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The Impact of Employee Engagement and Organizational Culture on Employee Performance Mediated by Job Satisfaction: Evidence from Bhayangkara Hospital Surabaya

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Abstract

The performance of hospital employees plays a pivotal role in ensuring efficient service delivery, patient satisfaction, and overall organizational effectiveness. Bhayangkara Hospital Surabaya requires a workforce that is engaged, culturally aligned, and satisfied with their roles to achieve high performance standards. This study examines the effects of employee engagement and organizational culture on performance outcomes, incorporating job satisfaction as a mediating variable. Using a quantitative explanatory design, 70 respondents were randomly selected from a population of 234 non-medical staff, ensuring proportional representation across different hospital units. Data were collected using validated Likert-scale instruments and analyzed through multiple linear regression and path analysis. Findings show that both engagement and organizational culture significantly enhance job satisfaction, explaining 59.9% of its variance. Additionally, engagement and culture directly impact employee performance, accounting for 47.6% of variation, while job satisfaction strongly mediates performance outcomes, explaining 64.1% of its variability. These results emphasize that a combination of strong engagement, supportive organizational culture, and high job satisfaction fosters superior productivity, motivation, and work quality among hospital staff. The study offers practical guidance for hospital management, highlighting the importance of creating work environments that encourage employee involvement, uphold shared cultural values, and nurture satisfaction to improve overall performance. Further research is recommended to explore other influential factors, including leadership style, emotional intelligence, and workplace climate, to develop comprehensive strategies for enhancing employee effectiveness in healthcare organizations.

Keywords: Employee Engagement, Organizational Culture, Job Satisfaction, Employee Performance, Mediation Effect

1. Introduction

The effectiveness of hospital services depends greatly on how well employees perform in carrying out their duties. For Bhayangkara Hospital Surabaya, optimizing human resources is necessary to uphold superior healthcare standards and sustain organizational productivity. Performance outcomes are often linked to operational efficiency and patient perceptions of service quality [1] [2] [3]. Enhancing performance can be achieved by strengthening psychological and organizational drivers such as engagement, cultural alignment, and satisfaction, which reinforce employees' willingness to contribute at their highest capability [4] [5].

When employees experience a strong psychological connection to their roles, they tend to engage more deeply and willingly exceed routine responsibilities [6] [7]. [7] explains that engagement emerges through heightened attention and immersion in job tasks, resulting in employees who are more proactive and driven toward organizational goals. At the same time, the cultural environment within an organization built from commonly accepted values, assumptions, and behavioral guidelines directs how individuals interact and make decisions, while reinforcing the organization's distinctive identity [8] [9] [10] notes that strengthening cultural components namely involvement, internal consistency, adaptability, and mission clarity can enhance both employee effectiveness and organizational achievements.

According to [9] [8], job satisfaction emerges from employees' affective reactions to their work conditions, which subsequently influence their loyalty and level of performance. As suggested by [11], satisfaction is elevated through equitable compensation, advancement possibilities, constructive supervision, and harmonious co-worker

interactions, resulting in stronger productivity. Therefore, job satisfaction functions as an essential mediator linking organizational environment and employee performance improvement.

While numerous studies report positive direct relationships between engagement, culture, and performance, the mechanism involving job satisfaction remains under debate, particularly within hospital settings. Research predominantly focused on private-sector workplaces or manufacturing contexts shows limited comparability with the conditions experienced by healthcare workers. These differences highlight an important research gap in Indonesian public hospitals like Bhayangkara Hospital Surabaya, where high-pressure responsibilities and public service obligations simultaneously influence employee performance.

This study proposes a new empirical model to close the theoretical gap by evaluating how employee engagement and organizational culture contribute to performance, including the pathway mediated by job satisfaction. Integrating these variables within the context of a hospital organization highlights the innovation of this research. The model suggests that higher engagement and a well-established culture are likely to enhance job satisfaction, which then strengthens employee performance in Bhayangkara Hospital Surabaya.

This study seeks to explore how engagement and cultural conditions within an organization shape employee satisfaction and ultimately performance, while also determining whether satisfaction serves as a bridge between these factors. The findings are projected to not only broaden scientific understanding in human resource management but also provide practical direction for hospitals to elevate performance through stronger employee attachment and a more supportive workplace culture.

