



Does Employee Engagement Mediate Performance? Evidence from a Public Sector Agency

Taufan Eka Putra^{1*}, Abdul Rahman Mus², Achmad Gani², Asdar Djamereng²

¹Doctoral Program Science Management, Universitas Muslim Indonesia, Makassar, Indonesia, ²Universitas Muslim Indonesia, Makassar, Indonesia. *Email: taufan16@gmail.com

Received: 22 March 2026

Accepted: 27 July 2026

DOI: <https://doi.org/10.32479/irmm.24160>

ABSTRACT

This study aims to analyze the effects of organizational culture, job satisfaction, and work discipline on employee performance through employee engagement as a mediating variable at the Kotabaru–Batulicin Class II Port Authority. This study employed a quantitative approach with an explanatory design. The study population consisted of 327 employees, and a census method was used; 273 questionnaires were deemed valid for analysis. Data were collected using a five-point Likert scale questionnaire and analyzed using covariance-based structural equation modeling (SEM) with the assistance of AMOS. Organizational culture, job satisfaction, and work discipline have a positive and significant effect on employee engagement. Job satisfaction and employee engagement have a positive and significant effect on employee performance, whereas organizational culture and work discipline do not have a significant direct effect on performance. Employee engagement was found to fully mediate the effects of organizational culture and work discipline on employee performance, and to partially mediate the effect of job satisfaction on employee performance. The findings emphasize the strategic role of employee engagement in improving employee performance within public sector organizations.

Keywords: Organizational Culture, Job Satisfaction, Work Discipline, Employee Engagement, Employee Performance

JEL Classifications: M31, C83, 033

1. INTRODUCTION

Human resources (HR) are a key factor in determining the success of an organization, including government agencies involved in public service. In the Indonesian context, improving the performance of civil servants (ASN) remains a significant challenge. Data from the central statistics agency (BPS) indicates that the public satisfaction index (PSI) for public services in 2023 reached 87.28, up from 86.44 in 2022, yet it still reveals disparities in service quality across various sectors. Additionally, some civil servants still face challenges adapting to digitalization, which impacts the effectiveness of public services (Nurun and Yuniar, 2025; Affan et al., 2025).

The Class II Kotabaru–Batulicin Port Authority (KSOP), as a technical implementation unit of the Ministry of Transportation,

plays a strategic role in vessel traffic management, licensing services, and the management of non-tax state revenue (PNBP). In 2023, the PNBP target for the Batulicin KSOP reached over Rp104.2 billion. However, challenges remain in implementation, such as the length of the vessel licensing process and suboptimal internal coordination among staff. Additionally, limitations in technical competence also impact the effectiveness of maritime safety oversight (BPK RI, 2023).

Employee performance serves as a key indicator in assessing the success of bureaucratic reform in Indonesia. The Ministry of PAN-RB reported that the 2023 National Bureaucratic Reform Index stood at 75.93, categorized as “fairly good,” though performance disparities among agencies persist. Other research indicates that the consistent implementation of the e-Performance system can significantly improve civil servants’ performance

outcomes compared to agencies that are inconsistent (Ministry of Administrative and Bureaucratic Reform [KemenPAN-RB], 2023; Andrian and Cholil, 2023).

From an Islamic perspective, performance is not merely viewed as a professional activity but also as a form of trust and worship. This is as explained in Surah At-Taubah, verse 105, which affirms that every deed will be judged by Allah, the Messenger, and the believers. This principle indicates that performance must be grounded in moral responsibility, integrity, and sincerity in work (Al-Qur'an, Surah At-Taubah: 105).

One factor influencing employee performance is organizational culture. A rigid and bureaucratic organizational culture often hinders the effectiveness of public service delivery, leading to low responsiveness and delays in administrative processes. Research indicates that the majority of civil servants remain trapped in routine work patterns with minimal innovation, thereby impacting the quality of public services (Gunawan et al., 2024; Maulana and Frinaldi, 2024).

In addition to organizational culture, work motivation is also a key factor in improving ASN performance. Work motivation reflects the internal and external drivers that influence employees' work enthusiasm. Research indicates that work motivation significantly influences discipline, job satisfaction, and civil servant performance. Employees with high motivation tend to demonstrate higher productivity and better work quality compared to those with low motivation (Indrawan and Dewanti, 2025).

Another factor influencing performance is transformational leadership. Transformational leadership emphasizes vision, inspiration, and a focus on employee development. Leaders with a transformational style are able to enhance employees' commitment, discipline, and professionalism. Various studies indicate that transformational leadership has a positive impact on civil servant performance, both directly and indirectly through improvements in work culture (Murni and Irawati, 2025; Nawipa et al., 2025).

