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Effect of perceived organizational support and organizational culture on employee performance mediated by employee engagement at pt pln ip ubp cilegon

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Article Info

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ABSTRACT

This study intends to analyze and test the effect of perceived organizational support and organizational culture on employee performance mediated by employee engagement. The method used in this study is quantitative descriptive with a causality approach. PT PLN IP UBP Cilegon is the object of this study with a population of 97 people. The sampling technique in the study was stratified proportional random sampling and a sample of 80 respondents was obtained. Respondents' answers to the questionnaire were measured using a scale of 1-10. Data analysis used the help of SmartPLS 4 software. The results of the study stated that perceived organizational support did not affect employee performance, organizational culture affected employee performance, perceived organizational support did not affect employee engagement, organizational culture affected employee engagement, employee engagement affected employee performance, employee engagement was unable to mediate perceived organizational support on employee performance, and employee engagement mediated the relationship between perceived organizational support and employee performance.

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1. INTRODUCTION

In an organization, human assets are seen as an critical resource component within the trade advancement prepare, therefore human assets are an awfully critical venture at organization [1]. Each organization, both trade organizations and government organizations, certainly needs human assets who can give most extreme commitment and can back the accomplishment of organizational objectives.

The victory of an organization is decided by the quality and execution of representatives within the organization to attain the expressed organizational objectives [2]. Quality human assets with brilliance can be seen from their execution comes about [3]. With quality representatives who have great execution, it'll offer assistance the organization accomplish its objectives. One of the imperative variables deciding execution is the discernment of organizational back [4].

The concept of seen organizational back has pulled in the intrigued of numerous organizational behavior analysts. Such as investigate by [5] states that seen organizational back influences worker execution. Moreover, inquire about by [6] states that seen organizational bolster influences employee performance. In any case, there's inquire about with diverse comes about from past investigate. Such as investigate conducted by [7] states that the recognition of bolster from 3 organizations does not influence representative execution.

Moreover, inquire about by [8] expressed that the recognition of organizational bolster has no impact on worker execution. Moreover, another vital calculate that impacts worker execution is organizational culture [9]. Organizational social values that have not been legitimately actualized make workers tend to have moo keenness in their work, not have a work character, are less dependable, less restrained, and are not work-oriented agreeing to the requests that are standard for an organization to progress and create [10].

Inquire about conducted by [11] appears that organizational culture has an impact on worker execution. Moreover, investigate by [12] states that organizational culture has an impact on worker execution. Moving forward organizational culture will lead to progressed worker execution. Be that as it may, different results were found within the inquire about comes about of [13] which expressed that organizational culture has no impact on execution.

Moreover, [14] expressed that organizational culture has no impact on representative execution. So, there is no relationship and impact between organizational culture and representative execution. So investigate is still required to affirm the comes about of past ponders. In this consider, the creator needs to include representative engagement as an mediating variable. Since worker engagement is accepted by analysts to be able to move forward representative execution. This can be as expressed by [8] that worker execution is additionally upheld by the worker engagement variable, and workers who have tall worker engagement will move forward person execution.

2. RELATED WORK

2.1 Employee Performance

Agreeing to [15], execution is the in general quality and amount of work that has been accomplished by a representative in completing their assignments and work as an obligation that has been given by the organization to its representatives. Field conditions state that representative execution incorporates an exceptionally critical part in accomplishing the victory of an organization, subsequently, organizations ought to execute a number of approaches to progress representative execution [16].

Concurring to [17], workers who carry out their functions in agreement with the obligations given are effective in terms of quality and amount. Siswanti and Pratiwi [18] said that execution appraisal is the method of surveying the identity characteristics, work behavior, and work comes about of a laborer or

worker (specialist and supervisor), which are considered to support their execution, which are utilized as considerations for choice making almost activities within the business segment.

2.2 Perceived Organizational Support

[19] characterize seen organizational bolster as bolster from an organization that can investigate and bring up representative discernments that have given back in agreement with appropriate standards, as well as representative desires within the company. Agreeing to [20], organizational back is how an organization is able to appreciate representative commitments to the advance of the organization and the consideration given to representatives for their lives and needs.

There are numerous sorts of organizational back given to representatives such as providing mutual regard, grants within the shape of pay rates, and advancements which are considered able of supporting a representative in carrying out their work and welfare [7]. [21] Said that positive organizational bolster from the company makes representatives have a great reaction and consider themselves mindful for reimbursing the company with positive things, counting through great work execution so that a mutualistic relationship is set up.

