

The role of work motivation in mediating the effect of perceived organizational culture on employee engagement

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Abstract

This study aims to analyze the effect of perceptions of organizational culture on employee engagement, with work motivation as an intervening variable, among employees of PT X. This study employs a quantitative approach using a saturated sampling technique, meaning that the entire population of 160 employees served as respondents. Data analysis was conducted using the Partial Least Squares-based Structural Equation Modeling (SEM-PLS) method. The results indicate that perceptions of organizational culture significantly influence employee engagement, with a coefficient value of 0.429 (T-statistic = 6.512; p-value = 0.000). Additionally, perceptions of organizational culture significantly influence work motivation with a coefficient of 0.494 (T-statistic = 9.344; p-value = 0.000). Work motivation was found to have a significant effect on employee engagement with a coefficient of 0.268 (T-statistic = 3.420; p-value = 0.000). The mediation test results indicate that work motivation significantly mediates the effect of organizational culture perception on employee engagement with a coefficient of 0.133 (T-statistic = 3.064; p-value = 0.001). The R-square value indicates that 53.1% of the variance in employee engagement is explained by the model while 45.4% is explained by work motivation. Based on these results, it can be concluded that perceptions of organizational culture play a significant role in enhancing employee engagement, both directly and through work motivation as a mediator.

Keywords: employee engagement; perceived organizational culture; work motivation

INTRODUCTION

Large companies cannot function without human resources, that is, employees who drive business processes by carrying out the company's tasks and operations (Chairunnisa et al., 2023). This is an important consideration in the era of globalization. Organizations must maintain competitiveness and adaptability in a dynamic business environment.

High quality human resources are a key element in supporting the achievement of the organization's overall goals. Haryanto et al. (2024) states that an organization's success in achieving its goals is greatly influenced by the role of its human resources. In addition, there are three key factors that contribute to the organization's overall success: employee engagement, customer satisfaction, and cash flow.



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Employee engagement has become a key focus in the field of human resources management because high employee engagement is positively correlated with increased productivity, service quality, loyalty, and the achievement of the company's vision and mission (Zirho & Setiawan, 2024). Employee engagement, a concept popularized by Kahn (1990) refers to an individual's full physical, cognitive, and emotional involvement in their work.

Saks (2006) as cited in Ardiansyah (2020) developing a concept of employee engagement by emphasizing two key dimensions: job engagement and organizational engagement. Meanwhile, Lockwood (2007) as cited in Rahmah (2013) explains that employee engagement is a complex concept because it is influenced by various organizational factors, such as organizational culture, organizational communication, and managerial style. Additionally, research conducted by Endayani and Saman (2021) indicates that work motivation has a significant influence on employee engagement. These findings are also consistent with the results of a study conducted by Rachmatullah et al. (2015), which states that work motivation is one of the key factors contributing to increased employee engagement with the organization. Furthermore, employees' perceptions of organizational culture serve as a critical determinant of the emergence of work motivation (Wulandari et al., 2024)

PT X is a company specializing in steel fenestration technology products that currently operates 25 marketing branches across Indonesia. This widespread business network risks creating an emotional distance between employees and the central organization; thus, without strong employee engagement, employees at the branches may feel disconnected, unmotivated, or even just going through the motions. Employee engagement refers to the level of involvement, commitment, and enthusiasm that employees demonstrate toward their work, the organization, and shared goals (Anggraini et al., 2016). Employee engagement is a critical strategic element for fostering a productive, loyal, and highly motivated workforce (Chairunnisa et al., 2023). Kahn (1990) states that there are three main aspects of employee engagement: meaningfulness, safety, and availability. Febriansyah and Ginting (2020) define employee engagement as a positive and enjoyable experience of work characterized by vigor, dedication, and absorption. Gallup (2006) as cited in Arianti et al. (2020) identifies three levels of employee engagement based on employees level of interest in the company: engaged employees, disengaged employees, and inactive employees.

The term "motivation" derives from the word "motif," which means "impulse"; thus, motivation can be understood as a state that drives an individual to perform certain actions or activities, often arising internally and occurring without the individual's conscious awareness (Hanafi et al., 2018). According to Febrina and Rahmat (2024) motivation is a process of energy transformation occurring within an individual, characterized by the emergence of specific feelings and initiated by a response to a desired goal. Meanwhile, Rizky (2022) states that work motivation can be understood as a factor that generates drive or enthusiasm for individuals in performing their work.