Employee engagement is a key variable that bridges the relationship between organizational factors and employee performance. Engagement reflects employees' emotional, cognitive, and behavioral commitment to the organization. Research indicates that employee engagement can amplify the influence of leadership, organizational culture, and organizational support on employee performance while enhancing intrinsic motivation (Rahmadani, 2025).

Although various studies have examined the factors influencing civil servant performance, a research gap remains. Most previous studies have focused on the private sector or local governments, while research on the port sector remains limited. Furthermore, research that simultaneously integrates organizational culture, work motivation, transformational leadership, and employee engagement remains relatively scarce (Rahmadani, 2025).

Based on this background, this study aims to analyze the influence of organizational culture, job satisfaction, and work discipline

on employee performance through employee engagement as a mediating variable. This study is expected to provide theoretical and practical contributions to improving the quality of public services, particularly within the Kotabaru–Batulicin Port Authority (KSOP) environment (Andrian and Cholil, 2023; Ministry of State Apparatus and Bureaucratic Reform [KemenPAN-RB], 2023).

2. LITERATURE REVIEW

2.1. Organizational Culture

Organizational culture is a system of values, norms, beliefs, and work practices that serve as guidelines for the behavior of organizational members. Robbins defines organizational culture as a system of shared meanings that distinguishes one organization from another (Robbins and Judge, 2005). In public organizations, organizational culture evolved from Weber's concept of bureaucracy, which emphasizes hierarchy, formal rules, division of labor, and standard procedures. With the development of modern public administration, organizational culture is no longer merely about compliance with rules but also encompasses work ethics, communication patterns, service orientation, and the organization's ability to adapt to environmental changes (Gunawan et al., 2024).

Organizational culture plays a strategic role in shaping organizational identity, enhancing employee commitment, maintaining social stability, and guiding employee work behavior (Robbins and Judge, 2022). In government bureaucracy, organizational culture is often characterized by an orientation toward stability and procedural compliance. However, an overly rigid bureaucratic culture can hinder innovation and the responsiveness of public services. Research indicates that a hierarchical bureaucratic culture leads to slow decision-making and low levels of service innovation (Maulana and Frinaldi, 2024). Conversely, an adaptive and collaborative organizational culture can enhance the effectiveness of public services and support the digital transformation of the bureaucracy (Nurun and Yuniar, 2025).

Characteristics of organizational culture include hierarchical structures, formal rules, clear division of authority, impersonal work relationships, and an orientation toward organizational stability. According to Yukl (2019), a bureaucratic culture is necessary to maintain organizational consistency and accountability, although under certain conditions it can reduce employee flexibility. Therefore, modern public organizations need to develop a work culture that is not only compliance-oriented but also focused on innovation, accountability, and service quality (Ministry of Administrative and Bureaucratic Reform [KemenPAN-RB], 2023).

The dimensions of organizational culture in this study include hierarchy, formal rules, impersonality, accountability, and adaptability. Hierarchy reflects the division of authority and work coordination, while formal rules serve as the primary guidelines for carrying out organizational tasks. Impersonality emphasizes professionalism and fair treatment in work relationships. Accountability indicates employees' responsibility for work outcomes, while adaptability reflects the organization's ability to adjust to changes in the environment and the digitalization of public services (Robbins and Judge, 2022; Gunawan et al., 2024).

2.2. Job Satisfaction

Job satisfaction is a positive emotional state that arises as a result of an employee's evaluation of their work. Robbins and Judge define job satisfaction as an individual's positive feelings toward their work based on an assessment of the job's characteristics (Robbins and Judge, 2022). Luthans adds that job satisfaction reflects employees' affective responses to the work environment, social relationships, recognition, and opportunities for self-development (Luthans et al., 2020).

Job satisfaction is influenced by intrinsic and extrinsic factors. Intrinsic factors include job meaning, responsibility, and opportunities for growth, while extrinsic factors encompass compensation, promotion, supervision, and working conditions (Herzberg et al., 1959). In public organizations, job satisfaction is a critical factor as it relates to employee motivation, loyalty, and the quality of service provided to the public.

Several theories explain the concept of job satisfaction. Discrepancy Theory posits that satisfaction arises when there is alignment between expectations and work reality (Locke, 1969). Equity Theory emphasizes the importance of fairness in the distribution of rewards and workloads (Adams, 1965). Meanwhile, the Job Characteristics Model explains that job characteristics such as skill variety, autonomy, and feedback influence employee job satisfaction.

Empirical research indicates that job satisfaction influences employee engagement and performance. Satisfied employees tend to exhibit high work motivation, organizational loyalty, and improved productivity. In the public sector, job satisfaction also contributes to enhanced service quality and bureaucratic effectiveness (Indrawan and Dewanti, 2025).

Dimensions of job satisfaction include the job itself, compensation, promotion, supervision, coworker relationships, and working conditions. These dimensions describe the internal and external aspects that influence employees' perceptions of their work (Robbins and Judge, 2022).

