

PENGARUH *EMPLOYEE ENGAGEMENT*, KOMITMEN ORGANISASI, DAN BUDAYA ORGANISASI TERHADAP KINERJA PEGAWAI PADA DINAS KEPENDUDUKAN DAN PENCATATAN SIPIL KOTA JAMBI

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Abstract : Employee Engagement is the emotional involvement of employees and their ties to their work, which will improve their performance at work. Organizational commitment is the psychological condition of an employee's relationship with the company that has implications for the decision to stay in the company or leave the company. Organizational culture is a system of shared meanings held by members of an organization, which distinguishes the organization from other organizations. Performance is a result achieved by employees in their work according to certain criteria that apply to a job. This research method is quantitative descriptive using multiple linear regression analysis. The research data were obtained from respondents through a questionnaire with a total of 39 respondents. Statistical analysis was carried out using the SPSS version 25 program. The Population and Civil Service Service of Jambi City is a government agency responsible for population administration affairs, carrying out assistance tasks given by the government, and managing population information and administration. Data analysis using multiple linear regression models with $Y = 0.687 + 0.370X_1 + 0.389X_2 + 0.064X_3$. Based on the simultaneous test (F test), it is known that the variables Employee Engagement, Organizational Commitment, and Organizational Culture have a significant effect on the Performance variable at the Population and Civil Registration Service of Jambi City. This is shown where F count is greater than F table, namely the F count value of 18.199 while the F table value is 2.87 with a significance level of 0.000 because the significance level ≤ 0.05 . The result of the determination coefficient (R^2) is 0.558, thus the result states that the variables Employee Engagement (X_1), Organizational Commitment (X_2) and Organizational Culture (X_3) are able to explain the Performance variable (Y) by 55.8% while the remaining 44.2% is explained by other variables

Keywords: *Employee Engagement, Organizational Commitment, Organizational Culture, and Performance*

INTRODUCTION

Background

Human resources in a company organization are an inseparable unit. Human resource management (HRM) is the planning, organizing, coordinating, implementing, and supervising of the procurement, development, remuneration, integration, maintenance, and separation of labor in order to achieve organizational goals, Mangkunegara (2017:120). According to Kruse (2012:14), employee engagement is defined as an employee's emotional commitment to the organization and its goals. This emotional commitment means employees truly care about their work and the company. They don't work just for a paycheck or a promotion, but rather work on

behalf of the organization's goals.

According to Newstrom in Wibowo (2017:430), organizational commitment or employee loyalty is the degree to which employees identify with an organization and actively participate in its environment. Organizational commitment is a measure of the desire to remain with the company in the future.

Organizational culture is defined by Torang (2016:107) through 3 aspects, namely according to him organizational culture is the basic philosophy of the organization which consists of the dimensions of belief, norms, and systems which are seen as core characteristics and are the basis for individuals or groups to carry out activities in the organization.

The Population and Civil Service Office of Jambi City is a government agency responsible for population administration matters, carrying out assistance tasks assigned by the government, as well as managing population information and administration.

Based on the background description above, the author is interested in conducting research with the title **"The Influence of Employee Engagement, Organizational Commitment, and Organizational Culture on Employee Performance at the Population and Civil Registration Service of Jambi City"**.

Formulation Of The Problem

1. How does employee engagement, organizational commitment, and organizational culture affect employee performance at the Jambi City Population and Civil Registration Office?
 2. How do employee engagement, organizational commitment, and organizational culture simultaneously influence employee performance at the Jambi City Population and Civil Registration Office?
 3. How do employee engagement, organizational commitment, and organizational culture partially influence employee performance at the Jambi City Population and Civil Registration Office?
- Research Purposes
1. To identify and describe employee engagement, organizational commitment, and organizational culture on employee performance at the Jambi City Population and Civil Registration Office.
 2. To identify and analyze the simultaneous influence of employee engagement, organizational commitment, and organizational culture on employee performance at the Jambi City Population and Civil Registration Office.
 3. To identify and analyze the partial influence of employee engagement,

organizational commitment, and organizational culture on employee performance at the Jambi City Population and Civil Registration Office.

