

# Unlocking Potential: How Psychological Empowerment Transforms Employee Performance through Engagement and Organizational Culture

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### ABSTRACT

This study examines the relationships between employee engagement, organizational culture, psychological empowerment, and employee performance within PT Tanjung Selatan Makmur Jaya. Employing a quantitative research framework, data was collected through a structured questionnaire administered to 152 employees selected via purposive sampling. The analysis employed the PLS-SEM technique, facilitated by SmartPLS software, to investigate the relationships among the variables. The findings suggest that employee engagement and organizational culture have a significantly positive impact on employee performance. Furthermore, employee engagement has a positive influence on psychological empowerment, which acts as a mediator in the relationship between organizational culture and employee performance. Conversely, psychological empowerment does not mediate the relationship between employee engagement and performance. This research highlights the crucial roles of employee engagement, organizational culture, and psychological empowerment in enhancing employee performance. It also elucidates the interactions among these factors, offering valuable insights for organizations seeking to develop more effective human resource management strategies that enhance employee performance in contemporary settings.

### ABSTRAK

Penelitian ini menyelidiki hubungan antara keterlibatan karyawan, budaya organisasi, pemberdayaan psikologis, dan kinerja karyawan di PT Tanjung Selatan Makmur Jaya. Menggunakan kerangka penelitian kuantitatif, data dikumpulkan melalui kuesioner terstruktur yang diberikan kepada 152 karyawan yang dipilih melalui teknik *purposive sampling*. Analisis dilakukan dengan menggunakan teknik PLS-SEM, yang difasilitasi oleh perangkat lunak SmartPLS, untuk menyelidiki hubungan antara variabel-variabel tersebut. Temuan menunjukkan bahwa keterlibatan karyawan dan budaya organisasi memiliki dampak positif yang signifikan terhadap kinerja karyawan. Selain itu, keterlibatan karyawan memiliki pengaruh positif terhadap pemberdayaan psikologis, yang bertindak sebagai mediator dalam hubungan antara budaya organisasi dan kinerja karyawan. Sebaliknya, pemberdayaan psikologis tidak memediasi hubungan antara keterlibatan karyawan dan kinerja. Penelitian ini menyoroti peran penting keterlibatan karyawan, budaya organisasi, dan pemberdayaan psikologis dalam meningkatkan kinerja karyawan. Penelitian ini juga menjelaskan interaksi antara faktor-faktor ini, memberikan wawasan berharga bagi organisasi yang ingin mengembangkan strategi manajemen sumber daya manusia yang lebih efektif untuk meningkatkan kinerja karyawan di lingkungan kontemporer.

## 1. Introduction

The success of an organisation in achieving its strategic goals is highly dependent on employee performance, a fundamental element in operational processes and decision-making [1]. Optimal employee performance is influenced not only by individual capabilities but also by several factors, including employee involvement and a strong organisational culture [2], [3], [4]. Employee engagement, which reflects both emotional and cognitive commitment to the work, significantly enhances performance outcomes. Additionally, a robust

organisational culture fosters a work environment that is supportive of both individual and team growth, facilitating the achievement of organisational objectives.

PT Tanjung Selatan Makmur Jaya exemplifies the importance of employee involvement and organizational culture in shaping performance levels. Despite the implementation of various human resource policies aimed at boosting employee engagement and strengthening organisational culture, preliminary findings reveal inconsistencies in performance across

departments. Some employees have limited opportunities to participate in decision-making processes, while others face challenges adapting to the established organizational culture. The company's status as a key player in the manufacturing sector, which demands high standards of productivity and efficiency, makes it an ideal subject for investigating these dynamics. The complex interplay among productivity, employee satisfaction, and organisational competitiveness in this context highlights the need to explore psychological empowerment as a mediating variable that may illuminate how employees perceive and enact their roles within the company.

Although prior research has demonstrated positive impacts of employee involvement on performance, gaps remain, particularly regarding potential mediators such as psychological empowerment [5], [6]. For instance, some scholars have argued that employee engagement does not always directly translate into improved performance when other factors—such as organisational culture and workplace stress—are unfavourable [7]. Other studies suggest that variables like job satisfaction may act as mediators in the relationship between engagement and performance [8]. Additionally, studies on organizational culture report mixed findings; while some indicate a strong culture promotes improvement in employee performance by fostering shared values and collaboration [9], [10], others contend its influence is limited without supportive elements such as work discipline and motivation [11]. Psychological empowerment has thus emerged as a promising focus for research, as it encompasses employees' feelings of autonomy, meaning, competence, and impact in their work roles [12]. Empowered employees tend to be more motivated, proactive, and practical, which may strengthen the positive effects of engagement and culture on performance [13]. Nevertheless, research specifically examining the mediating role of psychological empowerment in Indonesian organizational settings remains sparse.