2.3. Work Discipline

Work discipline refers to employees' willingness and awareness to adhere to an organization's rules, procedures, and work standards. Robbins and Judge explain that discipline serves as an organizational control mechanism to maintain order and work effectiveness (Robbins and Judge, 2022). Sutrisno emphasizes that work discipline reflects employees' respectful attitude and compliance with organizational regulations.

In public organizations, work discipline plays a crucial role in maintaining service quality and bureaucratic accountability. Discipline is reflected through punctuality, adherence to SOPs, responsibility toward tasks, and employees' work ethics. Civil servants with high discipline are more likely to perform their duties consistently and professionally (Nawipa et al., 2025).

The concept of work discipline is explained through several theories. Reinforcement Theory explains that disciplined behavior

can be shaped through a system of rewards and punishments. Organizational Justice Theory emphasizes the importance of fairness in the application of organizational rules (Greenberg, 1990). Additionally, Goal-Setting Theory explains that clear work goals can enhance employees' commitment and discipline (Locke and Latham, 1990).

The dimensions of work discipline include punctuality, adherence to rules, work responsibility, coordination, and work ethics (Hasibuan, 2019). Good discipline fosters organizational order and supports the effective achievement of organizational goals.

2.4. Employee Engagement

Employee engagement refers to an employee's emotional, cognitive, and behavioral commitment to their work and organization. Kahn defines engagement as a state in which an individual expresses themselves physically, emotionally, and mentally while performing their work (Kahn, 1990). Schaufeli and Bakker expanded the concept of engagement into three main dimensions: vigor, dedication, and absorption (Schaufeli and Bakker, 2004).

Vigor describes an employee's energy and work enthusiasm; dedication reflects a sense of pride and emotional involvement in the job; while absorption reflects the level of concentration and commitment an employee demonstrates in performing tasks. Employees with high engagement tend to be more productive, innovative, loyal, and have better work quality (Robbins and Judge, 2022).

The theory of employee engagement is explained through psychological and organizational approaches. Kahn emphasizes the importance of meaningfulness, safety, and availability as psychological conditions that shape engagement (Kahn, 1990). The Job Demands-Resources Model explains that engagement arises from the balance between job demands and organizational resources (Schaufeli and Bakker, 2004). Meanwhile, social exchange theory explains that engagement emerges as a form of reciprocity from employees in response to organizational support (Saks, 2006). In the public sector, employee engagement is a critical factor in improving service quality and bureaucratic effectiveness. Research indicates that engaged employees exhibit higher motivation, lower absenteeism rates, and better performance compared to disengaged employees.

2.5. Employee Performance

Employee performance refers to the results achieved by employees in accordance with the duties and responsibilities assigned by the organization. Mangkunegara states that performance is influenced by an individual's ability and motivation (Mangkunegara, 2023). Robbins and Judge explain that performance encompasses the quality, quantity, effectiveness, and timeliness of task completion (Robbins and Judge, 2022).

In public organizations, employee performance is measured not only by productivity but also by service quality, accountability, and contributions to bureaucratic reform. The performance of civil servants serves as an indicator of a public organization's success

in delivering services to the public (Ministry of Administrative and Bureaucratic Reform [KemenPAN-RB], 2023).

Characteristics of employee performance include results orientation, efficiency, service quality, accountability, as well as innovation and adaptability (Andrian and Cholil, 2023). High-performing employees generally have the ability to complete tasks on time, meet quality standards, and adapt to organizational changes.

The dimensions of employee performance in this study include work quantity, work quality, timeliness, accountability, and work innovation. These dimensions describe the level of employee effectiveness in achieving organizational goals (Robbins and Judge, 2022).

This study is grounded in organizational behavior and human resource management theories, which explain that employee performance is influenced by organizational factors and individual psychological factors. Organizational culture, job satisfaction, and work discipline are positioned as independent variables that influence employee engagement and employee performance. Employee engagement subsequently acts as a mediating variable bridging the relationship between organizational factors and employee performance (Robbins and Judge, 2022).

An adaptive and conducive organizational culture is believed to enhance employee engagement by creating a clear, comfortable work environment with shared goals (Gunawan et al., 2024). Job satisfaction fosters positive attitudes and employee loyalty, thereby enhancing engagement and performance (Luthans et al., 2022). Work discipline also strengthens employees' commitment to the organization through adherence to rules and fulfillment of work responsibilities (Nawipa et al., 2025).

In this study, employee engagement is viewed as the primary psychological mechanism linking organizational conditions to improved employee performance. Engaged employees tend to exhibit high work enthusiasm, dedication, and involvement, enabling them to achieve more optimal performance (Kahn, 1990; Schaufeli and Bakker, 2004).