[22] Clarify that organizational bolster can bring viability to improving representative execution, with the tall execution it'll have a critical impact on the organization, meaning that the more noteworthy the back given, the more affect it'll have on an employee's execution in completing their assignments so that they can bring the organization forward and create. The back given by the organization will certainly have suggestions for workers to proceed to illustrate their abilities that can help the victory of the organization's objectives [23].

There are numerous sorts of organizational bolster given to representatives, such as giving shared regard, grants within the shape of compensations, and advancements which are considered able of supporting a representative and in carrying out their work and their welfare [7]. Organizational bolster given by bosses to representatives can reflect a sense of caring and actually a worker will feel acknowledged for their work [24].

2.3 Organizational Culture

Concurring to [25], organizational culture is the elemental thinking of an organization that contains shared feelings, benchmarks, and values as center characteristics of how to do things in an organization. Organizational culture is formed by an organizational accumulate itself to move in overcoming challenges inside long haul [26].

Organizational culture is by and huge seen as a set of key values, understandings, and measures gotten by people of an organization and the organization to modern people [27]. Organizational culture may be a framework that guides every day behavior and makes choices for agents and facilitates their exercises to accomplish organizational destinations [28]. Organizational culture may be a plan of values, guidelines, feelings, demeanors, and assumptions that will not be articulated but shape how people carry on and do things. Values insinuate to specialist execution quality of work comes about sum of work comes almost opportuneness teliability comparative demeanors on what is acknowledged to be basic around how people and organizations carry on [29].

2.4 Employee Engagement

[30] Expressed that representative engagement is the degree to which an worker is able to completely include themselves in their work and are committed to accomplishing organizational objectives by giving their best execution and communicating themselves physically and candidly towards their work. [31] Expressed that worker engagement may be a frame of worker engagement at an enthusiastic level towards the organization.

[32] expressed that representative engagement or a sense of connection from an representative can influence their level of execution. Workers who feel that they are included will express a positive and work-based mentality that's characterized by excitement that can diminish the propensity of workers to create botches at work, especially employees who have a sense of engagement towards their work will be more prepared to memorize modern information and things so that locked in representatives are able to realize advancement and abilities as a result of accomplishing tall levels of success and execution in their work [33].

Agreeing to [34], worker engagement may be a positive, fulfilling, and work-related state of intellect characterized by vigor, devotion, and assimilation.

3. METHODOLOGY

In this ponder, the creator employments a sort of logical investigate that's graphic quantitative, and causal. The premise of scientific research lies within the characteristics of judicious, observational, and efficient science [35].

Quantitative clear inquire about is research to see and survey a issue to induce an outline and data approximately something [36]. Quantitative methods are research methods that use data in the form of numbers to answer research questions and test hypotheses. This method is often used in social sciences, natural sciences, and various other fields of research. The following are some characteristics of quantitative methods:

a.   Using a deductive approach to test theories.
b.   Using numbers or facts.
c.   Using special tools to collect data.
d.   Using statistical methods to analyze data.
e.   Being objective, means that the data presented is real.
f.   Relatively short, because it does not take a long time to collect and present data.

Concurring to [35], the expressive inquire about strategy may be a sort of investigate that points to depict or portray a wonder or condition that exists within the population or research test, without any control or control of factors. Concurring to [35], quantitative inquire about strategies are inquire about strategies that utilize a precise approach to gather data that can be measured numerically, and after that analyzed utilizing factual methods to gain a more profound understanding of a wonder. This strategy is usually done by testing theories or models with data and after that making conclusions based on the comes about of the information examination.

Data collection techniques in this study, researchers used two data collection techniques, namely document research and field research which include observation and questionnaire methods. The questionnaire method is a data collection technique carried out by giving written questions to respondents to answer. A questionnaire is one of the quantitative research instruments used to describe the relationship between variables.

Questionnaires can be given in person, by post, or online. Some of the advantages of a questionnaire include not requiring much time, having a wide reach, not requiring face-to-face meetings, respondents can keep their identities confidential, and being more efficient. Meanwhile, for data analysis in processing the data from the research questionnaire, the researcher used Smart PLS 4. SmartPLS is a software application for structural equation modeling (SEM) design on a graphical user interface (GUI).

These models can be measured by the partial least squares (PLS) analysis method. The use of Smart PLS is highly recommended when we have limited sample sizes, while the model being built is complex. The purpose of using SMART PLS is to predict the relationship between constructs, confirm theories and can also be used to explain whether or not there is a relationship between latent variables.