The theoretical basis for understanding these relationships can be found in Social Exchange Theory [14], which explains that employee motivation and behaviour are influenced by reciprocal social exchanges between employees and their organizations. Employees who perceive equitable support—such as recognition, autonomy, and positive work culture—are likely to reciprocate through greater commitment, dedication, and performance [15], [16]. Psychological empowerment aligns with this framework by representing a form of trust and autonomy that encourages employees to take ownership of their responsibilities, thereby promoting higher performance levels.

This study aims to provide empirical insights into the interaction between employee engagement, organisational culture, and psychological empowerment

in influencing employee performance within the manufacturing industry. It aims to provide strategic recommendations to help companies develop policies that target these areas, thereby enhancing overall workforce effectiveness. Furthermore, these findings are expected to contribute to theoretical and practical knowledge that supports organisational efforts to optimise human resources, maintain a competitive advantage, and inform future research in human resource management.

This research model is shown in Figure 1. The PLS-SEM method was chosen because it has advantages in handling models with latent variables [17].

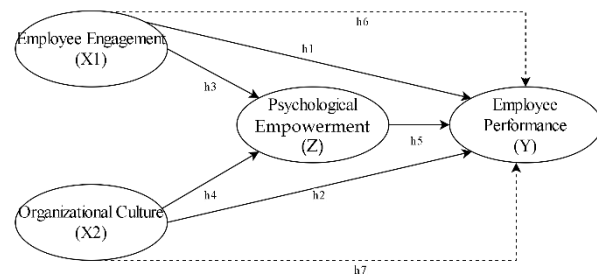


Figure 1. Research Model

Based on theoretical frameworks and earlier research, the hypotheses presented in this study are:

Hypothesis 1 (H1): Employee engagement (X1) has a significant effect on employee performance (Y).

Hypothesis 2 (H2): Employee involvement (X1) has a significant effect on psychological empowerment (Z).

Hypothesis 3 (H3): Organizational culture (X2) has a significant effect on employee performance (Y).

Hypothesis 4 (H4): Organizational culture (X2) has a significant effect on psychological empowerment (Z).

Hypothesis 5 (H5): Psychological empowerment (Z) has a significant effect on employee performance (Y).

Hypothesis 6 (H6): Psychological empowerment (Z) mediates the relationship between employee engagement (X1) and employee performance (Y).

Hypothesis 7 (H7): Psychological empowerment (Z) mediates the relationship between organizational culture (X2) and employee performance (Y).

## 2. Research Method

These variables include employee engagement levels, the characteristics of organizational culture, psychological empowerment experienced by employees, and the overall performance outcomes of employees. By analyzing these variables, the study aims to understand how they interact and influence one another, providing insights into how organizations can enhance employee performance through effective engagement and a supportive work environment. The

first variable is employee engagement (X1), which refers to the degree of employee participation in organisational activities. Indicators used to measure these variables include employee satisfaction levels, the number of employees participating in organisational programs, and employee commitment to organisational objectives [18]. The second variable is Organisational Culture, which encompasses the values, norms, and practices that exist within the organisation and their impact on employee behaviour. Indicators for these variables include the alignment of individual values with organisational values, the level of communication between employees, and an understanding of the organisation's objectives [18].

Furthermore, psychological empowerment is a psychological condition that allows employees to feel meaningful, competent, autonomous, and impactful in their work. Indicators used to measure psychological empowerment include a sense of meaning in one's work, a level of competence in carrying out tasks, a level of autonomy in decision-making, and perceptions of the impact of work on the organization [12]. Finally, Employee Performance is measured by achieving employee work results, which can be assessed based on effectiveness, efficiency, and productivity in carrying out tasks and responsibilities. Indicators for employee performance include the value of work effectiveness (results achieved according to goals), efficiency value (optimal use of resources), and productivity level (output per unit of time [19].

To improve the accuracy of the estimates and the strength of the statistical test, the sample count followed the recommendations of Krejcie & Morgan, which were more credible compared to the Slovin formula [20]. Based on the calculation results, the employee population at PT Tanjung Selatan Makmur Jaya is 251 people. Using a 95% confidence level and a 5% margin of error, the required sample size is 152 respondents.