Thus, the relationships among the variables in this study are simultaneous and integrated, wherein organizational culture, job satisfaction, and work discipline influence employee engagement, which in turn impacts employee performance—both directly and indirectly through a mediating mechanism (Rahmadani, 2025).

3. METHODOLOGY

This study employed a quantitative approach with an explanatory research design to examine the causal relationship between organizational culture, job satisfaction, and work discipline on employee performance through employee engagement as a mediating variable. This approach was chosen because it can empirically explain both direct and indirect influences among variables through hypothesis testing and statistical analysis (Suchyadi et al., 2025).

The research was conducted at the Class II Port Authority and Harbor Master's Office (KSOP) of Kotabaru–Batulicin, South Kalimantan Province, from September to November 2025. The research location was selected purposively because it plays a strategic role in port services, maritime safety oversight, and the management of non-tax state revenue (PNBP).

The research data consisted of primary and secondary data. Primary data was obtained through the distribution of a closed-ended questionnaire based on a five-point Likert scale to measure the variables of organizational culture, work motivation, transformational leadership, employee engagement, and Employee. Secondary data was obtained from official agency documents such as performance reports, audit reports, PNBP data, and regulations related to HR management and maritime safety (Creswell and Creswell, 2023).

The study population consisted of all 327 employees of the Kotabaru–Batulicin Class II Port Authority (KSOP). The study sample comprised 273 respondents whose questionnaires were declared valid and eligible for analysis. To ensure each work unit is proportionally represented (Sugiyono, 2022). Data collection was conducted online via Google Forms. The research instrument was developed based on theoretical indicators and underwent content validity testing as well as a pilot study to ensure the instrument's clarity and reliability (Hair et al., 2022).

Data analysis was performed using covariance-based Structural Equation Modeling (SEM) with the assistance of AMOS, as this method is capable of simultaneously analyzing complex relationships among latent variables, including mediating effects (Hair et al., 2022). The analysis stages included testing of basic assumptions, Confirmatory Factor Analysis (CFA), reliability and validity testing, model goodness-of-fit testing, hypothesis testing based on the Critical Ratio ($CR \geq 1.96$) and ($P \leq 0.05$), as well as testing of the mediating effect using the bootstrapping method with 5,000 resamplings.

4. RESULTS AND DISCUSSION

This study aimed to analyze the influence of organizational culture, job satisfaction, and work discipline on employee performance, with employee engagement as an mediating variable, at the Kotabaru–Batulicin Class II Port Authority. Data collection was conducted via a Google Forms-based questionnaire distributed to all 327 employees using a census technique. Of this number, 273 questionnaires were returned and could be processed, yielding a response rate of 83.49%. This sample size met the requirements for structural equation modeling (SEM) analysis—specifically, a minimum of 10 times the number of research indicators—making it suitable for testing the model and hypotheses.

The profile of the study respondents was presented in Table 1 to provide an overview of the characteristics of the employees who participated in this study. This presentation aims to explain the composition of the respondents, thereby providing an understanding of their background regarding the completion of

Table 1: Research respondent profile

Respondents characteristic	Category	F	Percentage
Gender	Male	174	63.74
	Female	99	36.26
Age	<25 years old	26	9.52
	25-34 years old	112	41.03
	35-44 years old	91	33.33
	45-54 years old	44	16.12
Education level	Associate's degree	67	24.54
	Bachelor's degree	162	59.34
	Master's degree	37	13.55
	Doctorate	7	2.56
Employment status	Civil servants	80	29.30
	Contractual civil servants	119	43.59
	Non-civil servants	74	27.11
Length of service	<1 year	35	12.82
	1-3 years	75	27.47
	4-6 years	64	23.44
	7-10 years	45	16.48
	>11 years	54	19.78

Source: Primary data processed, 2026

Table 2: Descriptive mean values by construct

S. No.	Construct	Mean
1	Organizational Culture	2.93
2	Job Satisfaction	3.05
3	Work Discipline	2.94
4	Employee engagement	3.01
5	Employee Performance	3.01

Source: Primary data processed, 2026

Table 3: Results of the data normality test

Indicator	Min	Max	Skew	C.R.	Kurtosis	C.R.
X1_5	1	5	0.111	0.747	-0.091	-0.305
X1_4	1	5	0.043	0.289	-0.016	-0.053
X1_3	1	5	0.23	1.549	0.123	0.416
X1_2	1	5	-0.18	-1.211	0.013	0.044
X1_1	1	5	0.038	0.256	-0.315	-1.063

Source: Primary data processed, 2026

the questionnaire. Respondent characteristics include gender, age, educational level, length of service, and other characteristics relevant to the study.

