



THE INFLUENCE OF WORK CULTURE AND EMPLOYEE ENGAGEMENT ON WORK PRODUCTIVITY IN BARANTIN

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ABSTRACT

This study aims to analyse the influence of work culture and employee engagement on the productivity of employees at the Indonesian Quarantine Agency (Barantin). The background of this study is based on the challenges faced by public organisations, which often encounter low employee engagement and fluctuations in productivity due to a bureaucratic work culture and a lack of adaptability to change. This study employs a quantitative method using purposive sampling techniques on 160 employees, with data analysis conducted using Structural Equation Modelling (SEM) via SmartPLS. The results indicate that work culture has a positive and significant impact on work productivity, with a coefficient of 0.494, a t-statistic of 6.778, and a p-value of 0.000. A strong work culture, encompassing integrity, collaboration, innovation, and responsibility, has been proven to enhance employee performance. Additionally, employee engagement also has a positive and significant impact on productivity, with a coefficient of 0.460, a t-statistic of 6.334, and a p-value of 0.000. Employee engagement, measured through the indicators of vigor, dedication, and absorption, drives increased motivation, focus, and work quality. The R-square value of 0.861 indicates that the work culture and employee engagement variables can explain 86.1% of the variation in work productivity, while the predictive relevance (Q^2) of 0.725 indicates that the model has high predictive power. This finding emphasises the importance of strengthening a positive work culture and increasing employee engagement to achieve optimal and sustainable productivity in public organisations.

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1. INTRODUCTION

Organisations in today's globalised era face changes that are unpredictable and uncontrollable. Therefore, an organisation must adapt to changes in the business environment and require competent employees with strong skills to achieve organisational goals. According to Dessler (1997), human resource management is the policy or practice required by someone in a managerial position who is responsible for individual aspects of human resources in the areas of recruitment, selection, training, compensation, and evaluation. Schuler et al. (1992 in Sutrisno, 2009) note that human resource management recognises the importance of the workforce as a vital human resource for achieving organisational goals and the use of human resource management functions.

In public organisations such as the Indonesian Quarantine Agency, the main challenges often faced relate to low levels of employee engagement and fluctuations in work productivity. One of the main factors influencing these two aspects is the work culture embraced by the institution. Work culture encompasses the values, norms, and daily work practices that form the foundation for shaping employees' behaviour and attitudes toward their work. However,

work culture in government agencies often tends to be bureaucratic and less adaptable to change, leading to a decline in work motivation and employee commitment to the organisation (Robbins & Judge, 2019).

Employee productivity is determined by what employees do in accordance with their responsibilities in performing tasks assigned by the organisation to achieve good results or meet the targets set by the organisation. According to Simanjuntak in Cipta and Nasution (2019), employee productivity refers to the ability of employees to produce goods or services based on the mental attitude that today must be better than yesterday and tomorrow must be better than today.

Nawawi (2005) defines work culture as habits repeatedly performed by employees in an organisation. Work culture has a profound meaning, as it changes the attitudes and behaviour of human resources to achieve higher work productivity in facing future challenges. Schein (2010) defines culture as a pattern of basic assumptions learned by a particular group to address external adaptation and internal integration issues. Culture is the totality of behavioural patterns observed in social life, art, religion, institutions, and all the works and thoughts of a human group. Five factors influencing work culture are employee responsibility, innovation, results orientation, knowledge, and work systems. These factors directly influence the work culture of employees in a company or organisation.

Previous studies have shown a positive relationship between work culture and employee productivity. Similarly, Nazarian et al. (2017) found a positive and significant relationship between work culture and employee productivity. In addition, Shahzad et al. (2013), Sangadji (2013), and Hakim (2015) showed consistent results. On the other hand, Harwiki (2016), Syauta et al. (2012), and Bakti (2016) showed a negative and insignificant relationship between work culture and employee productivity.

The problem in the field is the disconnect between desired work culture values and actual work practices. In many public organisations in Indonesia, including the Quarantine Agency, values such as integrity, collaboration, and innovation may have been enshrined in the institution's vision and mission, but they have not been fully internalised in daily work practices. This has the potential to create a mismatch between organisational expectations and the reality faced by employees, which ultimately reduces engagement levels and hinders work productivity (Denison, 2000).

Employee engagement is a psychological state in which employees feel invested in the success of the company and are motivated to increase productivity beyond the job requirements. Schaufeli & Bakker (2003) explain that employee engagement is a form of positive thinking, i.e., thoughts that arise in relation to the completion of workloads and can be characterised by vigor (enthusiasm and energy while working), dedication (actively contributing to the advancement of the organisation or company), and absorption (enjoyment and satisfaction derived from performing their work).

