

The Influence of Training and Organizational Culture on Employee Performance through Employee Engagement as an Intervening Variable at the Investment Office and One-Stop Integrated Services (DPMPTSP)South Sulawesi

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ABSTRACT



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This study aims to find out and analyze the influence of training and organizational culture on employee performance with employee engagement as an intervening variable. This research data was conducted on employees of the Sulawesi Provincial Investment and Capital Services Office (DPMPTSP), with a total population of 87 employees, namely all ASN employees so that there were 87 respondents. Data collection was carried out using a liker scale questionnaire 1-6. Data analysis using the quantitative method of SPSS and with the help of the Statistical Package for the Social Sciences ver.26. Based on the results of the test and analysis of data of this study, it was found that 1) training has a positive and significant effect on employee engagement, 2) organizational culture has a positive and significant effect on employee engagement, 3) employee engagement has a positive and significant effect on employee performance, 4) training has a positive and significant effect on employee performance, 5) organizational culture has a positive and significant effect on employee performance, 6) training has a positive and significant effect on employee performance through employee engagement as a variabel intervening, 7) organizational culture has a positive and significant effect on employee performance through employee engagement as a variabel intervening.

INTRODUCTION

Hamam, S. (2023). Previous research has shown that training, organizational culture and employee engagement positively influence employee performance. This research conducted by Hilal & Ferdinan (2024), Khushk elt al., (2021) and Kosali (2023) stated that training has a positive and significant effect on employee engagement. Organizational culture has a positive and significant effect on employee engagement as a result of research conducted by Namrita & Bhawana, (2021) and Abduraimi et al., (2023). Next, the effect of employee engagement on employee performance with the same results was researched by Putra & Adriansyah, (2022), Sucahyowati & Hendrawan, (2020). Training and organizational culture have a positive and significant influence according to previous research conducted by Giday & lantheraiyan (2023), Widianingsih (2023) and Kosdianti & Sunardi (2021).

As well as training that has a positive and significant effect on employee performance through employee engagement as an intervening as evidenced by the results of research conducted by Terisma et al., (2023), Fakhri et al., (2020) and Rozanna & Adriansayh, (2022). Next, organizational culture affects employee performance through employee engagement as an intervention, which can be proven by

previous research by Hamam (2023), Fakhri et al (2020) and Yang & Qian (2022). Training and organizational culture have a relationship that is able to affect the rate of employee performance and is supported by the existence of employee engagement as an indicator with excellent results on the sustainability of the company or agency.

Influential training and organizational culture on employee engagement can be explained as a measure of the success rate of competency tests that have been conducted previously on employees in the company. The reference is based on research conducted by Hilal & Ferdian (2024) which states that organizational culture has a positive effect on employee engagement. Organizational culture explores the influence of training and goal placement on employee engagement and commitment can and should run side by side. The same result was also obtained by Khushk (2021) concluding that Exploring in question is in the form of an act of searching and exploring with the aim of finding and determining something that will play an important role in the future. If there is a very adequate competence, it will provide relief and the work will run more effectively and efficiently. Likewise, the results of research conducted by Kosali et al.,

Training and organizational culture affect employee performance through employee engagement as an intervention that creates a positive influence. The following are some of the studies conducted by previous researchers with supporting research results from the current research conducted by Terisma et al., (2023), Fakhri et al., (2020) and Rozanna & Adriansayh, (2022). In this study, all hypotheses were answered explaining how the direct and indirect relationship of independent variables to dependent variables is explained. And as a reference, research with positive and significant results is more dominating and shows that there is a relationship that affects independent variables on dependent variables.

This research is important to carry out because of the main phenomenon that often occurs and is expected to be able to see and provide solutions to each influence that will be given. Therefore, the researcher chose to conduct a study entitled "The Influence of Training and Organizational Culture on Employee Performance Through Employee Engagement as an Intervening Variable at the Provincial Investment and One-Stop Integrated Services Office (DPMPTSP). South Sulawesi".