The characteristics of the respondents indicated that the majority of employees are male (63.74%), with the largest age group being 25-34 years old (41.03%). This suggests that employees are in their productive years, which supports the effective execution of organizational tasks. Based on educational level, the majority of respondents hold a bachelor's degree (59.34%), indicating that the quality of human resources is sufficient to support the professional delivery of public services. Based on employment status, employees are predominantly PPPK (43.59%), followed by PNS (29.30%) and non-ASN (27.11%). Meanwhile, based on length of service, the majority of respondents have 1–3 years of work experience (27.47%), indicating that employees have a good understanding of the organization's work system.

The results of the descriptive analysis indicated that all research variables fall into the moderate category. Table 2 show that the

Table 4: Confirmatory factor analysis (CFA) of exogenous constructs

Variable	Indicator	LF	Value limit	Description
X1	X1_1	0.68	≥0.50	Valid
	X1_2	0.71		Valid
	X1_3	0.68		Valid
	X1_4	0.78		Valid
	X1_5	0.72		Valid
X2	X2_1	0.75	≥0.50	Valid
	X2_2	0.72		Valid
	X2_3	0.75		Valid
	X2_4	0.78		Valid
	X2_5	0.72		Valid
X3	X2_6	0.75		Valid
	X3_1	0.79	≥0.50	Valid
	X3_2	0.72		Valid
	X3_3	0.72		Valid
	X3_4	0.71		Valid
M	X3_5	0.77		Valid
	X3_6	0.77		Valid
	M_1	0.81	≥0.50	Valid
	M_2	0.82		Valid
	M_3	0.76		Valid
Y	Y_1	0.78	≥0.50	Valid
	Y_2	0.71		Valid
	Y_3	0.71		Valid
	Y_4	0.71		Valid
	Y_5	0.72		Valid

Source: Primary data processed, 2026

Table 5: Results of the convergent validity test

Variable	AVE	Value limit	Description
X1	0.51	≥0.50	Valid convergent
X2	0.56		Valid convergent
X3	0.56		Valid convergent
M	0.64		Valid convergent
Y	0.66		Valid convergent

Source: Primary data processed, 2026

Table 6: Results of the construct reliability test

Variable	CR	Value limit	Description
X1	0.84	≥ 0.70	Reliable
X2	0.88		Reliable
X3	0.88		Reliable
M	0.84		Reliable
Y	0.91		Reliable

Source: Primary data processed, 2026

organizational culture variable received an average score of 2.93, indicating that the implementation of values, norms, and work rules is underway but not yet optimal. The aspect of accountability is the most dominant indicator, while rule-oriented behavior still needs to be strengthened. Job satisfaction received an average score of 3.05, indicating that employees are fairly satisfied with their jobs, particularly regarding compensation and promotions, although intercolleague relationships still need improvement.

The work discipline variable received an average score of 2.94, indicating that compliance with SOPs and organizational rules has been established but is not yet optimal. Meanwhile, employee engagement has an average score of 3.01, indicating that employees' commitment to their work is at a fairly good level,

particularly regarding dedication. The employee performance variable also received an average score of 3.01, with dominant indicators in work output and service orientation. Overall, the descriptive results indicate that the organization's condition is already fairly good, but still requires strengthening in the areas of employee engagement and work quality.

The results of the normality test showed (Table 3) that the critical ratios for skewness and kurtosis fall within the range of ± 2.58 , with a multivariate value of -0.611 ; therefore, the data are deemed to be normally distributed. The outlier test using Mahalanobis distance yielded a maximum value of 39.113, which is below the critical chi-square value of 52.62; thus, no multivariate outliers were found. Furthermore, the results of the multicollinearity test showed a tolerance value above 0.10 and a VIF below 10, indicating the absence of multicollinearity among the independent variables.

An evaluation of the measurement model using confirmatory factor analysis (CFA) showed that all indicators had factor loadings above 0.50, ranging from 0.68 to 0.82 (Table 4). This indicates that all indicators are valid in reflecting the study's latent construct. The average variance extracted (AVE) values for all variables were also above 0.50 (Table 5) and the construct reliability (CR) above 0.70, so all constructs were deemed valid and reliable (Table 6).

Based on Table 7, the results of the model goodness-of-fit evaluation after modification indicated that all model fit indicators met the required criteria. The Chi-square value of 302.576 was less than the cut-off value of 303.970, while the probability value of 0.051 was > 0.05 . Furthermore, the RMSEA value of 0.025, GFI of 0.923, AGFI of 0.905, CMIN/DF of 1.146,

TLI of 0.987, and CFI of 0.989 all indicate a good fit. These findings suggest that the modified model has a good level of fit with the empirical data.

The results of the structural analysis indicated that organizational culture, job satisfaction, and work discipline have a positive and significant effect on employee engagement show that in table 8. Work discipline has the greatest influence on employee engagement ($\beta = 0.566$), followed by organizational culture ($\beta = 0.411$) and job satisfaction ($\beta = 0.227$). These findings suggest that work regularity, adherence to rules, and a positive organizational environment can enhance employees' commitment to the organization.