The respondents are employees of PT Tanjung Selatan Makmur Jaya willingly participated and expressed their enthusiasm for being part of the research. The selection of respondents was conducted using the purposive sampling technique. This method was chosen to ensure that the samples taken corresponded to the research criteria, allowing the data collected to reflect various perspectives and conditions in the field [21]. Consequently, the data quality is more assured, facilitating a more in-depth analysis and yielding more accurate results. The PLS-SEM method was chosen for its ability to test causal relationships between variables and its flexibility in dealing with complex latent variables [22].

**3. Result and Discussion**

**3.1. Validity**

Table 1 reveals that all indicators employed to assess the variables in this study possess loading factor values

greater than 0.70. This indicates that each indicator is considered valid and appropriate for subsequent analysis. For the Employee Engagement variable (X1), three indicators (Ket.1, Ket.2, Ket.3) showed loading factors of 0.864, 0.843, and 0.848, respectively, which were well above the threshold, suggesting that these indicators could significantly measure employee engagement. Furthermore, for the Organizational Culture (X2) variable, three indicators (bud.1, bud.2, bud.3) had excellent loading factors, namely 0.888, 0.857, and 0.887. These indicators are valid and reliable for measuring organizational culture. In the Psychological Empowerment (Z) variable, four indicators (pem.1, pem.2, pem.3, pem.4) showed loading factors ranging between 0.705 to 0.780;. However, pem.3 had the lowest value (0.705), which still met the validity criteria, so all indicators could be used to measure psychological empowerment. Finally, for the Employee Performance (Y) variable, three indicators (kin.1, kin.2, kin.3) showed good loading factors, namely 0.829, 0.740, and 0.833. All measurement indicators met the required standards of validity and reliability, confirming the robustness of the instrument for measuring employee performance. Overall, the validity test results demonstrated that all the indicators used in this study were valid and reliable, providing confidence that the research instruments could yield accurate and relevant results. Thus, this study has a solid basis for further analysis and testing of the hypotheses that have been formulated.

Table 1. Validity Test Result

Variable	Indicator	Loading Factor	Note
Employee Engagement	Ket.1	0.864	Valid
	Ket.2	0.843	Valid
	Ket.3	0.848	Valid
Organizational Culture	Bud.1	0.888	Valid
	Bud.2	0.857	Valid
	Bud.3	0.887	Valid
Psychological Empowerment	Pem.1	0.739	Valid
	Pem.2	0.780	Valid
	Pem.3	0.705	Valid
	Pem.4	0.734	Valid
Employee Performance	Kin.1	0.829	Valid
	Kin.2	0.740	Valid
	Kin.3	0.833	Valid

**3.2. Reliability**

Table 2 shows that all variables in this study exhibit good reliability. The Employee Engagement (X1) has a Cronbach's Alpha (CA) of 0.812 and a Cronbach's Reliability (CR) of 0.888, with an Average Variance Extracted (AVE) of 0.726. The Organizational Culture (X2) shows a CA of 0.851, a CR of 0.909, and an AVE of 0.770. The Psychological Empowerment (Z) has a CA of 0.724 and a CR of 0.829, but its AVE of 0.548 indicates a need for further attention. Lastly, the Employee Performance (Y) demonstrates a CA of 0.723 and a CR of 0.843, with an AVE of 0.643. Overall, these results confirm the internal consistency and reliability of the instruments used in the study.

Table 2. Reliability Test Results

Variable	CA	CR	AVE
Employee Engagement	0.812	0.888	0.726
Organizational Culture	0.851	0.909	0.770
Psychological Empowerment	0.724	0.829	0.548
Employee Performance	0.723	0.843	0.643

3.3. Discriminant Test

Table 3, utilizing the Fornell-Larcker criteria, indicates that all variables in this study demonstrate good discriminant validity. The diagonal values, which represent the square root of AVE for each variable, are as follows: Employee Engagement (X1) at 0.852,

Table 3. Discrimination Test Results with Fornell-Larcker Criterion

Variable	Employee Engagement	Organizational Culture	Psychological Empowerment	Employee Performance
Employee Engagement	0.852	0.332	0.360	0.465
Organizational Culture	0.332	0.877	0.512	0.451
Psychological Empowerment	0.360	0.512	0.740	0.494
Employee Performance	0.465	0.451	0.494	0.802

Table 4, which employs the HTMT, further supports the conclusion of good discriminant validity among the variables. The HTMT values for each pair of variables are as follows: Employee Engagement against Organisational Culture, at 0.397; Psychological Empowerment, at 0.463; and Employee Performance, at 0.585. These HTMT values are below the generally accepted threshold of 0.85, indicating that multicollinearity is not a concern among the studied variables. Therefore, the outcomes from both the Fornell-Larcker criteria and the HTMT offer substantial assurance that the tools employed in this study can reliably and efficiently assess the variables being examined.