Employee engagement is an employee's attachment to an organisation. Employee engagement exists in organisations because of the shared values and characteristics of employees within the organisation. Khan (1990) concluded that employees use their physical, cognitive, and emotional capacities for their performance roles. Meanwhile, Schaufeli and Bakker (2003) explain that employee engagement enables employees to achieve positive employee performance, which can foster a sense of employee ownership and make them reluctant to leave their jobs. As a result, an employee will increase their engagement and feel proud and immersed in their work as a whole. Macey et al. (2009) in Armstrong (2014:228) state that 'employee engagement is an individual goal and focused energy, which is visible to others through personal initiative, flexibility, effort, and perseverance directed towards organisational goals.' Based on the definition discussed above, employee engagement is manifested as energy or strength focused on achieving organisational goals. In this study, the researchers adopted Schaufeli and Bakker's (2003) theory of employee engagement, which includes three indicators: vigour, dedication, and absorption.

Employee engagement has several characteristics and similarities in assessing employee productivity in organisations. This feature is supported by previous studies, including Dajani (2015), who stated that employee engagement and employee productivity have a significant relationship. Al-Dalahmed et al. (2018) revealed that there is a positive relationship between employee engagement and employee productivity. Ghafoor et al. (2011) and Bakti (2016) demonstrate that employee engagement and employee productivity have a positive and significant relationship. Conversely, Joushan et al. (2015) show that employee engagement does not positively and significantly influence employee productivity.

The problem identified in this study is that there are still some employees who lack engagement, such as a lack of involvement of employees in collaborating with their superiors in making joint decisions, and it was also found that some employees participate directly in various decisions, with workers being represented by a small group of employees who are truly involved. In addition, the lack of strategies to develop a work culture that encourages employee engagement is also a significant problem. Many organisations focus on performance targets and outputs but overlook the psychological and emotional aspects of employees, such as a sense of belonging, pride in their work, and relationships with colleagues. When employees feel emotionally disconnected from their work and the organisation, their commitment and productivity decline (Kahn, 1990; Saks, 2006).



Based on the above description, it can be concluded that work culture plays a crucial role in shaping employee engagement and work productivity, including in the context of the Indonesian Quarantine Agency. Issues such as the mismatch between work culture values and their implementation on the ground, low emotional engagement of employees towards the organisation, and a bureaucratic culture that is less adaptive to change, are factors that need to be addressed strategically. Therefore, this research on the influence of workplace culture on employee engagement and work productivity is important as a foundation for formulating more humanistic managerial policies that are oriented toward improving organisational performance as a whole.

2. LITERATURE REVIEW

Work Culture

Culture is essentially a process of integrating human behaviour that encompasses thoughts, words and actions through a learning process (Pangkey et al., 2019). In their lives, humans are influenced by the culture in which they live. The same thing happens in an organisation or company, where a mixture of all the values, beliefs and behaviours of each member of the organisation will form the work culture. Nawawi (2008) states that work culture is a habit repeatedly performed by employees within an organisation. Violations of this habit do not incur strict penalties, but the organisation's moral code has agreed that this habit must be adhered to in order to carry out work and achieve objectives. Based on the above theory of work culture, it is a habit or behaviour that is repeatedly performed in every routine, and there are no strict penalties for violating it. However, the habits referred to here are positive habits. These habits are a combination of attitudes and behaviours that have dimensions that can be used as guidelines for attitudes and behaviour.

Schein (2010) defines culture as a pattern of basic assumptions learned by a particular group to overcome external adaptation and internal integration problems. Five factors that influence work culture are employee responsibility, innovation, results orientation, knowledge, and work systems. These factors will directly influence the work culture of employees in a company or organisation. This aligns with the research conducted by Ali et al. (2018), which states that work culture significantly influences employee productivity.

Work culture can be identified by the values embodied in the attitudes and behaviors of individuals, groups, organizations, and work systems when employees perform their duties (Gunawan & Efendi S, 2020). Implementing a work culture is profoundly meaningful because it will change the attitudes and behaviors of human resources to achieve higher work productivity in facing future challenges (Widodo, 2017).

Work culture is a set of social values or a pattern of behaviour within a company that relates to the intellect and conscience of employees in performing their work. Based on Nawawi (2008), the indicators of work culture in this study are: 1. Performing work according to assigned tasks 2. Honesty in work 3. Commitment to work 4. Responsibility for work 5. Ability to cooperate with colleagues.