The use of Smart PLS is highly recommended when we have limited sample sizes while the model being built is complex. This cannot be done when we use the two software above. Lisrel and AMOS require sufficient samples. This research method is to analyze the influence of perceived organizational support and organizational culture on employee performance mediated by employee engagement.

4. RESULTS AND DISCUSSION

4.1 General Description

PT PLN IP UBP CILEGON is part of PT Perusahaan Listrik Negara (Persero) Indonesia Power Unit Business Generation at Jalan Suralaya Number 21, Suralaya Village, Pulomerak District, Cilegon City, Banten Province, Postal Code 42439 (Figure 1). PT Perusahaan Listrik Negara (Persero) has units throughout Indonesia which are divided based on the electricity system, namely generation, transmission, and distribution.

PT Perusahaan Listrik Negara (Persero) has 11 subsidiaries that support the company's performance and services. PT Perusahaan Listrik Negara (Persero) has a vision to become a world-class company that is growing, superior, and trusted.

Figure 1. PT Perusahaan Listrik Negara (Persero)

The amount of electricity sold in 2023 was 288,435.78 GWh. The industrial customer group consumed 88,587.68 GWh (30.71%), households 122,339.69 GWh (42.41%), businesses 57,112.00 GWh (19.80%), and others (social, government buildings, and public street lighting) 20,396.41 GWh (7.07%). The number of customers at the end of 2023 was 89,153,278 customers, an increase of 4.11% from the end of 2022.

The average selling price of electricity per kWh based on AP2T data during 2023 was Rp1,155.47/kWh, higher than the previous year of Rp1,137.26/kWh (Figure 2).

(GWh)

Rumah Tangga 42,41%
122.339,69

Bisnis 19,80%
57.112,00

Jumlah 100%
288.435,78

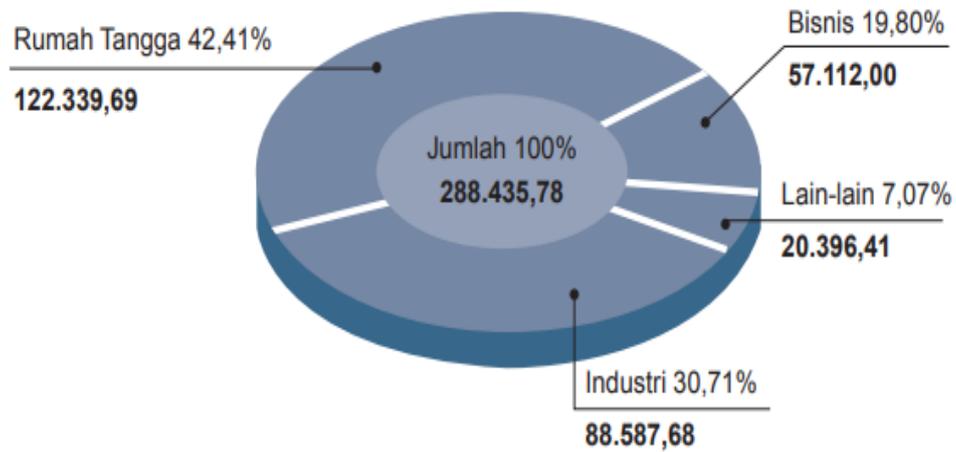Lain-lain 7,07%
20.396,41

Industri 30,71%
88.587,68

Figure 2. Energy Sold per Customer Group in 2023

In Figure 3 During 2023, energy shrinkage amounted to 8.57%, consisting of transmission shrinkage of 2.01% and distribution shrinkage of 6.71%. The energy shrinkage in 2023 is better compared to 2022 by 8.72% (negative polarization).

(%)

	2015	2016	2017	2018	2019	2020	2021	2022	2023
Susut Energi	9,77	9,48	8,75	9,51*)	9,60	9,41	9,00	9,29	9,18
Distribusi	7,63	7,19	6,53	7,37	7,24	7,22	6,77	6,94	6,71
Transmisi	2,33	2,29	2,39	2,32	2,26	2,09	1,97	1,92	2,01