Regarding employee performance, employee engagement has the most dominant and significant influence ($\beta = 1.036$). Job satisfaction was also found to have a positive and significant effect on employee performance ($\beta = 0.212$). Conversely, organizational culture and work discipline do not have a direct significant effect on employee performance (Table 9). This suggests that the influence of organizational culture and work discipline on performance is more effective through increased employee engagement.

The results of the mediation analysis indicate that employee engagement fully mediates the effect of organizational culture on employee performance and fully mediates the effect of work discipline on employee performance. Meanwhile, the relationship between job satisfaction and employee performance is partially mediated by employee engagement, as both the direct and indirect effects are significant.

The research results indicate that organizational culture, job satisfaction, and work discipline influence employee engagement and employee performance, both directly and indirectly. These findings confirm that employee performance in public sector organizations is influenced not only by structural factors but also by psychological and organizational factors. This aligns with the job demands-resources theory, which explains that a balance between job demands and resources fosters engagement and enhances employee performance (Bakker and Demerouti, 2024). Additionally, Santosa et al. (2025) state that work engagement in the public sector is influenced by a combination of individual and organizational factors.

Table 7: Goodness-of-fit evaluation

Goodness of fit index	Cut-off value	Model result	Model validity
Chi-square (χ^2)	<303.970 (df=265)	302.576	—
Probability	>0.05	0.051	Fit
RMSEA	≤ 0.08	0.025	Fit
GFI	≥ 0.90	0.923	Fit
AGFI	≥ 0.90	0.905	Fit
CMIN/DF	≤ 2.00	1.146	Fit
TLI	≥ 0.95	0.987	Fit
CFI	≥ 0.95	0.989	Fit

Source: Primary data processed, 2026

Table 8: Results of the hypothesis test for the direct effect on variable M

Hypothesis	Route estimate	Estimate	S.E.	C.R.	P-value	Direct	Decision
H ₁	X1 → M	0.411	0.072	5.732	0.002	Positive	Significant
H ₂	X2 → M	0.227	0.052	4.333	0.002	Positive	Significant
H ₃	X3 → M	0.566	0.066	8.600	0.002	Positive	Significant

Source: Primary data processed, 2026

Table 9: Results of the hypothesis test for the direct effect on variable Y

Hypothesis	Route estimate	Estimate	S.E.	C.R.	P-value	Direct	Decision
H ₄	X1 → Y	-0.118	0.099	-1.193	0.181	Negative	Insignificant
H ₅	X2 → Y	0.212	0.068	3.132	0.006	Positive	Significant
H ₆	X3 → Y	-0.198	0.111	-1.775	0.079	Negative	Insignificant
H ₇	M → Y	1.036	0.166	6.255	0.004	Positive	Significant

Source: Primary data processed, 2026

Table 10: Results of the hypothesis test on the effect of mediation on variable Y

Hypothesis	Route estimate	Direct (β)	Indirect (β)	Total (β)	P-value	Decision
H ₈	X1→M → Y	-0.092	0.333	0.241	0.003	Full mediation
H ₉	X2→M → Y	0.198	0.22	0.417	0.002	Partial mediation
H ₁₀	X3→M → Y	-0.176	0.521	0.346	0.003	Comprehensive mediation

Source: Primary data processed, 2026

Regarding the organizational culture variable, the research results indicate a positive influence on employee engagement but do not have a direct effect on employee performance. This suggests that organizational culture functions more as a foundation of values and norms that shape employee engagement before impacting performance. This finding aligns with Meneses and Aguiar (2025), who state that organizational culture is an important antecedent of employee engagement. The lack of a significant direct effect of organizational culture on performance also indicates the mediating role of psychological variables. From the perspective of social exchange theory (Blau, 1964), organizations that provide a supportive work environment encourage employees to reciprocate through work engagement and increased contributions to the organization. This finding is also consistent with Aboramadan et al. (2020), who found that organizational culture influences performance through employee engagement.

Regarding the job satisfaction variable, the research results show a positive and significant influence on employee engagement and employee performance. This indicates that job satisfaction is a crucial factor in shaping employees' psychological state while simultaneously enhancing work performance. These findings align with the research by Nowak (2025), and Prajadiredja et al. (2024), which confirms that job satisfaction has a close relationship with employee engagement and performance. Theoretically, this phenomenon can be explained through the job demands-resources theory, where job satisfaction reflects the availability of work resources such as organizational support, good working relationships, and a conducive work environment, thereby enhancing employee engagement. From the perspective of social exchange theory, job satisfaction is also viewed as a form of organizational recognition that motivates employees to contribute more effectively.