Employee Engagement

The term employee engagement comes from psychology literature and research on how people apply themselves to the roles they perform. Engaged employees are said to be optimistic, highly focused on their work, enthusiastic, and willing to go the extra mile to contribute to the long-term success of the organisation (Jose and Mampilly, 2012). Employee engagement is the enthusiasm of employees in their work, which occurs because employees direct their energy towards work that aligns with the company's strategic priorities (Vellya, Pio and Rumawas, 2020).

Employee engagement is a psychological state in which employees feel invested in the company's success and are motivated to increase productivity beyond the job requirements, Ramadhan and Sembiring (2014). Furthermore, employee engagement is considered something that can bring about change in individuals, teams, and companies.

Employee engagement is measured using the Utrecht Work Engagement Scale (UWES) developed by Rupini (2015), which consists of three indicators, namely:

1. Absorption

Absorption is characterised by deep concentration and interest, being immersed in work, time passing quickly, and individuals finding it difficult to detach themselves from work, thereby forgetting everything around them. People with high absorption scores typically feel happy that their attention is absorbed by their work, feel immersed in their work, and have difficulty separating themselves from their work. As a result, they forget everything around them and time seems to pass quickly. Conversely, people with low absorption scores are not interested and do not become immersed in their work, have no difficulty separating themselves from their work, and do not forget everything around them, including time.

2. Vigor

Vigor or strength is characterised by a high level of mental strength and resilience at work, a desire to work hard, and perseverance in the face of difficulties.

3. Dedication

Dedication is characterised by a sense of meaning, enthusiasm, inspiration, pride and challenge in one's work. People with high dedication scores strongly identify with their work because it is meaningful, inspiring and challenging. In addition, they usually feel enthusiastic and proud of their work. On the other hand, a low dedication score means that they do not identify with their work because they do not have meaningful, inspiring or challenging experiences, and moreover, they do not feel enthusiastic or proud of their work.

Employee Work Productivity

Work productivity, according to Enggana (2020), is an employee's ability to perform work to obtain results in accordance with predetermined quality standards within a shorter time frame for work activities. This statement suggests that productivity touches on various aspects of human nature, such as attitude, mentality, ethics, and expertise, and can therefore be used as a driver to improve quality on a daily basis. A similar view is expressed by Sutrisno in Antariksa and Wasiti (2020), who state that productivity is a measure of productive efficiency, meaning the ratio between output and input. Input is often interpreted as labour, while output is measured in physical units, forms, and value. Work productivity maximises the benefits of available facilities and infrastructure by producing optimal, if not maximal, output. Productivity is a crucial factor for the sustainability of a company as it is the key factor for daily improvements, and only the workforce can enhance productivity (Sinambela, 2012). From the above understanding, it can be concluded that productivity touches various aspects of human nature, such as attitude, mindset, ethics, and skills, thereby serving as a driving force to improve quality and become better each day.

Sinungan in Luturmas (2020) states that productivity includes a patriotic mental attitude that views the future optimistically, rooted in the belief that today's life is better than yesterday's and tomorrow will be better than today. Such an attitude will encourage effective and productive work, which is essential for increasing work productivity. Labour productivity is more emphasised and becomes the focus of attention compared to capital productivity, production tools, and technology. A leader's ability to maximise the use of resources and create an optimal work system will determine the level of employee productivity. The role of management is highly strategic for productivity improvement, namely by combining and utilising all resources, implementing management functions, creating work systems and task distribution, placing the right people in suitable jobs, and creating safe and comfortable working conditions and environments. Thus, the level of employee productivity can be determined by using employee productivity measurement. According to Luturmas (2017), employee productivity measurement is fundamentally used to determine the extent of employees' effectiveness and efficiency in achieving results. In efforts to measure employees' ability to achieve certain outcomes, In an effort to measure the level of employee ability in achieving better results and applicable conditions (work success).

Productivity essentially involves an attitude that always looks towards the future, believing that tomorrow's results should be greater or of higher quality than today's results. High work productivity is largely determined by each individual's awareness of their duties and responsibilities in the work assigned to them. According to Sutrisno in Panjaitan (2017), to measure work productivity, an indicator is needed that is also used as an indicator for evaluating productivity variables in this study, namely 1) Ability, 2) Improving results achieved, 3) Work enthusiasm, 4) Self-development, 5) Quality, and 6) Efficiency.

3. RESEARCH METHODOLOGY

This study employs a quantitative method aimed at testing the hypothesis regarding the causal relationship between talent management variables and employee productivity. The data collection technique used in this study is a questionnaire. The sampling technique used is purposive sampling. This technique involves selecting subjects not based on strata, random selection, or geographical areas, but rather based on specific objectives (Arikunto, 2010:183). The sample size in this study is 160 employees. The analysis method used in this study is a quantitative analysis method using Structural Equation Modelling (SEM) through SmartPLS software. In this study, the types of data presented are primary and secondary data.