*) Tanpa memperhitungkan kWh E-min
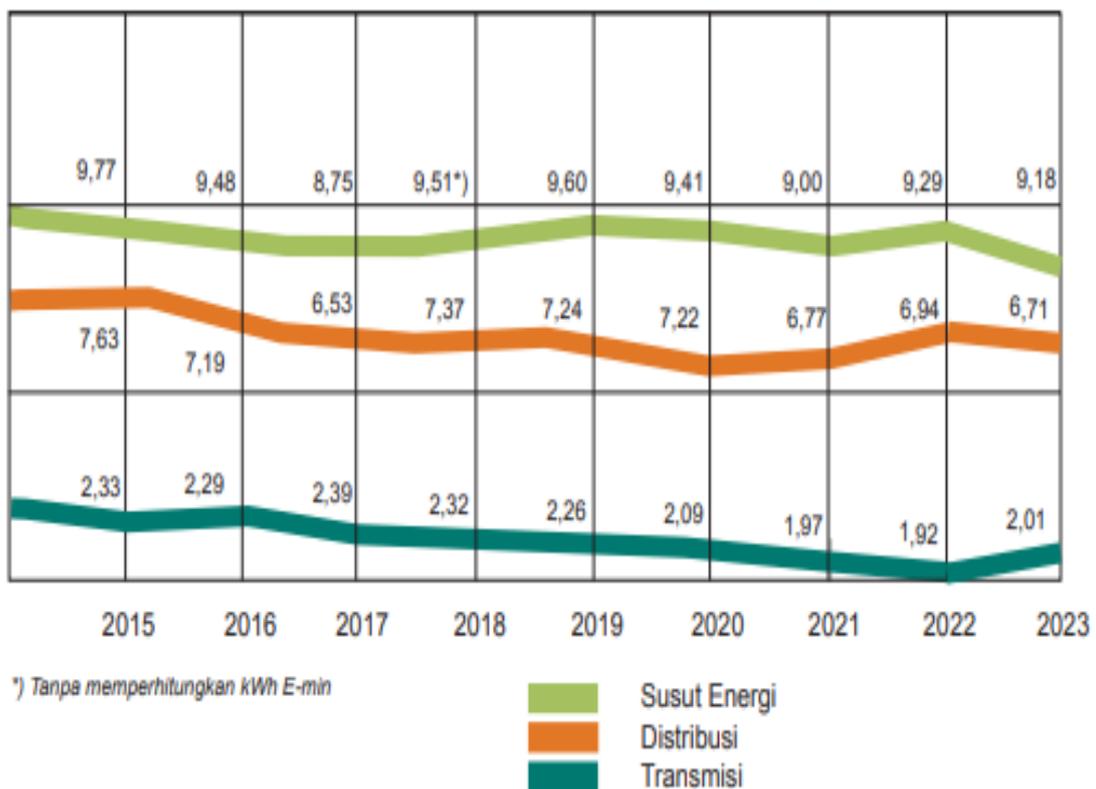
■ Susut Energi
■ Distribusi
■ Transmisi

Figure 3. Development of Energy Shrinkage + PS (2015-2023)

Figure 4. PT PLN Indonesia Power

In Figure 4 PT PLN Indonesia Power, previously known as PT Indonesia Power, is a subholding of PT Perusahaan Listrik Negara (Persero) which plays a strategic role in the electricity sector in Indonesia. The company's main business activities are currently as an energy solution provider that includes the provision of electricity through power plants spread across Indonesia and the development of beyond kWh businesses.

PT PLN Nusantara Power, previously known as PT Pembangkitan Jawa-Bali (PJB), is a subholding of PT Perusahaan Listrik Negara (Persero) which operates in the field of electricity generation.

4.2 Hypothesis Test

Table 1. Direct Relationship Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture ->Employee Engagement	0.681	0.664	0.122	5.598	0.000
Organizational Culture ->Employee Performance	0.360	0.356	0.121	2.965	0.003
Employee Engagement ->Employee Performance	0.428	0.429	0.133	3.221	0.001
Perceived Organizational Support ->Employee Engagement	0.149	0.167	0.120	1.237	0.216
Perceived Organizational Support ->Employee Performance	0.113	0.117	0.089	1.268	0.205

Table 2. Indirect Relationship Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture ->Employee Engagement ->Employee Performance	0.292	0.286	0.110	2.648	0.008

Perceived Organizational Support ->Employee Engagement ->Employee Performance	0.064	0.068	0.054	1.185	0.236

From the Table 1 and Table 2 over appears the comes about of the bootstrapping coordinate and backhanded impact test with SmartPLS 4, it can be clarified as takes after:

a. Based on the comes about of the primary speculation test, the comes about of this think about show that seen organizational back has no impact on representative execution. Past ponders that bolster the comes about of this consider incorporate [37], [38], [39] which state that seen organizational back has no impact on progressing representative execution.

b. Based on the comes about of this study, it appear that organizational culture incorporates a positive and noteworthy impact on representative execution. Past ponders that back the comes about of this theory incorporate [11], [12], [40] which can be translated that the higher the organizational culture, the higher the worker execution.