According to Luthans in Febrina and Rahmat (2024) approaches to work motivation can be examined through three schools of work motivation theory: Maslow's hierarchy of needs,

Herzberg's Two-Factor Theory, and Alderfer's ERG Theory. McClelland, as cited by S.P. Hasibuan, identifies three indicators of work motivation: the need for achievement, the need for affiliation, and the need for power (Rusdiana, 2024).

Perception is the process of integrating and organizing data obtained through the five senses, which is then used to understand and become aware of the surrounding environment (Nisa et al., 2023). Organizational culture, on the other hand, is an invisible social force that motivates people within an organization to perform work activities (Sutrisno, 2018). Organizational culture is an invisible force that shapes the way members think, act, and interact within a work environment. This culture is learned subconsciously and functions as an identity, a distinguishing factor, and a social glue within the organization. Budiyanto & Mochklas (2020) explain that organizational culture possesses several key characteristics, including innovation and a willingness to take risks, attention to detail, a results-oriented focus, an individual-oriented focus, a team-oriented focus, the level of aggressiveness in work, and organizational stability or consistency.

Based on this, the research gap lies in the absence of a comprehensive study examining the relationship between perceptions of organizational culture, work motivation, and employee engagement within the context of holding companies in Indonesia. This study is expected to provide a theoretical contribution in the form of a developed employee engagement model that considers motivational factors as mediators, as well as practical contributions for companies in designing employee engagement enhancement strategies relevant to the cultural and leadership characteristics of each unit.

RESEARCH METHOD

This study employs a quantitative approach using regression analysis. The data used in this study consists of numerical data aimed at testing the relationship between the independent and dependent variables through an intervening variable. The variables examined include employee engagement as the dependent variable (Y), work motivation as the intervening variable (Z), and perceptions of organizational culture as the independent variable (X). The sample in this study consists of 160 employees. The data collection method in this study uses a Likert scale. Data collection in this study employs a modified summated rating scale from Likert, which the researcher adapted with five response options ranging from "strongly agree" to "strongly disagree," with "strongly agree" (SS) was assigned a score of 5, "Agree" (S) was assigned a score of 4, "Neutral" (N) was assigned a score of 3, "Disagree" (TS) was assigned a score of 2, and "Strongly Disagree" (STS) was assigned a score of 1,

The measurement tool used for the employee engagement variable is structured based on the aspects of vigor, dedication, and absorption (Febriansyah & Ginting, 2020). The work motivation variable is structured based on three indicators of work motivation: the need for achievement, the need for affiliation, and the need for power (Rusdiana, 2024). The organizational culture perception variable is structured based on the components of perception, namely cognitive, affective, and conative, as well as the characteristics of innovation and risk-

taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability (Budiyanto & Mochklas, 2020).

Table 1. Employee Engagement Scale Blueprint

Aspect	Favorable	Unfavorable	Number of Items
Vigor	1, 7	4, 10	4
Dedication	5, 11	2, 8	4
Absorption	3, 9	6, 12	4
Total			12

Table 2. Work Motivation Scale Blueprint

Aspect	Favorable	Unfavorable	Number of Items
The need for achievement	1, 7	4, 10	4
The need for affiliation	5, 11	2, 8	4
The need for power	3, 9	6, 12	4
Total			12

Tabel 3. Perceived Organizational Culture Scale Blueprint

Perception Organizational Culture	Cognitive		Affective		Conative		Number of Items
	Fav	Unfav	Fav	Unfav	Fav	Unfav	
Innovation and risk taking	1, 2	3, 4	5, 6	7, 8	9, 10	11, 12	12
Attention to detail	13, 14	15, 16	17, 18	19, 20	21, 22	23, 24	12
Results oriented	25, 26	27, 28	29, 30	31, 32	33, 34	35, 36	12
People oriented	37, 38	39, 40	41, 42	43, 44	45, 46	47, 48	12
Team oriented	49, 50	51, 52	53, 54	55, 56	57, 58	59, 60	12
Assertiveness	61, 62	63, 64	65, 66	67, 68	69, 70	71, 72	12
Stability	73, 74	75, 76	77, 78	79, 80	81, 82	83, 84	12
Total							84

Data analysis in this study was conducted using the Partial Least Squares (PLS) method. The measurement model or outer model in this study includes validity tests (convergent validity, average variance extracted (AVE), and discriminant validity), reliability tests (composite reliability > 0.7), the structural model or inner model, and hypothesis testing (full structural equation modeling).