Literature Review

Employee Engagement

Schaufeli & Bakker (2003) define employee engagement as a positive feeling experienced by an individual, measured by their work, accompanied by a willingness to devote their abilities and energy, demonstrated through behavior. According to Schaufeli & Bakker, in the journal Anton Rustono and Fattah Akbary (2014:4), there are three dimensions of employee engagement:

1. Vigor

A state of being full of high energy levels and a strong mentality in doing work.

2. Dedication

Feeling significant about work and full attention and interest in doing the work.

3. Absorption

A description of employee behavior that gives full attention to work and is involved in a job.

organizational commitment

Busro (2018:72) defines organizational commitment as the psychological state of an employee's relationship with a company, which has implications for the decision to remain with the company or leave. Busro (2018:86) states that there are three dimensions of organizational commitment: *Affective Commitment*

1. Continue Commitment

2. Normative Commitment

organizational culture

According to Robbin and Judge (2015), organizational culture is a system of shared meaning held by members of an organization, which distinguishes the organization from other organizations. The dimensions of organizational culture according to Robbin and Judge (2015: 355) are: Inovasi dan pengambilan resiko (*innovation and risk tasking*)

Employees are expected to be innovative and willing to take risks.

1. attention to detail

Employees are expected to demonstrate precision, analysis, and attention to detail.

2. outcome orientation)

The extent to which management focuses on results rather than on the techniques and processes used to achieve those results.

3. people orientation

The extent to which management decisions take into account the effects of those outcomes on people within the organization.

4. *team orientation*

The extent to which work activities are organized around teams, rather than individuals.

5. *aggressiveness*

To what extent are these people aggressive and competitive rather than relaxed.

6. *stability*

Stability is defined as the extent to which an organization's decisions and actions emphasize status maintenance as opposed to growth.

Performance

According to Dharma (2018), performance is the degree to which employees achieve job requirements. Performance assessments generally cover both qualitative and quantitative aspects of job performance. According to Dharma (2013:34), the measures or dimensions considered in performance are as follows:

1. Quantity of work refers to the amount of work that must be completed or achieved.
2. Quality of work refers to the quality of the work produced, whether it is neat and accurate, or the level of errors made by employees.
3. Punctuality refers to whether or not the work is completed according to the planned time.

Framework

A conceptual framework is a basis for thinking synthesized through observation and literature review. It is based on a collection of concepts and their relationships.