4. RESULTS AND DISCUSSION

Measurement Model Test (Outer Model)

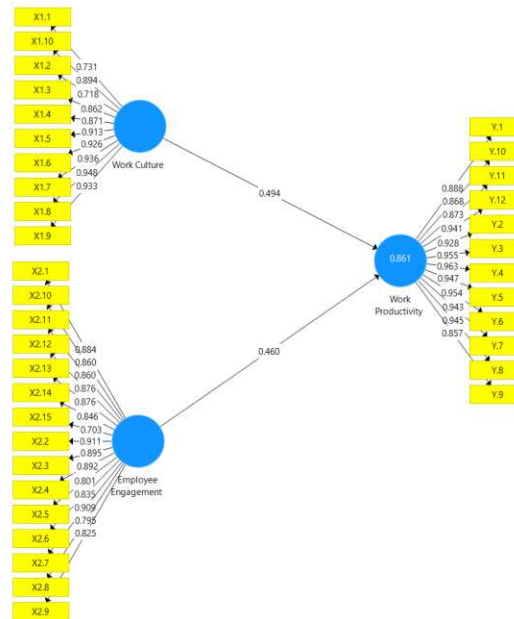


Figure 1. Measurement Model

From Figure 1, the model produced above shows that almost all loading factor values are above 0.5. This means that almost all indicators are valid. There is only one item with a value below 0.5. **Structural Model Test (Inner Model)** This is conducted to test the causal relationship between variables or to test hypotheses. The structural model of the study can be seen in the figure below:

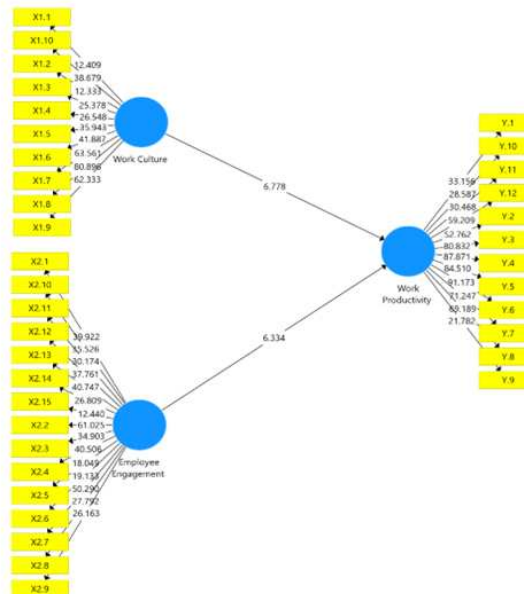


Figure 2. Structural Model

It can be seen that almost all paths in the model meet the significance level, namely a T Statistic value greater than 1.96 and P-Values below 0.05.

Determination Test (R^2)

The R square values for each variable can be seen in the table below:

Table 1. R Square

	R Square	R Square A...
Work Productivity	0.861	0.859

From Table 1, it can be seen that the R square value of the work productivity variable is 0.861, which means that the work productivity variable can be explained by independent variables by 86.1%, and the rest is influenced by other variables not explained in this study.

Predictive Relevance

Predictive Relevance, according to Ghozali (2011), can be measured using the predictive relevance value (Q^2), where the interpretation of Q^2 is the same as the total determination coefficient in path analysis. A model is considered to have relevant predictive value if the Q^2 value is greater than zero (0). The Q^2 value has a range of $0 < Q^2$

Table 2. Predictive Relevance

	SSO	SSE	$Q^2 (=1-SSE...$
Work Productivity	1920.000	528.024	0.725
Work Culture	1600.000	1600.000	
Employee Engagement	2400.000	2400.000	

Based on these calculations, it can be concluded that the predictive relevance value in this study is 0.725 and can be considered relevant.

Hypothesis Testing

In this study, hypothesis testing was conducted by considering the P-value, t-statistics, and path coefficient. When the P-value is < 0.05 and the t-statistics is > 1.64 , it indicates that there is an influence of the independent variable on the mediating variable and the dependent variable.

Table 3. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Work Productivity	0.460	0.459	0.073	6.334	0.000
Work Culture -> Work Productivity	0.494	0.494	0.073	6.778	0.000

Based on the results of the analysis in the table, it is known that the Employee Engagement variable has a positive and significant effect on Work Productivity with a coefficient value of 0.460, a t-statistic value of 6.334, and a significance value of $p = 0.000$. This shows that the higher the employee engagement, the more significant the increase in work productivity. Each one-unit increase in employee engagement is estimated to increase work productivity by 0.46 standard units.