Table 4. Discrimination Test Results with Heterotrait-Monotrait Ratio (HTMT)

Variable	X1	X2	Z	Y
Employee Engagement (X1)		0.397	0.463	0.585
Organizational Culture (X2)			0.648	0.587
Psychological Empowerment (Z)				0.671
Employee Performance (Y)				

3.4. Inner Model Results

The analysis of the internal model reveals significant connections among the variables examined, as

Organizational Culture (X2) at 0.877, Psychological Empowerment (Z) at 0.740, and Employee Performance (Y) at 0.802. Each value exceeds the correlation coefficients between the variables, confirming that each variable can be distinctly identified. For instance, the correlation between Employee Engagement and Organisational Culture is 0.332, while the correlations between Psychological Empowerment and Employee Performance are 0.360 and 0.465, respectively. These findings suggest that the variables are sufficiently different from one another, thereby enhancing the reliability of the measurement instruments used in this study.

illustrated in Table 5 and Figure 2. Employee engagement has a positive effect on employee performance, indicated by an original sample value (O) of 0.294 and a p-value of 0.001, which supports the acceptance of this hypothesis. It also has a positive influence on psychological empowerment, with an O-value of 0.213 and a p-value of 0.009. Furthermore, organisational culture has a positive effect on employee performance, with an odds ratio (O) value of 0.209 and a p-value of 0.012, and it significantly impacts psychological empowerment, with an O value of 0.442 and a p-value of 0.000. Psychological empowerment also makes a positive contribution to employee performance, with an O-value of 0.281 and a p-value of 0.001. However, the hypothesis concerning the mediating role of psychological empowerment in the relationship between employee engagement and employee performance was not supported, as evidenced by an O value of 0.060 and a p-value of 0.059. Conversely, the mediating effect of psychological empowerment on the relationship between organizational culture and employee performance was supported, with an odds ratio (O) of 0.124 and a p-value of 0.011.

Table 5. Inner Model Results

Hypothesis	Original Sample	Sample Mean	STDEV	T Statistics	P Values	Description
Employee Engagement → Employee Performance	0.294	0.299	0.091	3.251	0.001	Accepted
Employee Engagement → Psychological Empowerment	0.213	0.219	0.081	2.622	0.009	Accepted
Organizational Culture → Employee Performance	0.209	0.214	0.083	2.530	0.012	Accepted
Organizational Culture → Psychological Empowerment	0.442	0.442	0.084	5.254	0.000	Accepted
Psychological Empowerment → Employee Performance	0.281	0.281	0.086	3.264	0.001	Accepted
Employee Engagement → Psychological Empowerment → Employee Performance	0.060	0.062	0.032	1.893	0.059	Rejected
Organizational Culture → Psychological Empowerment → Employee Performance	0.124	0.125	0.049	2.541	0.011	Accepted