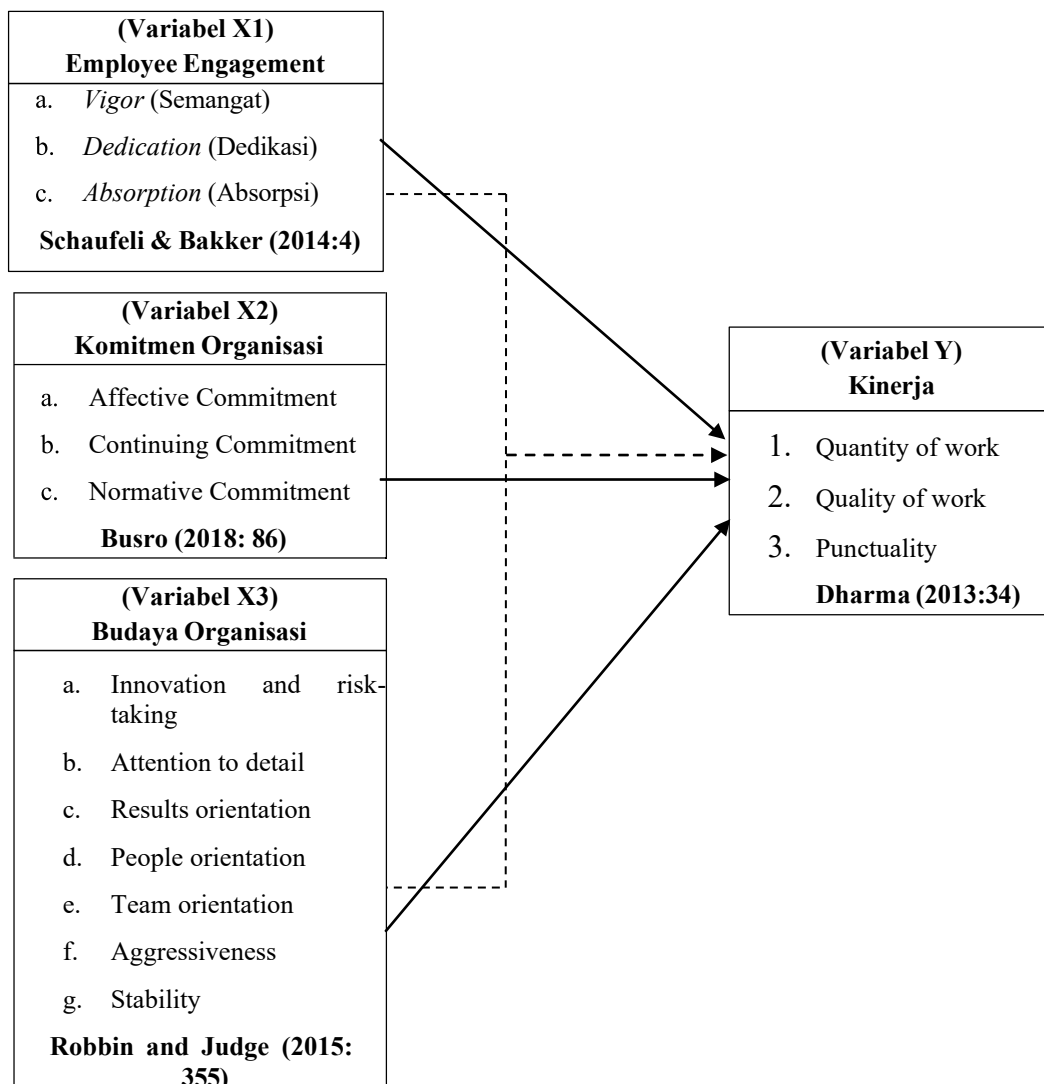


Figure 1
conceptual framework chart Hypothesis

According to Sugiyono (2009:93), a hypothesis is a temporary answer to a research problem formulation. Therefore, the research problem formulation is usually structured in the form of a question. Therefore, the research hypothesis is:

1. Employee engagement, organizational commitment, organizational culture, and employee performance at the Jambi City Population and Civil Registration Office are suspected to be strong, high, and good.
2. Employee engagement, organizational commitment, and organizational culture are suspected to have a simultaneous positive and significant influence on employee performance at the Jambi City Population and Civil Registration Office.

3. Employee engagement, organizational commitment, and organizational culture are suspected to have a partial positive and significant influence on employee performance at the Jambi City Population and Civil Registration Office.

RESEARCH METHODS

Research Methods Used

This research employed a quantitative descriptive method. According to Sugiyono (2015:207), quantitative descriptive analysis involves describing or depicting collected data as it is without the intention of drawing general conclusions.

Data types and sources

1. Primary Data

To collect primary data, the researcher conducted a questionnaire survey and direct interviews with employees of the Jambi City Population and Civil Registration Office.

2. Secondary Data

To collect secondary data, the researcher obtained data from document studies at the Jambi City Population and Civil Registration Office. This data can also be supplemented with library research as supporting data.

Method of collecting data

To obtain the necessary data and information, the data and information are collected in the following manner:

1. Field Research

This research is conducted using observation techniques, directly observing the activities of employees of the Jambi City Population and Civil Registration Office.

2. Library Research

This research involves studying literature and research findings related to the problem being studied.

3. Questionnaire

This data collection technique involves providing respondents with a set of oral

or written questions to answer on a scale of 1-5 (using a five-answer Likert scale).