RESEARCH METHOD

This study uses the Quantitative Method in its research. The object of the study was carried out on employees of the Sulawesi Provincial Investment and Capital Services Office (DPMPTSP). This study uses primary data using google forms and distributing questionnaires via WhatsApp, In the context of this study, the population is ASN employees of the Sulawesi Province Investment and Capital Services Office (DPMPTSP) totaling 87 people, located in South Sulawesi Province. In this study, the sample used amounted to 87 respondents from the Sulawesi Province Investment and Capital Services Office (DPMPTSP).

The sampling technique used is the census technique. This study uses data analysis of the Statistical Package for the Social Sciences ver.26 (SPSS) which is one of the tools in analyzing data as a result of future research to test the hypothesis of whether or not there is an influence of independent variables on dependent variables.

RESULTS AND DISCUSSION

Here are the direct influence and indirect influence

Table 1. Total Influence

Variable	Direct Influence	Indirect Influence	Total influence
Training (X ₁)	0,322	0,061	0,433
Organizational Culture (X ₂)	0,249	0,047	0,557
Total	0,571	0,108	0,99

Source : Primary Data processed, 2024

Based on these results, an examination of the validity of the model will be carried out on two indicators to check the validity of the model, namely the total determinant coefficient of the results which can be presented as follows:

$$\begin{aligned}
 \text{Error term (e1)} &= \sqrt{1-R^2} \\
 &= \sqrt{1-0,148} \\
 &= \sqrt{0,852} \\
 &= 0,923
 \end{aligned}$$

$$\begin{aligned}
 \text{Error term (e1)} &= \sqrt{1-R^2} \\
 &= \sqrt{1-0,519} \\
 &= \sqrt{0,481} \\
 &= 0,693
 \end{aligned}$$

$$\begin{aligned}
 R^2_m &= 1- (e1)^2 (e2)^2 \\
 R^2_m &= 1- (0,852)^2(0,481)^2 \\
 R^2_m &= 1- (0,725904) \times (0,231361) \\
 R^2_m &= 1 - 0,167945 \\
 R^2_m &= 0,167945
 \end{aligned}$$

Next is the overall results of the analysis carried out and explains each hypothesis related to the influence that each independent variable gives on the dependent variable. These results were obtained after being tested statistically using linear regression tests, statistical tests or partial tests to analysis path tests, which in this context were carried out using direct and indirect research flows. This data can be seen in the SPSS output process displayed in the appendix, ranging from data tabulation imputation, frequency tests, validity, reliability, linear regression analysis to statistical tests or partial tests and the R² determinant coefficient. The following table 4.12 is the overall results of the hypothesis test that has been carried out by the researcher.

Table 2. Summary of Competency Test Results

Variable	Regresi linear	Uji Statistik (Uji Parsial)	Value Significance	Information
Training -> <i>Employee Engagement</i>	0,322	3,232	0,002	Accepted
Organizational Culture -> <i>Employee Engagement</i>	0,249	2,502	0,014	Accepted
<i>Employee Engagement</i> -> Employee Performance	0,190	2,322	0,023	Accepted
Training -> Employee Performance	0,041	5,645	0,000	Accepted
Organizational Culture -> Employee Performance	0,035	7,270	0,000	Accepted
Training -> <i>Employee Engagement</i> -> Employee Performance	0,372	4,689	0,000	Accepted
Organizational Culture -> <i>Employee Engagement</i> -> Employee Performance	0,510	6,538	0,000	Accepted

Standard spss data processing results 26, 2024

In SPSS, statistical testing of each hypothesis is carried out using data test analysis. In this case, it is carried out by validity, reliability, and path analysis of the sample. The following are the results of the hypothesis test analysis as follows:

Training has a positive and significant effect on employee engagement.

The first finding is that training has an effect on employee engagement. The value of the determinant coefficient (0.148) and the T-count value of 3.232 > the T-table 1.9889 and the significance of 0.002 < 0.05 or a significance level of 5%. It shows that training has a positive and significant effect on employee engagement.

Previous research by Hilal & Ferdinan (2024), Khushk elt al., (2021) and Kosali (2023). It has been emphasized that training has an influence on employee engagement. Their findings are in line with the results of the current study, which confirms that training has a positive and and significant influence on employee engagement.

Organizational culture has a positive and significant effect on employee engagement.