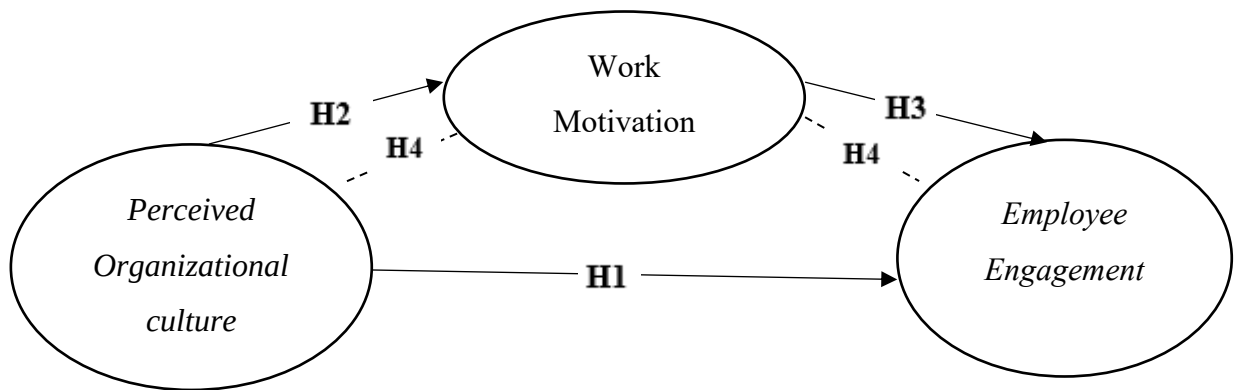


Figure 1. Research Framework

RESULTS AND DISCUSSION

Results

The study aimed to examine the relationship between perceptions of organizational culture and employee engagement, with work motivation serving as a moderating variable. The study sample consisted of 160 employees. An overview of their characteristics can be seen based on division and job title.

Table 4. Characteristics by Division

No	Division	Frequency	Percentage
1	Sales Marketing	69	43.13%
2	Management	15	9.38%
3	Factory 1	32	20.00%
4	Factory 2	24	15.00%
5	Factory 3	11	6.88%
6	Factory 4	9	5.63%
Grand Total		160	100.00%

Table 5. Characteristics by Position

No.	Division	Frequency	Percentage
1	Staff Sales Marketing	69	43.13%
2	Staff Production	76	47.50%
3	Staff Management	15	9.38%
Grand Total		160	100.00%

Table 6. Construct Validity Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Perceived Organizational Culture	0.989	0.989	0.989	0.550
Employee Engagement	0.881	0.881	0.905	0.545
Work Motivation	0.860	0.860	0.893	0.543

Based on Table 18 regarding the results of the construct validity and reliability tests, it can be seen that all variables in this study have adequately met the criteria for reliability and construct validity. Regarding Cronbach's Alpha values, all variables scored above 0.70: Organizational Culture Perception at 0.989, Employee Engagement at 0.881, and Work Motivation at 0.860. These values indicate that all items within each variable exhibit a high level of internal consistency, suggesting that the instrument used is capable of measuring the constructs in a stable and consistent manner.

Based on the composite reliability values both rho_a and rho_c all variables also show values above 0.70. Organizational Culture Perception at 0.989 for both measures, Employee Engagement at 0.881 (rho_a) and 0.905 (rho_c), and Work Motivation at 0.860 (rho_a) and 0.893 (rho_c). This indicates that the constructs used in this study have excellent reliability in explaining the latent variables. The high composite reliability values also indicate that the indicators within each variable are able to represent the constructs accurately and consistently.

Based on the Average Variance Extracted (AVE) values, all variables in this study met the criteria for convergent validity, namely having an AVE value above 0.50. Organizational Culture Perception at 0.550, Employee Engagement at 0.545, and Work Motivation at 0.543. These values indicate that each variable explains more than 50% of the variance in its respective indicators, thus it can be concluded that the indicators used truly represent the constructs being measured. Thus, it can be concluded that all variables in this study have excellent reliability and adequate construct validity, so the research instrument is deemed suitable and can be used for further analysis in the structural equation modeling phase.

