

***The Effect of Organizational Culture and Competence on Employee
Performance with Employee Engagement as a Mediating Variable at PT XYZ***

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ABSTRACT

The airline industry, as a high-pressure service sector, demands superior employee performance, particularly in state-owned enterprises undergoing transformation. In this setting, organizational culture, competence, and employee engagement are considered critical factors that may drive performance. This study aims to analyze the effect of organizational culture and competence on employee performance, with employee engagement as a mediating variable at GIAA, a state-owned airline company in Indonesia. This research employs an explanatory quantitative approach, using a Likert-scale questionnaire consisting of 62 items distributed to 208 employees selected through purposive sampling. The data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 4.1. The results show that organizational culture and competence do not have a statistically significant direct effect on employee performance, nor does employee engagement, although all path coefficients are positive. In contrast, organizational culture and competence have a positive and significant effect on employee engagement. Employee engagement is not statistically confirmed as a mediator of the relationship between organizational culture and competence on one hand and employee performance on the other. The R-square values of 0.797 for employee engagement and 0.552 for employee performance indicate that the model has moderate-to-strong explanatory power. These findings highlight the importance of strengthening organizational culture and competence development as the foundation for enhancing employee engagement, which in the long run is expected to support sustainable improvements in performance.

Keywords: *Organizational culture, Competence, Employee engagement, Employee performance, SEM-PLS.*

Pengaruh Budaya Organisasi dan Kompetensi Terhadap Kinerja Karyawan Dengan *Employee Engagement* Sebagai Variabel Mediasi Pada PT XYZ

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ABSTRAK

Industri penerbangan sebagai sektor jasa dengan tekanan operasional tinggi menuntut kinerja karyawan yang unggul, terutama pada perusahaan milik BUMN yang sedang bertransformasi. Dalam konteks tersebut, budaya organisasi, kompetensi, dan *employee engagement* dipandang sebagai faktor penting yang berpotensi mendorong kinerja. Penelitian ini bertujuan menganalisis pengaruh budaya organisasi dan kompetensi terhadap kinerja karyawan dengan *employee engagement* sebagai variabel mediasi pada GIAA, sebuah maskapai penerbangan milik BUMN di Indonesia. Penelitian menggunakan pendekatan kuantitatif eksplanatori dengan data yang diperoleh melalui kuesioner skala Likert sebanyak 62 butir kepada 208 karyawan yang dipilih dengan teknik purposive sampling. Analisis data dilakukan menggunakan Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) dengan SmartPLS 4.1. Hasil penelitian menunjukkan bahwa budaya organisasi dan kompetensi tidak berpengaruh signifikan secara langsung terhadap kinerja karyawan, demikian pula *employee engagement*, meskipun seluruh koefisien jalur bernilai positif. Sebaliknya, budaya organisasi dan kompetensi berpengaruh positif dan signifikan terhadap *employee engagement*. *Employee engagement* belum terbukti memediasi pengaruh budaya organisasi maupun kompetensi terhadap kinerja karyawan. Nilai R-square sebesar 0,797 untuk *employee engagement* dan 0,552 untuk kinerja karyawan menunjukkan bahwa model memiliki daya jelas yang tergolong sedang-kuat. Temuan ini menegaskan pentingnya penguatan budaya dan pengembangan kompetensi sebagai dasar peningkatan keterikatan karyawan yang dalam jangka panjang diharapkan menopang perbaikan kinerja secara berkelanjutan.

Kata kunci: Budaya organisasi, Kompetensi, *Employee engagement*, Kinerja karyawan, SEM-PLS.