Population and sample

According to Sugiyono (2009:115), a population is a generalized area consisting of objects or subjects possessing certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population of this study was all employees of the Jambi City Population and Civil Registration Service.

According to Sugiyono (2009:116), a sample is a portion of the population and its characteristics. Therefore, the sample in this study was 39 people.

Analysis tools instrument testing

1. Validity Test

According to Sugiyono (2009:172), a valid instrument means the measuring tool used to obtain data (measure) is valid. Valid means the instrument can be used to measure what should be measured. Validity testing is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the statements in the questionnaire are able to reveal something that will be measured by the questionnaire. Validity testing is done by conducting a bivariate correlation between each indicator score and the total score of the construct. The requirement for a statement in the questionnaire to be valid is if it shows a value $< 5\% / 0.05$.

2. Reliability Test

According to Sugiyono (2009:172), a reliable instrument is one that, when used repeatedly to measure the same object, will produce the same data. Reliability is actually a tool for measuring a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to the statements are consistent over time. Reliability measurements in this study were conducted using the SPSS Cronbach Alpha statistical test. A construct or variable is said to be reliable if the Cronbach Alpha value is > 0.70 (Ghozali, 2016:114).

Multiple linear regression test

Regression test According to Sugiyono (2016:192), multiple linear analysis is a regression that has one dependent variable and two or more independent variables. The multiple regression equation can be formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e_i$$

Information :

Y = performance

a = constant

b₁ = employee engagement regression coefficient

b₂ = regression coefficient of organizational commitment

b₃ = regression coefficient of organizational culture

X₁ = employee engagement

X₂ = organizational commitment

X₃ = organizational culture

e_i = error

Classical assumption test

1. Normality Test

Ghozali (2013:160) states that the normalization test aims to measure whether the confounding variables or residuals in a regression model have a normal distribution. A good regression model has a normal or near-normal distribution.

2. Multicollinearity Test

According to Khairinal (2016:351), the multicollinearity test is unexpected in research results. Therefore, a test is necessary to determine whether two or more items are interrelated or have a close, perfect linear relationship between some or all independent items. If this is not found, multicollinearity is not present. Multicollinearity testing is performed using SPSS Version 20.0 for Windows. The basis for the multicollinearity test, according to Ghozali (2018:108), is as follows:

1. By looking at the tolerance value:
 - a. If the tolerance value is > 0.10, it can be concluded that multicollinearity does not occur.
 - b. If the tolerance value is < 0.10, it can be concluded that multicollinearity occurs.
2. By looking at the VIF (Variance Inflation Factor) value:
 - a. If the VIF value is > 10, it can be concluded that multicollinearity occurs.
 - b. If the VIF value is < 10, it can be concluded that multicollinearity does not occur.

3. Autocorrelation Test

According to Ghozali (2013:110), the autocorrelation test aims to determine whether there is a correlation between the error nuisance in period t and the error nuisance in period $t-1$ (previous). If a correlation occurs, it is called an autocorrelation problem. Autocorrelation arises because sequential observations over time are related to each other.

4. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is inequality in the variance of the residuals from one observation to another. If the variance of the residuals from one observation to another remains constant, it is called homoscedasticity; if it differs, it is called heteroscedasticity. A good regression model is homoscedasticity, or does not exhibit heteroscedasticity (Ghozali, 2013:139).

Hypothesis test

1. Uji F (Simultan)

The F-statistic test aims to determine whether there is an influence between all independent variables entered into the regression model simultaneously on the dependent variable being tested at a significance level of less than 0.05 (Ghozali, 2013:98). The decision is made by comparing the calculated F with the F table using the following criteria (Sujarweni, 2013:95):

If $F_{\text{calculated}} > F_{\text{table}} = H_0$ is rejected. If $\text{calculated } F < F_{\text{table}} = H_0$ is accepted. The F-test can also be seen as follows:

If $F_{\text{calculated}} > F_{\text{table}}$, then H_0 is rejected and H_a is accepted, meaning there is a significant influence between the independent variables (X) simultaneously on the dependent variable (Y).