Table 7. Discriminant Validity Assessment

	Perceived Organizational Culture	Employee Engagement	Work Motivation
Perceived Organizational Culture	0.742		
Employee Engagement	0.577	0.738	
Work Motivation	0.511	0.616	0.737

A discriminant validity test was conducted to ensure that each construct in the study was clearly distinguishable from the others. In this study, discriminant validity was tested using the Fornell–Larcker criterion, which involves comparing the square root of the Average Variance Extracted (AVE) on the diagonal with the correlation coefficients between constructs. Based on the table, it is evident that the relationships between variables exhibit varying correlation values. The relationship between Organizational Culture Perception and Employee Engagement has a correlation value of 0.577, and with Work Motivation, it is 0.511. These values indicate a fairly strong relationship, though still acceptable as they do not yet indicate a very high correlation. Meanwhile, the relationship between Employee Engagement and Work Motivation has a value of 0.616. This indicates a fairly strong relationship between the two variables, yet it remains below the critical threshold (0.85 or 0.90), so the two constructs can still be distinguished.

Overall, the correlation values between variables do not show values that are too high or close to 1, so it can be concluded that each variable in this study has good discriminant validity. This means that each construct is capable of measuring different concepts and there is no overlap between variables in the research model.

Table 8. Heterotrait-monotrait Ratio (HTMT)

	Heterotrait-monotrait ratio (HTMT)
Work Motivation <-> Employee Engagement	0.705
Perceived Organizational Culture <-> Employee Engagement	0.611
Perceived Organizational Culture <-> Work Motivation	0.549

Based on Table 20 regarding the Heterotrait-Monotrait Ratio (HTMT) results, it can be seen that all HTMT values between variables in this study are below the recommended threshold of 0.85. This indicates that each construct in the study possesses good discriminant validity, meaning that each variable can be clearly distinguished from the others. The highest HTMT value was found in the relationship between Work Motivation and Employee Engagement, at 0.705. This value indicates a fairly strong relationship between the two variables; however, it remains below the 0.85 threshold, so it can be concluded that the two constructs still have clear differences despite being closely related. Furthermore, the

relationship between Perception of Organizational Culture and Employee Engagement has a value of 0.611, and the relationship between Perception of Organizational Culture and Work Motivation is 0.549. These values indicate a sufficient relationship, yet they remain within acceptable limits, preventing construct overlap.

Table 9. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Organizational Culture -> Employee Engagement	0.429	0.433	0.066	6.512	0.000
Perceived Organizational Culture -> Work Motivation	0.494	0.497	0.053	9.344	0.000
Work Motivation -> Employee Engagement	0.268	0.267	0.078	3.420	0.000

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Organizational Culture -> Work Motivation -> Employee Engagement	0.133	0.133	0.043	3.064	0.001

	Direct Effect	Indirect Effect	Total Effect	VAF (Variance Accounted For)	Desc
Perceived Organizational Culture -> Work Motivation -> Employee Engagement	0.429	0.133	0.562	0.237	Partial Mediation

The effect of organizational culture perception on employee engagement yielded a coefficient of 0.429, with a T-statistic of 6.512 and a P-value of 0.000. This indicates that organizational culture perception has a positive and significant effect on employee engagement.

Discussion

These results are supported by the research of [Mahmudi and Elmi \(2020\)](#) which found that organizational culture perception can have a direct and significant positive impact on the creation of employee engagement. The findings of [Saputra \(2018\)](#) also support these results. The analysis results indicate that the relationship between Organizational Culture Perception and Work Motivation has a coefficient value of 0.494, with a T-statistic of 9.344 and a P-value of 0.000. These values indicate that organizational culture perception has a positive and significant effect on work motivation. The findings of [Purcărea and Dănălache \(2008\)](#) and [Wahyono & Mulya \(2011\)](#) indicate that a positive perception of organizational culture significantly fosters and strengthens employee work motivation. Furthermore, the findings of [Ningrum et al. \(2025\)](#) indicate that perceptions of organizational culture have a positive effect on work motivation, suggesting that a supportive organizational environment can boost employee morale.

The relationship between work motivation and employee engagement yields a correlation coefficient of 0.268, with a t-statistic of 3.420 and a p-value of 0.000. This indicates that work motivation has a positive and significant effect on employee engagement. These findings are supported by several previous studies showing that work motivation has been proven to be the strongest predictor that directly and significantly drives an increase in employee engagement ([Helmana A & Soliha E, 2022](#); [Tamrin, 2021](#); [Tasik et al., 2025](#)) The analysis results indicate that Organizational Culture Perception has a significant effect on Work Motivation, and Work Motivation also has a significant effect on Employee Engagement, with a coefficient value of 0.133, a T-statistic of 3.064, and a P-value of 0.001. This indicates that Work Motivation mediates the effect of Organizational Culture Perception on Employee Engagement. Previous research findings indicate that work motivation plays a crucial role as a significant mediator in strengthening the influence of organizational culture perception on employee engagement ([Helmana A & Soliha E, 2022](#); [Mahmudi & Elmi, 2020](#); [Srimulyani & Hermanto, 2022](#))