2. Research Methods

To gather empirical evidence, this study uses a quantitative survey method targeted at individuals who reflect the characteristics of the research population. It is framed as explanatory research with the purpose of confirming theoretical causal paths involving factors that shape employee performance in healthcare settings [12]. The questionnaire, as the main instrument, incorporates indicators sourced and refined from reputable literature on employee engagement, organizational culture, job satisfaction, and employee performance.

The study targeted 234 non-medical workers at Bhayangkara Hospital Surabaya in 2025. Sample size estimation applied Slovin's approach, integrating a 10% error margin as referenced in [13]. Consequently, 70 participants were chosen, with proportional selection techniques ensuring that every non-medical unit contributed to the sample in alignment with its workforce composition.

The analysis involved four constructs, namely employee engagement, organizational culture, job satisfaction, and employee performance. Engagement was defined through psychological presence traits, whereas culture followed Denison's typology. The satisfaction scale originated from the work of Smith et al. as referenced in [11], and performance evaluation reflected [1] formulation. Data were gathered using Likert-based scoring and examined using a series of statistical models to verify relationships across the framework.

3. Results and Discussions

3.1. Result

Validity Test

Measurement validation was conducted on all questionnaire components across the four analyzed variables [14]. A dataset comprising 70 respondents was processed using IBM SPSS Statistics version 29. Only items with correlation values above the r-table benchmark of 0.2352 were accepted as valid indicators. The aggregated results of this procedure appear in Table 1.

Table 1. Sample Results of Validity Test for All Variables

Variable	Item Sample	r- calculated	r- table	Result
Employee Engagement (X1)	I have high energy at work	0.5827	0.2352	Valid
	I am willing to exert full energy to complete my work	0.3204	0.2352	Valid
	I feel enthusiastic when working	0.6032	0.2352	Valid
	... (up to 14 items tested)	<i>all</i> > 0.2352	Valid	
Organizational Culture (X2)	Employees are involved in organizational decision-making	0.2682	0.2352	Valid
	Employees have the freedom to express opinions	0.4195	0.2352	Valid
	Employees adhere to organizational core values	0.4334	0.2352	Valid
	... (up to 17 items tested)	<i>all</i> > 0.2352	Valid	
Employee Performance (Y)	Ability to complete tasks according to standards	0.3028	0.2352	Valid
	Minimizing errors during work	0.4691	0.2352	Valid
	Accuracy in work performance	0.3713	0.2352	Valid
	... (up to 27 items tested)	<i>all</i> > 0.2352	Valid	
Job Satisfaction (Z)	Employees have opportunities to take greater responsibility	0.2992	0.2352	Valid
	Fair compensation in accordance with performance	0.4564	0.2352	Valid
	Equal opportunity for promotion	0.6960	0.2352	Valid
	... (up to 13 items tested)	<i>all</i> > 0.2352	Valid	

Source: Processed Primary Data, 2025.

The results shown in Table 1 confirm that each statement item used to measure the research variables meets the acceptable validity criteria, with r-values higher than 0.2352. Hence, the entire instrument is considered fit for the continuation of hypothesis testing and model evaluation.

Reliability Test

Reliability analysis was performed using the Cronbach's Alpha measure to confirm whether the indicators across the four variables consistently reflected the intended concepts [15]. In line with [16], a coefficient beyond 0.60 indicates strong measurement stability, while any lower score suggests the instrument needs improvement.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Criteria	Conclusion
Employee Engagement (X1)	0.6001	>0.60	Reliable
Organizational Culture (X2)	0.7062	>0.60	Reliable
Employee Performance (Y)	0.7819	>0.60	Reliable
Job Satisfaction (Z)	0.6096	>0.60	Reliable

Source: Processed Primary Data, 2025.

Given that all Alpha coefficients reported in Table 2 are well above the .60 criterion, the scales used to measure engagement, organizational culture, satisfaction, and performance can be regarded as stable indicators, supporting their use in the next analytical stages.