If $F_{\text{calculated}} < F_{\text{table}}$, then H_0 is accepted and H_a is rejected, meaning there is no significant influence between the independent variables (X) simultaneously on the dependent variable (Y).

2. T Test (Partial)

The t-statistic test aims to show how far the influence of one explanatory or

independent variable individually in explaining the variation of the dependent variable being tested at a significance level must be less than 0.05 (Ghozali, 2013:98). The decision making is done by comparing the calculated t with the t table with the criteria (Sujarweni, 2013:93):

If $t_{\text{calculated}} > t_{\text{table}} = H_0$ is rejected.

If $t_{\text{calculated}} < t_{\text{table}} = H_0$ is accepted.

If the significance value of the t-test result is small at 0.05, the independent variable has an effect on the dependent variable.

If $t_{\text{calculated}} > t_{\text{table}}$, then H_0 is rejected, and H_a is accepted, indicating a significant effect between each independent variable and the dependent variable.

If $t_{\text{calculated}} < t_{\text{table}}$, then H_0 is accepted, and H_a is rejected, indicating no significant effect between each independent variable and the dependent variable.

Research Result

Description of Research Variables

The summary of respondents' overall responses based on the priority order of employee engagement assessment at the Jambi City Population and Civil Registration Office is as follows:

Table 1
Summary Results of Respondents Regarding the Employee Engagement Variable (X1)

Indicator	Statement	Score	Information
<i>Vigor</i>	I am willing to work beyond my normal working hours to help the company.	102	Enough
	I don't get tired easily when faced with things problems at work.	151	Fantastic
	I always try my best for the company.	156	Fantastic
	I don't give up easily on my work, even when I'm facing difficulties.	151	Fantastic
<i>Dedication</i>	I am very enthusiastic about the work offered by the company.	157	Fantastic
	I always contribute new ideas for the company's progress.	160	Fantastic
	I feel proud to be a part of the company.	155	Fantastic
	Always ready to accept the work given to me	152	Fantastic

<i>Absobtion</i>	I am not negligent in my work and always concentrate on it.	157	Fantastic
	I feel happy when I'm involved in work outside my job description.	110	advanced
	Feels like time flies when working	158	Fantastic
Total		1.609	
Average		146,2	Fantastic

Based on the table above, the overall average response from employees at the Jambi City Population and Civil Registration Office regarding employee engagement was 146.2, which is considered very high.

The summary of respondents' responses, based on the priority order of organizational commitment assessment at the Jambi City Population and Civil Registration Office, is as follows:

Table 2
Summary Results of Respondents on Organizational Commitment Variables

Indicator	Statement	Score	Information
Komitmen Afektif (Affective Commitment)	This company has a clear vision and mission that can be achieved in the long term.	153	Fantastic
	This company is an ideal place for my career	151	Fantastic
	Growth and development.		
Komitmen Kontinue (continue commitment)	I'm ready to put in more time and effort to achieve the company's goals, even if it means working harder.	151	Fantastic
	This company provides great opportunities for my personal and professional growth.	155	Fantastic
Komitmen Normatif (Normative Commitment)	If I leave this company, I will lose many valuable opportunities that I have already had.	154	Fantastic
	I am committed to giving my best in my work every day to help the organization achieve its goals.	157	Fantastic
	I feel responsible for contributing to the achievement of the organization's goals.	154	Fantastic
Total		1.075	
Average		153,5	Fantastic

Based on the table above, the overall average response of employees at the Jambi City Population and Civil Registration Office regarding organizational commitment was 153.5, which is considered very high.