Based on the results of the Variance Accounted For (VAF) calculation, it was found that the VAF value for the relationship between Perception of Organizational Culture and Employee Engagement via Work Motivation was 0.237, or 23.7%. This value falls into the partial mediation category, indicating that Work Motivation acts as a mediator in explaining the influence of Perception of Organizational Culture on Employee Engagement, although the direct effect remains more dominant. Overall, these results indicate that Work Motivation plays a significant role as an intervening variable in enhancing Employee Engagement; however, it is not the sole pathway of influence, as the direct relationship between the variables remains significant.

The research findings indicate that perceptions of organizational culture have a significant impact on employee engagement. These results suggest that the more positive employees' perceptions of organizational culture are, the higher their level of engagement with both their work and the organization. A strong and positive organizational culture can create a supportive work environment, provide clear direction, and foster a sense of belonging among employees. This encourages employees to become more emotionally, cognitively, and behaviorally engaged in performing their work. In the context of manufacturing organizations, organizational culture

plays a crucial role in shaping work patterns, discipline, and inter-employee relationships. Organizational values such as cooperation, responsibility, and effective communication can create a conducive work atmosphere, making employees feel comfortable and motivated to contribute more. Additionally, a consistent organizational culture helps employees understand organizational expectations, which ultimately enhances their commitment to their work. Thus, organizational culture is a key factor in boosting employee engagement.

Research findings indicate that perceptions of organizational culture have a significant impact on work motivation. These results suggest that the more positive employees' perceptions of organizational culture are, the higher their work motivation becomes. A strong organizational culture can create a conducive work environment, provide clear direction, and establish values and norms that encourage employees to perform at their best. In the context of manufacturing organizations, organizational culture plays a crucial role in shaping work habits, discipline, and inter-employee relationships. Values such as responsibility, teamwork, and effective communication can boost employee morale. Additionally, a consistent organizational culture that is uniformly applied provides employees with a sense of stability and clarity, thereby motivating them to perform their duties more effectively.

Research findings indicate that work motivation has a significant impact on employee engagement. These results suggest that the higher an employee's work motivation, the higher their level of commitment to both their work and the organization. Work motivation serves as an internal factor that drives employees to work with greater enthusiasm, demonstrate dedication, and show deeper engagement with the tasks they perform. In the context of manufacturing organizations, work motivation plays a crucial role in enhancing employee engagement, particularly when facing routine and target based work demands. Employees with high motivation tend to be more focused, responsible, and driven to deliver optimal results. This ultimately strengthens their commitment to both their work and the organization.

The results of the study indicate that perceptions of organizational culture have a significant effect on employee engagement through work motivation as an intervening variable. These findings suggest that work motivation acts as a mediator in the relationship between perceptions of organizational culture and employee engagement. This means that organizational culture influences employee engagement not only directly but also indirectly by enhancing work motivation. A positive organizational culture such as one characterized by values of cooperation, effective communication, and clear work systems can create a supportive and comfortable work environment for employees. These conditions enhance work motivation, as employees feel valued, have a clear sense of direction, and operate within a conducive environment. When work motivation increases, employees become more engaged in their work, exhibit high work enthusiasm, and demonstrate commitment to the organization.

CONCLUSION

Based on the research findings, it can be concluded that perceptions of organizational culture have a significant effect on employee engagement, both directly and through work motivation. In addition, the variable of organizational culture perceptions was also found to influence work motivation, which in turn leads to increased employee engagement. In this study, work motivation serves as a partial mediating variable in the relationship between organizational culture and employee engagement.

Recommendations from this study for employees include enhancing work motivation, commitment, and active participation in implementing organizational culture. For companies, it is necessary to strengthen a positive organizational culture, improve internal communication, and provide support, recognition, and development opportunities to boost employee motivation and engagement. For future researchers, it is recommended to include additional variables such as job satisfaction, work environment, or work-life balance, and to expand the scope of the study to yield more generalizable results. This study has limitations, namely that it was conducted in only one company, thus limiting generalizability; the use of variables was limited; there is a potential for bias due to data collection via Google Forms without supervision; and the use of a saturated sample that is not representative of a broader population.

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