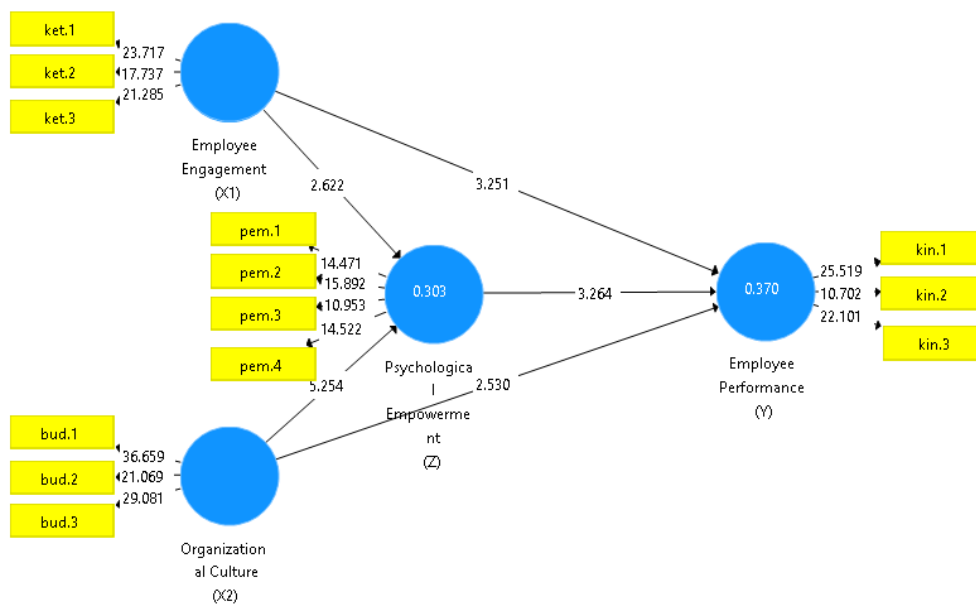


Figure 2. Inner Model

3.5. PLS Predict

Table 6 presents the results of the PLS Predict and Linear Model (LM) for employee performance (Y) and psychological empowerment (Z) variables. The RMSE values for the PLS and LM models indicate that the PLS model has a lower RMSE than the LM model for most indicators, suggesting that the PLS model is more

proficient in forecasting outcomes related to employee performance and psychological empowerment. Additionally, Q<sup>2</sup>\_predict values for the PLS and LM models suggest that the PLS model exhibits better. Predictive capabilities for employee performance and psychological empowerment variables, with higher Q<sup>2</sup>\_predict values on specific indicators.

Table 6. PLS Predict and Linear Model (LM) Results

Variable	Indicator	RMSE (PLS)	RMSE (LM)	Q <sup>2</sup> _predict (PLS)	Q <sup>2</sup> _predict (LM)
Employee Performance (Y)	Kin.1	0.943	0.962	0.198	0.164
	Kin.2	1.095	1.089	0.140	0.149
	Kin.3	0.970	0.957	0.194	0.215
Psychological Empowerment (Z)	Pem.1	0.941	0.916	0.178	0.221
	Pem.2	0.892	0.899	0.125	0.110
	Pem.3	0.931	0.972	0.144	0.068
	Pem.4	1.105	1.102	0.126	0.130

3.6. The Influence of Employee Engagement on Employee Performance

The findings decisively corroborate the tenets of Social Exchange Theory (SET), which posits that when employees feel deeply, both emotionally and cognitively, invested in their work, they are predisposed to reciprocate with heightened dedication and superior productivity [15]. This theoretical framework suggests a mutual benefit: the organization fosters an engaging environment, and in return, employees contribute more effectively, driven by a sense of obligation and commitment that stems from this positive psychological contract. This understanding is further solidified by empirical evidence, such as the research conducted, which robustly supports the assertion that heightened employee engagement directly translates into tangible benefits, including increased operational effectiveness

and improved workforce retention [23]. Consequently, the hypothesis affirming a direct, positive correlation between elevated employee engagement and enhanced organizational performance is unequivocally accepted, highlighting engagement not merely as a desirable state but as a critical driver of business success.

3.7. The Effect of Employee Engagement on Psychological Empowerment

The current findings decisively affirm the principle that employees who are deeply invested and actively involved in their work are predisposed to experience a profound sense of meaning, competence, and self-determination in their tasks, aligning with Spreitzer's seminal conceptualization of psychological empowerment [12]. This intrinsic connection arises because engagement itself often involves a commitment

and absorption in one's role, which naturally fosters feelings of personal agency, value, and control over one's contributions. This understanding is further reinforced by empirical studies, which highlight a significant association between robust employee engagement and heightened levels of intrinsic motivation and job satisfaction—states often intertwined with or leading to a greater sense of empowerment [5], [6]. Consequently, the hypothesis that employee engagement serves as a direct catalyst for enhancing psychological empowerment is unequivocally accepted, underscoring the role of engagement in cultivating a more empowered and self-efficacious workforce.

### 3.8. The Influence of Organizational Culture on Employee Performance

The findings strongly resonate with established theoretical frameworks, which posit that a robust organizational culture is crucial in fostering a work environment conducive to enhanced employee performance [9]. Such a culture inherently shapes employee attitudes and behaviours, aligning them with organizational objectives and creating a setting where individuals are motivated to excel. It provides the underlying fabric of shared beliefs and practices that can either propel or hinder the collective drive towards superior output. This understanding is further substantiated on another researches, which highlights how a positive organizational culture, through the establishment and reinforcement of shared values, has a direct and favourable impact on employee output [24], [25]. Consequently, the hypothesis asserting a significant positive influence of organizational culture on employee performance is decisively accepted, underscoring its critical role as a determinant of workplace success and a key lever for organizational improvement.