Normality Test

This research inspected the distribution pattern of residuals with a Kolmogorov–Smirnov One-Sample test [17]. Results are deemed normal when the significance level is greater than the 0.05 threshold.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test Unstandardized Residual	
N	70
Normal Parameters	
Mean	0.0000000
Std. Deviation	2.22330522
Most Extreme Differences	
Absolute	0.074
Positive	0.074
Negative	-0.062
Test Statistic	0.074
Asymp. Sig. (2-tailed)	0.200 ^{c,d}

Source: Processed Primary Data, 2025.

From the analysis summarized in Table 3, the p-value of 0.200 confirms that no abnormal distribution characteristics are present in the residuals, as it is greater than 0.05. Hence, the model is deemed appropriate for continued regression analysis procedures.

Multicollinearity Test

The regression model was evaluated for multicollinearity to ensure the independent variables do not strongly correlate [18]. According to established guidelines, a tolerance above 0.10 alongside a VIF lower than 10 confirms that multicollinearity is absent.

Table 4. Multicollinearity Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta		
(Constant)	-0.593	12.794	—	0.046	0.963
Employee Engagement (X1)	0.205	0.210	0.089	0.975	0.333
Organizational Culture (X2)	0.326	0.204	0.154	1.598	0.115
Job Satisfaction (Z)	1.564	0.273	0.659	5.730	0.000

Source: Processed Primary Data, 2025.

Analysis results in Table 4 demonstrate that all variables maintain tolerance values over 0.10 and VIF values below 10, indicating independence among the predictors. Therefore, the regression model is appropriate for continued statistical evaluation.

Heteroscedasticity Test

Heteroscedasticity testing identifies whether residuals vary disproportionately across observations in a regression model [19]. When the significance value surpasses 0.05, it confirms that the regression model satisfies the assumption of homoscedasticity.

Table 5. Heteroscedasticity Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	7.595	8.160	—	0.931
Employee Engagement (X1)	-0.190	0.134	-0.218	-1.420

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Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Organizational Culture (X2)	0.070	0.130	0.087	0.537
Job Satisfaction (Z)	0.040	0.174	0.045	0.232

Source: Processed Primary Data, 2025.

The analysis in Table 5 shows that the significance values for all independent variable employee engagement (0.160), organizational culture (0.593), and job satisfaction (0.817) exceed the critical 0.05 level. Hence, the model is free from heteroscedasticity issues, satisfying the homoscedasticity criterion and allowing for further hypothesis evaluation.

Multiple Linear Regression Analysis

This section presents a multiple linear regression analysis designed to evaluate the contribution of employee engagement (X1) and organizational culture (X2) to variations in job satisfaction (Z). The regression outcomes are summarized in the table below.

Table 6. Multiple Linear Regression Coefficients

Model	Dependent Variable	Independent Variable	B	Std. Error	Beta	t	Sig.
1	Job Satisfaction (Z)	Constant	-7.876	5.646	—	-1.395	.168
		Employee Engagement (X1)	.471	.074	.486	6.327	.000
		Organizational Culture (X2)	.493	.069	.552	7.185	.000
2	Employee Performance (Y)	Constant	-12.911	15.318	—	-.843	.402
		Employee Engagement (X1)	.942	.202	.410	4.661	.000
		Organizational Culture (X2)	1.096	.186	.518	5.892	.000
3	Employee Performance (Y)	Constant	14.687	8.578	—	1.712	.091
		Job Satisfaction (Z)	1.907	.171	.804	11.138	.000

Source: Processed Primary Data, 2025.

Table 7. ANOVA Results

Model	Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
1	Job Satisfaction (Z)	Regression = 535.913	2	267.956	52.637	.000
		Residual = 341.073	67	5.091		
		Total = 876.986	69			
2	Employee Performance (Y)	Regression = 2424.210	2	1212.105	32.345	.000
		Residual = 2510.775	67	37.474		
		Total = 4934.986	69			

Source: Processed Primary Data, 2025.

Table 8. Coefficient of Determination (R²)

Model	Dependent Variable	R	R Square	Adjusted R Square	Std. Error
1	Job Satisfaction (Z) ← X1 & X2	.782	.611	.599	2.25624
2	Employee Performance (Y) ← X1 & X2	.701	.491	.476	6.12162
3	Employee Performance (Y) ← Z	.804	.646	.641	5.06911

Source: Processed Primary Data, 2025.