c. Based on the comes about of this think about, it appears that seen organizational back has no impact on worker engagement. Past thinks about that bolster the comes about of this think about incorporate [41], [42], [43], in their inquire about they expressed that seen organizational bolster has no impact on representative engagement.

d. Based on the comes about of this consider, it states that organizational culture encompasses a positive and critical impact on representative engagement. Past ponders that bolster the comes about of this think about incorporate research conducted by [44], [45], [26] which states that there's a positive and noteworthy impact between organizational culture and worker engagement.

e. Based on the comes about of this think about, it appears that worker engagement features a critical impact on worker execution. Past ponders that back the comes about of this theory five ponder incorporate inquire about conducted by [45], [46], [47], which states that there's a positive and critical impact between worker engagement and representative execution.

f. The comes about of the inquire about information preparing state that employee engagement does not intervene the impact of seen organizational back on worker execution. Past considers that back the comes about of this consider incorporate [42], [43], where in their investigate they expressed that worker engagement does not intervene the relationship between seen organizational bolster and representative performance.

g. The comes about of the inquire about information handling appear that representative engagement intercedes the impact of organizational culture on representative execution. Past studies that bolster the comes about of this think about incorporate inquire about conducted by [26], [45], [48] which states that representative engagement intervenes the impact of organizational culture on worker execution [49], [50].

5. CONCLUSION

Based on the comes about of testing the theories that have been proposed by the analyst, the discoveries of the ponder incorporate:

a. Hypothesis one states that seen organizational back has no impact on representative execution, this implies that no matter how much an employee's discernment of organizational back is, it'll not fundamentally progress worker execution.

b. The moment speculation states that organizational culture contains a positive and critical impact on worker execution. This implies that by maintaining the values, rules, standards that are considered redress and have been concurred upon by its individuals, it'll move forward worker execution.

c. The third theory states that seen organizational bolster has no impact on worker engagement, this means that no matter how much an employee's recognition of organizational bolster is, it'll not necessarily increase worker engagement towards the organization and their work.

d. Hypothesis four states that organizational culture encompasses a positive and critical impact on employee engagement, this implies that an employee's representative engagement can be progressed by executing organizational culture values legitimately.

e. Hypothesis five states that representative engagement contains a positive and noteworthy impact on representative execution, meaning that the higher an employee's worker engagement, the higher the employee's execution.

f. Hypothesis six states that representative engagement cannot intercede the relationship between seen organizational back and representative execution, meaning that no matter how solid worker engagement is, it'll not intercede the relationship between seen organizational bolster and execution.

g. Hypothesis seven states that organizational culture impacts worker execution with representative engagement as a interceding variable. So the influence of seen organizational bolster and on execution can be interceded by worker engagement.

Based on the conclusions above, the researcher provides suggestions for implications, including:

a. Based on the respondents' responses from the questionnaire, perceived organizational support at PT PLN IP UBP Cilegon is included in the high category so it needs to be maintained. In order to continue to be maintained, the researcher provides suggestions for the organization to increase support for employees both emotionally and materially.

b. The organizational culture at PT PLN IP UBP Cilegon, according to the respondents' responses, is included in the high category so it needs to be maintained. In order to be maintained, researchers suggest that companies socialize and implement corporate culture by providing a positive climate in the work environment, upholding the values of existing organizational culture, establishing effective communication between employees, between leaders and subordinates, building a family atmosphere to create a harmonious work environment and achieve excellent company performance.

c. Employee engagement at PT PLN IP UBP Cilegon, based on respondents' responses, is included in the high category. Therefore, employee engagement at PT PLN IP UBP Cilegon deserves to be maintained. To maintain and improve this sense of employee engagement, researchers suggest that each employee increase their high enthusiasm and enthusiasm.

Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Suyatno	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wawan Prahiawan		✓			✓	✓			✓		✓	✓		✓
Liza Mumtazah Damarwulan	✓		✓	✓	✓		✓	✓			✓			

C: **C**onceptualization	I: **I**nvestigation	Vi: **Vi**sualization
M: **M**ethodology	R: Resources	Su: **Su**pervision
So: **So**ftware	D: Data Curation	P: **P**roject administration
Va: **Va**lidation	O: Writing- **O**riginal Draft	Fu: Funding acquisition

Fo: **Fo**rmal analysis   E: Writing- Review& **E**diting

Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this manuscript.

Informed Consent

All participants were informed about the purpose of the study, and their voluntary consent was obtained prior to data collection.

Ethical Approval

The study was conducted in compliance with the ethical principles outlined in the Declaration of Helsinki and approved by the relevant institutional authorities.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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