The second finding is that organizational culture has an effect on employee engagement. The value of the determinant coefficient (0.148) and the T-count value of 2.502 > the T-table 1.9889 and the significance of 0.014 < 0.05 or a significance level of 5%. Showing that

organizational culture has a positive and significant effect on employee engagement.

Previous research by Namrita & Bhawana, (2021) and Abduraimi et al., (2023). It has been confirmed that the results of organizational culture analysis have an influence on employee engagement. Their findings are in line with the results of the current study, which confirms that organizational culture has a positive and significant influence on employee engagement.

Employee engagement has a positive and significant effect on Employee Performance.

The third finding is that employee engagement affects employee performance. The T-count value is $2.3222 >$ the T-table is 1.9889 and the significance is $0.023 < 0.05$ or a significance level of 5%. It shows that employee engagement has a positive and significant influence on employee performance.

Previous research by Putra & Adriansyah, (2022), Suchyowati & Hendrawan, (2020) and Mahfudz et al., (2023). It has been confirmed that the results of employee engagement analysis have an effect on employee performance. Their findings are in line with the results of the current study, which confirms that employee engagement has a positive and significant influence on employee performance.

Training has a positive and significant effect on Employee Performance.

The fourth finding is that training affects employee performance. The T-count value is $5.645 >$ the T-table is 1.9889 and the significance is $0.000 < 0.05$ or a significance level of 5%. Showing that training has a positive and significant effect on employee performance.

Previous research by Giday & lantheraiyan (2023), Widianingsih (2023) and Kosdianti & Sunardi (2021). It has been confirmed that the results of the training analysis have an influence on employee performance. Their findings are in line with the results of the current study, which confirms that training has a positive and significant influence on employee performance.

Organizational culture has a positive and significant effect on employee performance.

The fifth finding is that organizational culture affects employee performance. The T-Count value is $7.270 >$ the T-table is 1.9889 and its significance is $0.000 < 0.05$ or a significance level of 5%. It shows that organizational culture has a positive and significant influence on employee performance.

Previous research by Thao, et al., (2024), Anggarwal (2022) and Pendalungan, (2022). It has been confirmed that the results of the organizational culture analysis have an effect on employee performance. Their findings are in line with the results of the current study, which confirms that organizational culture has a positive and significant influence on employee performance.

Training has a positive and significant effect on employee performance through employee engagement.

The sixth finding is that training affects employee performance through employee engagement as an intervention. The T-Count value is $4.698 >$ the T-table is 1.9889 and the significance is $0.000 < 0.05$ or a significance level of 5%. It shows that training has a positive and significant influence on employee performance through employee engagement as an intervening.

Previous research by Terisma et al., (2023), Fakhri et al., (2020) and Rozanna & Adriansayh, (2022). It has been confirmed that the results of the training analysis affect employee

performance through employee engagement as an intervening. Their findings are in line with the results of the current study, which confirms that training has a positive and significant influence on employee performance through employee engagement as an intervening.

Organizational Culture Has a Positive and Significant Effect on Employee Performance Through Employee Engagement as an Intervening Variable.

The seventh finding is that organizational culture influences employee performance through employee engagement as an intervening. The value of T-Count is $6.538 >$ the T-table is 1.9889 and its significance is $0.000 < 0.05$ or a significance level of 5%. It shows that organizational culture has a positive and significant influence on employee performance through employee engagement as an intervening.

Previous research by Hamam (2023), Fakhri et al (2020) and Yang & Qian (2022). It has been confirmed that the results of organizational culture analysis affect employee performance through employee engagement as an intervening. Their findings are in line with the current organizational culture results, which confirm that training has a positive and significant influence on employee performance through employee engagement as an intervening.

CONCLUSION

Research shows that training has a positive and significant effect on employee engagement, as well as a positive and significant effect on employee performance. Next, organizational culture has a positive and significant effect on employee engagement, as well as a positive and significant effect on employee performance. Also, employee engagement has a positive and significant effect on employee performance. Further research shows that employee engagement can mediate the relationship between training and employee performance, as well as between organizational culture and employee performance, thus confirming that training and organizational culture are interconnected in supporting work performance and employee engagement.

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