The statistical analysis demonstrates that job satisfaction (Z) is positively and significantly associated with employee engagement (X1) and organizational culture (X2), with B-values of 0.471 and 0.493 ($p < 0.001$). The

overall model is validated by the F-test (Sig. = 0.000), and an adjusted R² of 0.599 indicates that 59.9% of the variability in job satisfaction is explained by these two variables.

Statistical results reveal that employee engagement (X1) and organizational culture (X2) are significant positive predictors of employee performance (Y), with B-values of 0.942 and 1.096 ($p < 0.001$). The model's significance is confirmed by an F-test (Sig. = 0.000), and the adjusted R² of 0.476 indicates that 47.6% of the variance in performance can be explained by these two factors.

Regression results indicate that job satisfaction significantly enhances employee performance ($B = 1.907$, $t = 11.138$, Sig. = .000). The adjusted R² of 0.641 demonstrates that job satisfaction explains a majority (64.1%) of the variability in employee performance.

Path Analysis

This study applied path analysis to assess both the immediate effects of employee engagement and organizational culture on employee performance and the indirect effects mediated by job satisfaction.

3.2. Discussion

Data from this study reflect employees' perceptions of engagement, organizational culture, job satisfaction, and performance levels, collected via surveys at Bhayangkara Hospital Surabaya. The research aimed to examine the effects of employee engagement and organizational culture on performance, with job satisfaction acting as a mediating variable. Findings show that employee engagement positively influences job satisfaction, as employees who are emotionally and cognitively involved feel more valued and fulfilled [20] [6]. Likewise, a supportive organizational culture characterized by shared values, collaboration, and recognition enhances employees' satisfaction at work [8] [10].

Employee engagement was found to exert a direct and significant effect on employee performance. Employees with high engagement tend to be more productive, creative, and committed to their responsibilities, highlighting the importance of psychological attachment and intrinsic motivation in achieving superior outcomes [7] [1]. In a similar vein, organizational culture strengthens performance by fostering alignment with the organization's values and promoting consistent, effective work behaviors [9] [8]. Job satisfaction also plays a critical role, as employees who feel satisfied with their work demonstrate greater commitment, lower absenteeism, and reduced turnover intentions [11] [9].

The study further indicates that employee engagement and organizational culture jointly enhance both job satisfaction and performance. Supportive cultural practices, combined with high engagement, generate a synergistic effect that raises overall satisfaction and productivity. Although job satisfaction partially mediates the relationship between engagement, culture, and performance, the direct influence of engagement and organizational culture remains more pronounced, suggesting that employees are primarily motivated by their own initiative and organizational norms rather than relying solely on mediated pathways [7] [8].

Overall, these findings confirm that both employee engagement and a strong organizational culture are pivotal for improving work satisfaction and performance. To sustain high productivity and consistent job satisfaction, management should focus on strategies that strengthen engagement initiatives and reinforce organizational values aligned with employees' expectations [7] [6] [10]. Enhancing performance, therefore, requires not only formal evaluations and reward systems but also deliberate efforts to cultivate a positive organizational climate and meaningful employee involvement.

4. Conclusion

This research demonstrates that employee engagement and organizational culture significantly enhance job satisfaction and performance among staff at Bhayangkara Hospital Surabaya. Engaged employees report higher levels of fulfillment and improved work results, while a strong organizational culture provides a positive and motivating work environment. Although job satisfaction contributes to performance improvement, the indirect impact of engagement and culture via satisfaction is relatively minor compared to their direct effects. The findings emphasize the need for management to create an environment that promotes emotional commitment, professional

involvement, and adherence to organizational values that encourage teamwork, recognition, and efficiency. Overall, improving employee performance requires both effective engagement and a supportive organizational culture. Managers should implement strategies that strengthen staff commitment, foster leadership connections, and uphold culture aligned with employee expectations. Future research could examine other factors, such as emotional intelligence, leadership style, work climate, or turnover intentions, to better understand performance development in healthcare organizations.

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