The summary of respondents' overall responses, based on the priority order of organizational culture assessment at the Jambi City Population and Civil Registration

Office, is as follows:

Table 3
Summary Results of Respondents' Answers to Organizational Culture Variables

Indicator	Statement	Score	Information
Innovation and Risk Taking	The company encourages every employee to come up with new ideas and be creative.	139	Advanced
	The company strongly encourages every employee to take risks at work.	155	Fantastic
Attention to Detail	All employees are committed to ensuring that their work is error-free.	153	Fantastic
	I feel that every task assigned is explained in detail so that employees can easily understand it.	152	Fantastic
Result Orientation	The work I do requires me to put in maximum effort.	154	Fantastic
	The work I do requires me to put in maximum effort.	150	Fantastic
People Orientation	The company provides clear opportunities for every employee to develop professionally.	156	Fantastic
	The company provides clear opportunities for every employee to develop professionally.	155	Fantastic
Team Orientation	Each individual is treated with awards without discrimination.	155	Fantastic
	Teamwork is highly valued at this company to achieve optimal results.	158	Fantastic
Aggressiveness	Employees are encouraged to compete to achieve individual and team goals.	139	Advanced
	The company demands that every employee work effectively and efficiently to achieve the best results..	148	Fantastic
Stability	The procedures in this company help me complete my work in a more structured and efficient manner.	157	Fantastic
Total		1.971	
Average		151,6	Fantastic

Based on the table above, the overall average response from employees at the Jambi City Population and Civil Registration Office regarding organizational culture was 151.6, which falls into the very high category.

The summary of respondents' overall responses, based on the priority order of performance assessments at the Jambi City Population and Civil Registration Office, is as follows:

Tabel 4.27
Jawaban Responden Terhadap Dimensi Kinerja Pegawai

Indikator	Pernyataan	Skor	Keterangan
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Kuantitas Kerja	Organisasi memberikan jumlah target yang jelas untuk diselesaikan sehingga pegawai dapat fokus untuk mencapainya.	160	Sangat Tinggi
Kualitas Kerja	Ketelitian saya dalam bekerja dapat membantu menghasilkan pekerjaan yang akurat.	159	Sangat Tinggi
	Saya selalu menyelesaikan pekerjaan dengan cara yang terorganisir dan rapi.	159	Sangat Tinggi
	Saya memperhatikan setiap langkah dalam pekerjaan untuk meminimalkan kemungkinan terjadi kesalahan.	158	Sangat Tinggi
Ketepatan Waktu	Ketika menghadapi masalah, saya dapat segera mengambil langkah yang tepat untuk menyelesaikannya.	160	Sangat Tinggi
	Saya merasa bertanggung jawab untuk menyelesaikan pekerjaan dalam waktu yang telah ditentukan.	157	Sangat Tinggi
	Saya dapat mengelola waktu dengan baik dan menghindari pemborosan waktu.	162	Sangat Tinggi
	Kehadiran saya di kantor selalu sesuai dengan waktu yang telah diatur	157	Sangat Tinggi
	Saya selalu pulang tepat waktu sesuai dengan jam yang telah ditentukan, kecuali jika ada pekerjaan yang harus diselesaikan lebih lama.	163	Sangat Tinggi
Total		1.435	
Rata-rata		159,4	Sangat Tinggi

Based on the table above, it can be seen that the overall average response of employees at the Jambi City Population and Civil Registration Office regarding performance is 159.4, meaning it is included in the very high category.

Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.687	.429		1.601	.118
<i>Employee Engagement</i>	.370	.159	.366	2.318	.026
Komitmen Organisasi	.389	.141	.427	2.756	.009
Budaya Organisasi	.064	.126	.071	.511	.612

a. Dependent Variable: Kinerja

From the results of the analysis of the table above, it can be seen that the regression

$$Y = 0,687 + 0,370X_1 + 0,389X_2 + 0,064X_3$$

equation formed is as follows:

The constant of 0.687 means that if the motivation variable, the physical work environment variable and the work discipline variable are assumed to be 0, then the performance is constantly 0.687. The regression coefficient of the employee engagement variable of 0.370 means that with the addition of one unit of the employee engagement variable, there will be an increase in employee performance of 0.370. The regression coefficient of the organizational commitment variable of 0.389 means that every addition of the organizational commitment variable by one unit will increase employee performance by 0.389 assuming that other variables remain constant. The regression coefficient of the organizational culture variable of 0.064 means that every addition of the organizational culture variable by one unit will increase employee performance by 0.064 assuming that other variables remain constant.

