achieve shared goals. Ultimately, this

culture shapes employee behavior in line with the organization's vision and mission, strengthening their commitment to better performance.

These findings align with previous research, such as that conducted by Syadzalina Bilqis et al. (2023), which showed that organizational culture significantly influences employee engagement. Riza Agustina Budiarti et al. (2023) also found that employee engagement impacts job satisfaction, which directly impacts employee performance.

4.7 Employee Performance at PT Alkautsar Cater Indonesia

The estimation results show that the standardized regression weight coefficient reaches 0.320 with a C.R. value of 2.03 and a probability of 0.042 ($p < 0.05$), which indicates that employee engagement has a positive and significant effect on employee performance. This means that the higher the level of employee engagement, the better their performance at PT. Al Kautsar Cater Indonesia.

Employee engagement is crucial for driving optimal performance. Employees who feel connected to the organization tend to give their best in their work, feel comfortable in the work environment, and are highly motivated to exceed expectations. With a high level of engagement, employees are not only focused on their tasks but also committed to making greater contributions to the company. They receive positive feedback, both in the form of rewards and inner satisfaction.

Emotionally engaged employees not only demonstrate enthusiasm at work but also carry this enthusiasm into their daily lives, including activities such as sports, hobbies, and volunteering. This suggests that employee engagement impacts not only workplace productivity but also their overall work-life balance.

This research aligns with previous studies, such as that conducted by Syarif Khalid Attamimi et al. (2022), which found that employee engagement positively impacts

performance.

Furthermore, research by Riza Agustina M. (2022) also supports this finding, showing that employee engagement influences job satisfaction

4.8 Influence Employee Engagement on Employee Performance at PT Alkautsar Cater Indonesia

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In explaining the relationship between exogenous variables and endogenous

variables through mediation variables, the standardized direct effect value is compared with the standardized indirect effect value. If the standardized direct effect value is smaller than the standardized indirect effect value, it can be said that mediation has an indirect influence on the relationship between the two variables.

table 3. Standardized Direct Effect

	Keterikatan Karyawan	Budaya Organisasi	Kepuasan kerja	Kinerja Karyawan
Kepuasan Kerja	,000	,000	,000	,000
Kinerja Karyawan	,197	,090	,000	,000

table 4. Standardized indirect Effect

	Keterikatan Karyawan	Budaya Organisasi	Kepuasan kerja	Kinerja Karyawan
Kepuasan kerja	,505	,231	,000	,000
Kinerja Karyawan	,256	,306	,391	,000

4.9 Influence Employee Engagement on Employee Performance at PT Alkautsar Cater Indonesia

The estimation results show that the standardized regression weight coefficient reaches 0.320 with a C.R. value of 2.03 and a probability of 0.042 ($p < 0.05$), which indicates that employee engagement has a positive and significant effect on employee performance. This means that the higher the level of employee engagement, the better their performance at PT. Al Kautsar Cater Indonesia.

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V. Conclusion

Based on the discussion of the research results, the conclusions are as follows:

1. This study shows that organizational culture has a positive impact on job satisfaction at PT. Al Kautsar Cater Indonesia, so Hypothesis 1 is accepted.
2. The study revealed that employee engagement has a positive influence on job satisfaction at PT. Al Kautsar Cater Indonesia, so Hypothesis 2 is accepted.
3. The results of the study indicate that organizational culture has a positive effect on employee performance at PT. Al Kautsar Cater Indonesia, so Hypothesis 3 is accepted.
4. The study found that employee engagement contributes positively to employee performance at PT. Al Kautsar Cater Indonesia, so Hypothesis 4 is accepted.
5. The study indicates that job satisfaction has a positive effect on employee performance at PT. Al Kautsar Cater Indonesia, so Hypothesis 5 is accepted.

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