Regarding the work discipline variable, the research findings indicate that work discipline has a positive effect on employee engagement but does not have a direct effect on employee performance. This suggests that in regulatory public organizations, work discipline serves more as a foundation for orderly work behavior than as a direct driver of performance. This finding aligns with Darmawan et al. (2025) and Santosa et al. (2025), who state that work behavior in the public sector tends to influence performance through psychological mechanisms such as engagement. From an organizational behavior perspective, work discipline reflects the internalization of organizational values and rules into employee behavior (Robbins and Judge, 2022). However, without employee engagement, disciplined behavior does not necessarily lead to a significant improvement in performance.

The research results also indicate that employee engagement has a positive and significant effect on employee performance. This reaffirms that employee engagement is a key factor in enhancing

employee performance in the public sector. These findings align with Santosa et al. (2025) who position engagement as the primary determinant of work effectiveness. Theoretically, the job demands-resources theory explains that employee engagement is a positive psychological state that drives performance improvement, while social exchange theory explains that employees with high engagement will reciprocate with improved performance as a form of commitment to the organization.

Overall, this study demonstrates that employee engagement acts as a mediating variable in the relationship between organizational culture, job satisfaction, and work discipline on employee performance. These findings confirm that improving employee performance at the Kotabaru-Batulicin Class II KSOP is more effectively achieved by strengthening employee engagement. Thus, public organizations need to strengthen employee engagement strategies to improve employee performance effectively.

5. CONCLUSION

Based on the research findings, it can be concluded that employee performance at the Kotabaru-Batulicin Class II Port Authority is influenced by employee engagement as a key variable. Organizational culture, job satisfaction, and work discipline were found to have a positive and significant effect on employee engagement, indicating that employee engagement is shaped by organizational values, work experience, and compliance with rules. However, not all of these variables have a direct impact on employee performance. Organizational culture and work discipline do not have a significant direct effect on performance, whereas job satisfaction and employee engagement have been shown to have a positive and significant effect on employee performance.

The research findings also confirmed that employee engagement plays a strategic role as a mediating variable in the relationship between organizational culture, job satisfaction, and work discipline and employee performance. Employee engagement fully mediates the influence of organizational culture and work discipline on performance, and partially mediates the influence of job satisfaction on performance. These findings indicate that organizational culture and work discipline do not directly improve performance, but first foster employees' commitment to their work, which subsequently drives improved performance. Meanwhile, job satisfaction can enhance performance both directly and through employee engagement.

REFERENCES

- Aboramadan, M., Albashiti, B., Alharazin, H., Zaidoune, S. (2020), Organizational culture, innovation and performance: A study from