Koefisien Determinasi

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.770 ^a	.593	.558	2.40350	1.815

a. Predictors: (Constant), budaya organisasi, komitmen organisasi, dan *employee engagement*

b. Dependent Variable: kinerja

Based on the data in the table above, it shows the correlation between the Employee Engagement variable (X1), the Organizational Commitment variable (X2), the Organizational Culture variable (X3) on performance (Y) is 0.558, meaning there is a strong relationship between the employee engagement variable, the organizational commitment variable and the organizational culture variable on employee performance. This means that the ability of an employee engagement variable, organizational commitment, organizational culture (independent) explains changes to the performance variable (dependent) by 55.8%, the remaining 44.2% is explained by other variables.

Uji F (Simultan)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.217	3	.072	18.199	.000 ^b
	Residual	.139	35	.004		
	Total	.356	38			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Budaya Organisasi, Komitmen Organisasi, *Employee Engagement*

Sumber : Data Primer yang diolah dari SPSS Versi 25.

Based on the data in the table above, the output results of the F test. The calculated F value obtained is 18.199 while the F table value is 2.87. So it can be seen that the calculated F value of $18.199 \geq F \text{ table } 2.87$ with a significance level of 0.000 because the significance level is ≤ 0.05 , then this regression model can be used for performance variables. Thus, it can be concluded that simultaneously the variables Employee Engagement (X1), Organizational Commitment (X2), and Organizational Culture (X3) have a positive and significant effect on the dependent variable, namely Performance.

Uji t (Parsial)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.687	.429		1.601	.118
<i>Employee Engagement</i>	.370	.159	.366	2.318	.026
Komitmen Organisasi	.389	.141	.427	2.756	.009
Budaya Organisasi	.064	.126	.071	.511	.612

a. Dependent Variable: Kinerja

Based on the data in the table above, the results of the t-test can be seen. The effect of the employee engagement variable (X1) on the performance variable (Y) is demonstrated by the calculated t-value of employee engagement of 2.318, with a significance value of 0.026, and a t-table value of 1.689. The calculated t-value of $2.318 \geq 1.689$, with a significance value of $0.026 \leq 0.05$. Therefore, it can be concluded that there is a significant, partial, positive effect between employee engagement and performance.

The effect of the organizational commitment variable (X2) on the performance variable (Y) is demonstrated by the calculated t-value of organizational commitment of

2.756, with a significance value of 0.009, and a t-table value of 1.689.

The calculated t-value of $2.756 \geq 1.689$, with a significance value of $0.009 \leq 0.05$. Therefore, it can be concluded that there is a significant, partial, positive effect between organizational commitment and performance.

Furthermore, the influence of the organizational culture variable (X3) on the performance variable (Y) can be seen from the calculated t value of organizational culture which is 0.511 with a significance value of 0.612 and a t table of 1.689. The calculated t value is $0.511 \leq 1.689$ with a significance value of $0.612 \geq 0.05$. So it can be concluded that there is a partial negative and insignificant effect between organizational culture and performance.

DISCUSSION

Employee Engagement of Employees at the Jambi City Population and Civil Registration Office

Employee Engagement of Employees at the Jambi City Population and Civil Registration Office is categorized as good because it aligns with the theory used by Schaufeli & Bakker (2003): Employee engagement is a positive feeling experienced by an individual, measured by their work, accompanied by a willingness to devote their abilities and energy, demonstrated through behavior.

Organizational Commitment of Employees at the Jambi City Population and Civil Registration Office

Organizational Commitment of Employees at the Jambi City Population and Civil Registration Office is categorized as good because it aligns with the theory used by Busro (2018:72): Organizational Commitment is the psychological state of an employee's relationship with the company, which has implications for the decision to remain with the company or leave.