### 3.9. The Influence of Organizational Culture on Psychological Empowerment

The current findings strongly corroborate the perspective that a supportive and well-defined organizational culture is instrumental in enhancing employees' intrinsic sense of meaning and autonomy within their professional roles [26]. When an organization's ethos actively promotes participation, values individual contributions, and provides clarity on how roles contribute to broader goals, it naturally cultivates an environment where employees feel a greater sense of purpose and control over their work, which are core tenets of psychological empowerment. This understanding is further supported on a study, which suggests a clear linkage between a favourable organisational climate and outcomes such as increased job satisfaction, often a byproduct of feeling empowered [27]. Consequently, the hypothesis positing a significant positive relationship between a robust organizational culture and the amplification of psychological

empowerment is decisively accepted. These highlights culture not just as a passive backdrop but as an active catalyst in fostering a workforce that feels genuinely empowered and invested.

### 3.10. The Influence of Psychological Empowerment on Employee Performance

The current findings align decisively with seminal research, such as that conducted, which has robustly demonstrated that psychological empowerment serves as a potent catalyst for enhancing intrinsic motivation and, consequently, elevating work performance [28]. When employees experience a genuine sense of control, meaning, competence, and impact in their roles, their internal drive to excel is significantly amplified, leading them to engage more deeply with their tasks and pursue higher standards of achievement. Therefore, the hypothesis positing a direct and positive relationship between psychological empowerment and employee performance is unequivocally accepted. This affirmation underscores the vital importance of cultivating an empowered workforce, not merely as a desirable organisational attribute but as a fundamental driver of achieving superior individual and collective outcomes, thereby solidifying the status of psychological empowerment as a crucial lever in enhancing overall employee effectiveness.

### 3.11. The Influence of Employee Engagement on Employee Performance through Psychological Empowerment

While employee engagement demonstrably fosters a greater sense of psychological empowerment among individuals, the subsequent role of this empowerment as a significant intermediary in translating engagement into tangible performance gains is not substantiated by these findings. This intriguing outcome suggests that the pathway from engagement to performance may be influenced by a more complex interplay of factors, potentially including unexamined variables within the scope of this study, which could dilute or bypass the mediating influence of psychological empowerment. This divergence from established literature, where psychological empowerment has been identified as a crucial mediator, highlights the contextual nuances inherent in organizational dynamics [28]. It implies that, in this specific setting or under the observed conditions, the direct, unmediated impact of employee engagement on performance exerts a more potent influence, overshadowing the indirect route through psychological empowerment, even as the engagement itself successfully cultivates that empowered state.

### 3.12. The Influence of Organizational Culture on Employee Performance through Psychological Empowerment

The current findings robustly support the theoretical premise that a positive and supportive organizational culture serves as a critical pathway to enhanced

employee performance, primarily by fostering a stronger sense of psychological empowerment. When an organization's ethos actively promotes autonomy, provides a clear purpose, and values individual contributions, it inherently nurtures the feelings of control, meaning, and competence that define psychological empowerment, which then acts as a direct springboard for improved performance. This understanding is further reinforced by research from another literature, which explicitly highlights how an organizational culture that champions growth opportunities and fosters an atmosphere of openness directly contributes to superior employee performance [27]. Such an environment inherently empowers individuals by providing avenues for skill development and fostering transparent communication, thereby creating conditions that are ripe for enhanced productivity and engagement, ultimately validating the accepted hypothesis.

#### 4. Conclusion

The findings of this study indicate that employee engagement plays a crucial role in enhancing employee performance, aligning with social exchange theory, which emphasizes the significance of reciprocal relationships between employees and their organizations. Additionally, employee engagement positively influences psychological empowerment, suggesting that engaged employees experience a greater sense of meaning and autonomy in their work. Furthermore, organizational culture has been shown to positively affect both employee performance and psychological empowerment, as a supportive culture fosters an environment conducive to productivity. Although psychological empowerment serves as a mediating variable, the analysis revealed that its mediating role in the relationship between employee engagement and performance was insignificant, highlighting the predominance of the direct influence of employee engagement. These insights underscore the necessity for organizations to implement strategies that bolster employee engagement through professional development initiatives and recognition of contributions while also cultivating a culture that promotes shared values and openness. Future research should explore additional factors influencing the engagement-performance relationship and test these dynamics across diverse organizational contexts, thereby contributing to the broader discourse in human resource management.

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