- a non-western context. *Journal of Management Development*, 39(4), 437-451.
- Adams, J.S. (1965), Inequity in social exchange. In: Berkowitz, L., editor. *Advances in Experimental Social Psychology*. Vol. 2. Netherlands: Elsevier. p267-299.
- Affan, F., Rachmatsyah, T.H., Nenobais, H. (2025), Implementation of the e-performance application policy in improving the performance of civil servants at the Liaison office of the North Sumatra provincial government. *Arus Jurnal Sosial Dan Humaniora*, 5(3), 4231-4240.
- Andrian, R., Cholil, W. (2023), Implementation of e-performance in the performance evaluation of civil servants. *Jurnal Ilmiah Matrik*, 25(2), 167-182.
- Bakker, A.B., Demerouti, E. (2024), Job demands-resources theory: Frequently asked questions. *Journal of Occupational Health Psychology*, 29(3), 188-200.
- Blau, P.M. (1964), *Exchange and Power in Social Life*. New Jersey: Wiley.
- BPK RI (Audit Board of the Republic of Indonesia). (2023), News Report: Batulicin Harbormaster and Port Authority Office Targets Non-Tax State Revenue Exceeding IDR 104.2 Billion. Available from: <https://kalsel.bpk.go.id/catatan-berita-kantor-kesyahbandaran-dan-otoritas-pelabuhan-batulicin-targetkan-pendapatan-bukan-pajak-tembus-rp-1042-miliar-lebih>
- Creswell, J.W., Creswell, J.D. (2023), *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 6th ed. California: SAGE Publications.
- Darmawan, A.A., Asyhari. (2025), The influence of Islamic work culture and workload on employee satisfaction and performance at Kendal Islamic Hospital. *Jurnal Visi Manajemen*, 11(3), 62-83.
- Greenberg, J. (1990), Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.
- Gunawan, G., Deliarnoor, N.A., Yuningsih, N.Y. (2024), Enhancing public service performance through the implementation of the BerAKHLAK core values in Singkawang City, 2022-2023. *Ganaya: Jurnal Ilmu Sosial Dan Humaniora*, 7(4), 341-356.
- Hair, J.F., Babin, B.J., Anderson, R.E., Black, W.C. (2022), *Multivariate Data Analysis*. 8th ed. Uttar Pradesh: Cengage Learning.
- Hasibuan, M.S.P. (2019), *Human Resource Management*. Indonesia: PT Bumi Aksara.
- Herzberg, F., Mausner, B., Snyderman, B.B. (1959), *The Motivation to Work*. 1st ed. New Jersey: John Wiley and Sons.
- Indrawan, I.K.A.O., Dewanti, M.A. (2025), The influence of the work environment and work motivation on the job satisfaction of civil servants at the Department of trade, industry, cooperatives, and SMEs of Buleleng regency. *Bisma: Jurnal Manajemen*, 11(2), 558-567.
- Kahn, W.A. (1990), Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kementerian Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi. (2023), Minister of Administrative and Bureaucratic Reform Regulation Number 9 of 2023 Concerning Bureaucratic Reform Evaluation. Available from: <https://jdih.menpan.go.id/dokumen-hukum/peraturan-menteri-pendayagunaan-aparatur-negara-dan-reformasi-birokrasi-nomor-9-tahun-2023-tentang-1743>
- Locke, E.A., Latham, G.P. (1990), *A Theory of Goal Setting and Task Performance*. United States: Prentice Hall.
- Locke, E.A. (1969), The Nature And Causes Of Job Satisfaction, M.D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*. NewYork: John Wiley. p. 1297-1349.
- Luthans, F., Luthans, B.C., Luthans, K.W. (2020), *Organizational Behavior: An Evidence-Based Approach*. 14th ed. North Carolina: Information Age Publishing.
- Mangkunegara, A.A.A.P. (2023), *Human Resource Management*. Indonesia: PT Remaja Rosdakarya.
- Maulana Putra, Y., Frinaldi, A., Roberia. (2024), The BerAKHLAK core values of the Indonesian civil service as work culture values in public service. *JAPAn: Jurnal Administrasi dan Pemerintahan*, 2(1), 47-57.
- Meneses, R., Aguiar, J. (2025), Organisational culture and its impact on employee engagement. In: Vrontis, D., Thrassou, A., Efthymiou, L., Weber, Y., Shams, S.M.R., Tsoukatos, E., editors. *Business in a Turbulent Era*. Vol. 1. United Kingdom: Palgrave Macmillan. p147-168.
- Murni, M., Irawati, R.I. (2025), Transformational leadership of the head of the regional civil service and human resource development agency (BKPSDM) of Cirebon City. *Responsive: Jurnal Pemikiran dan Penelitian Administrasi, Sosial, Humaniora Dan Kebijakan Publik*, 8(1), 68-79.
- Nawipa, D.M., Ibrahim, M.B.H., Mustajab, D., Noch, M.Y., Irawan, A. (2025), The influence of work discipline, work culture, and transformational leadership on the performance of civil servants. *Advances in Management and Financial Reporting*, 3(3), 551.
- Nowak, P. (2025), The impact of job satisfaction on employee engagement: The mediating role of organizational factors. *Management*, 2, 154-178.
- Nurun, A., Yuniar, I.N. (2025), The impact of public service digitalization on the performance of local government officials in Indonesia. *The Jure: Journal of Islamic Law*, 2(2), 193-199.
- Prajadiredja, M.D.R., Zunaidah, Z., Cahyadi, A. (2026), Examining the impact of work engagement and job satisfaction on employee performance through organizational commitment in regional government. *At-Tadbir: Jurnal Ilmiah Manajemen*, 10(1), 1-23.
- Rahmadani, R. (2025), Employee engagement in mediating transformational leadership and perceived organizational support on employee performance of religious training centers in Indonesia. *Pakistan Journal of Life and Social Sciences (PJLSS)*, 23(1), 5810-5834.
- Robbins, S.P., Judge, T.A. (2005), *Organizational Behavior*. 11th ed. New Jersey: Pearson Prentice Hall.
- Robbins, S.P., Judge, T.A. (2022), *Organizational Behavior*. 18th ed. London: Pearson.
- Saks, A.M. (2006), Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Santosa, I.S., Purwanto, E.A., Sumaryono, S., Utomo, P.P. (2025), Understanding work engagement in public administration: A comprehensive bibliometric and systematic review of the past decade. *Social Sciences and Humanities Open*, 11, 101479.
- Schaufeli, W.B., Bakker, A.B. (2004), Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.
- Suchyadi, Y., Nasution, Y.N., Martha, L.P. (2025), The mediating role of strengthened organizational culture in the relationship between motivation, job satisfaction, and organizational commitment on performance in higher education institutions. *JHSS (Journal of Humanities and Social Studies)*, 9(2), 149-153.
- Sugiyono. (2022), *Quantitative, Qualitative, and RD Research Methods*. 2nd ed. Nepal: Alfabeta.
- Yukl, G.A., Gardner, W.L. (2019), *Leadership in Organizations*. 9th ed. London: Pearson.