Organizational Culture of Employees at the Jambi City Population and Civil Registration Office

The organizational culture of employees at the Jambi City Population and Civil Registration Office is categorized as good because it aligns with the theory used by Robbin

and Judge (2015): Organizational culture is a system of shared meanings held by members of an organization, which distinguishes the organization from other organizations.

Employee Performance at the Jambi City Population and Civil Registration Office

Employee Performance at the Jambi City Population and Civil Registration Office is categorized as good because it aligns with the theory used by Dharma (2018): Performance is the degree to which employees achieve job requirements. Performance assessments generally cover both qualitative and quantitative aspects of job performance.

The Effect of Employee Engagement, Organizational Commitment, and Organizational Culture on Employee Performance at the Jambi City Population and Civil Registration Office

In accordance with the objectives of this study, which are to determine the influence of Employee Engagement, Organizational Commitment, and Organizational Culture on Employee Performance at the Jambi City Population and Civil Registration Office and to analyze the influence of Employee Engagement, Organizational Commitment, and Organizational Culture on Employee Performance at the Jambi City Population and Civil Registration Office, the following will be discussed. Simultaneously, the variables Employee Engagement (X1), Organizational Commitment (X2), and Organizational Culture (X3) have a positive and significant effect on the dependent variable, performance.

The effect of employee engagement (X1) on performance (Y) is evident from the partial t-test, indicating a significant positive effect between employee engagement and performance. The effect of organizational commitment (X2) on performance (Y) is evident from the partial t-test, indicating a significant positive effect between organizational commitment and performance. Furthermore, the influence of the organizational culture variable (X3) on the performance variable (Y) can be seen from the partial t-value which has a negative and insignificant influence between organizational culture and performance.

CONCLUSION AND SUGGESTION

CONCLUSION

From the research results, the following conclusions can be drawn:

1. Based on primary data, the Employee Engagement variable yielded a score of 145.8, followed by Organizational Commitment with a score of 153.8, Organizational

Culture with a score of 143.4, and Performance with a score of 159.4. Therefore, the respondents' responses were categorized as very high, and thus the research was accepted.

2. The calculated F-value was 18.199, while the F-table value was 2.87, with a significance level of 0.000. Therefore, it can be concluded that simultaneously, the variables Employee Engagement (X1), Organizational Commitment (X2), and Organizational Culture (X3) have a positive and significant effect on the dependent variable, Performance.
3. The effect of the employee engagement variable (X1) on the performance variable (Y) can be seen in the calculated t-value of 2.318 with a significance level of 0.026 and a t-table value of 1.689. It can be concluded partially that there is a significant positive influence between employee engagement on performance. The influence of organizational commitment variable (X2) on performance variable (Y) can be seen from the calculated t value of organizational commitment is 2.756 with a significance value of 0.009 and t table 1.689. It can be concluded partially that there is a significant positive influence between organizational commitment on performance. Furthermore, the influence of organizational culture variable (X3) on performance variable (Y) can be seen from the calculated t value of organizational culture is 0.511 with a significance value of 0.612 and t table 1.689. It can be concluded partially that there is a negative and insignificant influence between organizational culture on performance.

Suggestion

Based on the research findings, the researcher offers several suggestions for future use by those pursuing similar topics or approaches, including:

1. To improve and achieve employee performance targets at the Jambi City Population and Civil Registration Office, companies must prioritize their employees by enhancing employee engagement, organizational commitment, and organizational culture. The research findings indicate that employee engagement, organizational commitment, and organizational culture significantly influence employee performance at the Jambi City Population and Civil Registration Office.
2. The research findings indicate that the response rate for the statement "I am willing to work beyond my usual hours to help the company" regarding employee engagement is

adequate. Furthermore, the highest performance variable was the statement "I always go home on time, unless there is work that needs to be completed later." Therefore, it is recommended that employees increase their willingness to work extra hours for the benefit of the company, while simultaneously maintaining good habits and discipline.

3. The results of this research are expected to contribute to the development of research and serve as a reference for future researchers related to employee engagement, organizational commitment, and organizational culture.

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