Furthermore, the Work Culture variable was also found to have a positive and significant effect on Work Productivity, with a coefficient value of 0.494, a t-statistic value of 6.778, and $p = 0.000$. This means that a good and conducive work culture will drive an increase in work productivity. Each one-unit increase in work culture is followed by a 0.49-unit increase in work productivity.

When compared, the influence of work culture on work productivity is slightly greater than the influence of employee engagement, although both are equally significant. Therefore, strategies to improve productivity should be implemented by strengthening positive work culture while also enhancing employee engagement to achieve optimal performance.

5. DISCUSSION

The Influence of Work Culture on Employee Productivity at Barantin

Based on the results of the analysis presented, the influence of work culture on employee productivity at Barantin is proven to be positive and significant, with a coefficient of 0.494, a t-statistic value of 6.778, and a significance value of $p = 0.000$. This finding indicates that the better the work culture implemented in the Barantin environment, the higher the productivity of its employees. A strong work culture includes the implementation of organisational values, effective work habits, a high work ethic, and harmonious working relationships among employees. These factors directly encourage employees to work more optimally, be disciplined, and be results-oriented.

In the context of Barantin, a positive work culture can be reflected through open communication between leaders and employees, a structured work system, recognition of achievements, and solid teamwork. These conditions encourage the creation of a conducive work environment, where employees feel motivated to give their best contribution. This aligns with previous theories and research findings stating that work culture serves as the foundation for employee work behaviour and is one of the primary determinants of organisational performance.



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This indicates that in the Barantin environment, strengthening work culture has a more dominant contribution in driving performance improvement. Therefore, productivity improvement strategies at Barantin should be directed towards strengthening a work culture that is oriented towards professionalism, integrity, excellent service, and continuous innovation, so that organisational targets can be achieved effectively and consistently.

These findings are in line with the results of Putra's (2020) study, which found that a positive work culture significantly increases employee productivity in local government organisations, where the application of shared work values creates a strong sense of belonging and responsibility. Sari and Nugroho's (2021) research also revealed that work culture has a dominant influence on productivity compared to motivational factors and the physical work environment, as work culture shapes consistent behavioural patterns over the long term. Similarly, Rahman (2019) stated that organisations with a strong work culture tend to have higher employee performance because organisational values are internalised in every work activity.

The Influence of Employee Engagement on Employee Productivity at Barantin

Based on the analysis results, employee engagement has been proven to have a positive and significant effect on employee productivity at Barantin, with a coefficient of 0.460, a t-statistic value of 6.334, and a significance value of $p = 0.000$. These results indicate that the higher the level of employee engagement with their work and organisation, the higher the productivity achieved. Employee commitment at Barantin is reflected through enthusiasm in work, a sense of ownership towards the organisation, willingness to contribute beyond formal duties, and commitment to achieving set targets. These conditions make employees more focused, proactive, and motivated to complete tasks effectively.

In practical terms, employee engagement at Barantin is influenced by several factors, such as leadership support that encourages employees to participate in decision-making, a fair reward and recognition system, clear career development opportunities, and a positive work environment that encourages collaboration. Employees with high levels of engagement generally exhibit proactive behaviour, have low absenteeism rates, and are able to maintain consistently high performance. This directly impacts the achievement of higher-quality and more efficient work outcomes.

This finding is in line with the research by Bakker and Demerouti (2017), which states that employee engagement has a direct impact on performance and productivity because it increases employees' energy, dedication, and concentration at work. Schaufeli and Bakker (2010) also revealed that engaged employees tend to show extra effort (extra-role behaviour), which ultimately increases the organisation's work output. Research in the government agency environment by Handayani (2020) shows that high levels of employee engagement are positively correlated with productivity, particularly through the factors of role clarity, feedback, and managerial support.

6. CONCLUSION

This study proves that work culture and employee engagement have a positive and significant influence on employee productivity at Barantin. A conducive work culture, which includes the implementation of organisational values, a strong work ethic, open communication, and solid teamwork, has been proven to encourage employees to work more optimally. Employee engagement, reflected in enthusiasm, a sense of ownership, dedication, and focus in work, also plays a crucial role in enhancing productivity. The analysis results indicate that the influence of work culture on productivity (coefficient 0.494) is slightly greater than the influence of employee engagement (coefficient 0.460), although both are equally significant. Therefore, performance improvement strategies at Barantin should focus on strengthening a positive work culture and sustainably managing employee engagement to ensure consistent productivity growth.

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