

The Influence of Organizational Culture and Teamwork on Employee Engagement: The Role of Achievement Motivation as Mediation (Study on The Badan Pertanahan Nasional Klaten)

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<p>Article Information:</p>	<p>Abstract</p>
<p>Keywords: <i>Organizational Culture; Teamwork; Achievement Motivation; Employee Engagement</i></p>	<p><i>The Badan Pertanahan Nasional Klaten served as the research site for this study, which tested and analyzed the relationship between teamwork and organizational culture and employee engagement, using achievement motivation as a mediating factor. Direct questionnaire distribution is the quantitative research approach used. Pegawai Negeri Sipil of the Badan Pertanahan Nasional Klaten served as the study's population. Saturated sampling was employed in this study, and the sample size consisted of 82 civil servants, of whom 56% were men, 40% were between the ages of 50 and 58, and 35% were employed in the Survey and Mapping Section. Data gathering in 2023 lasted from September 13 to October 16, 2023. Using the SmartPLS 4 program, the multivariate analysis structural equation model technique was employed for data analysis. The study's findings demonstrated that organizational culture significantly impacts employee engagement. Employee Engagement is positively and significantly impacted by teamwork. Employee engagement is positively impacted by organizational culture through the mediation of achievement motivation. Employee engagement is positively impacted by teamwork through the mediation of achievement motivation.</i></p>
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INTRODUCTION

Three factors demonstrate employee involvement, according to Schaufeli in (Adi & Fithriana, 2018): Three levels of feeling are identified in the workplace: 1. vigor, which is the highest level and reflects desire and tenacity in work; 2. dedication, which is the level of feelings of attraction and includes ideas about the project, enthusiasm, and interest; and 3. absorption, which is the level at which workers can stay focused for extended periods of time in a comfortable environment. One measure of a worker's commitment to employee engagement is their absence. Regular attendance and a strong desire to contribute positively are traits of engaged and committed employees. And yet, vitality. Due to work-related stress and fatigue, absenteeism frequently depletes vitality. Absorption: if an employee is consistently absent or experiencing symptoms due to an untreated absensi problem, this may negatively impact their absorption.

The summary of the Pegawai Negeri Sipil (PNS) fieldwork conducted in August 2023 among the 82 participants shows that there were 28 fieldwork days with 14–21 hari in one month and 54 fieldwork days with 22 hari in one month. This suggests that a significant number of Pegawai Negeri Sipil (PNS) are not in the workforce. The situation of low employee

engagement at the Badan Pertanahan Nasional in Klaten Province was caused by a phenomenon, namely the existence of low employee satisfaction in work environments that are not yet at ideal levels.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Engagement

Positive emotions that are expressed both internally and externally and are demonstrated through zeal, commitment, and absorption are characteristics of engaged employees (Adi & Fithriana, 2018). Three indications make up the dimensions of employee engagement, according to Schaufeli and Bakker in (Adi & Fithriana, 2018). They are vigor, dedication, and absorption.

Organizational Culture

Robbins & Judge (2023) define organizational culture as a shared system of meaning that unites all employees and sets one organization apart from another. Three key features, which are the dimensions utilized to distinguish organizational cultures, according to Robbins & Judge (2023), sum up the essence of organizational culture overall: 1) Innovation and Risk Taking; 2) Team Orientation; and 3) Stability. According to research findings Fanggidae et al., (2020) employee engagement is significantly impacted by organizational culture. However, research indicates that there is no discernible direct positive relationship between the Organizational Culture component and Employee Engagement (Amanda & Drahen Soeling, 2021). Based on the explanation above, it can be formulated:

H1: Organizational Culture has a positive effect on Employee Engagement.

Teamwork

When compared to working alone or in groups, cooperation proves to be the most effective method for finishing difficult jobs (West in Borrego, 2021). Dick & West (2014) identified the following as a measure of teamwork indicators: 1) Shared accountability for finishing tasks; 2) Mutual support; and 3) maximizing the skills of each team member. According to research Kusumiarsono et al., (2022) employee engagement is impacted by teamwork. In addition, Ullah et al., (2020) found that high levels of teamwork are correlated with high levels of work involvement, and vice versa. Based on the explanation above, it can be formulated:

H2: Teamwork has a positive effect on Employee Engagement.

Achievement Motivation

McClelland in Dewi et al., (2021) defines achievement motivation as the drive to perform well in order to fulfill several standards of excellence and feel a sense of inner accomplishment rather than obtaining societal recognition or prestige. Tanadi et al., (2020) cited McClelland's research to argue that an individual's motivation to accomplish is characterized by four primary components. The four elements are: 1) accountability; 2) risk assessment; 3) inventiveness and creativity; and 4) setting attainable objectives. Simbolon & Nurhayati (2023) research indicates that Achievement Motivation contributes to positive and noteworthy effects on Employee Engagement, acting as a partly mediating factor. The study conducted by Simbolon & Nurhayati (2023) shown that Achievement Motivation is a significant mediator of Teamwork for Employee Engagement. Based on the explanation above, it can be formulated:

H3: Organizational Culture through the mediation of Achievement Motivation has a positive effect on Employee Engagement

H4: Teamwork through the mediation of Achievement Motivation has a positive effect on Employee Engagement.

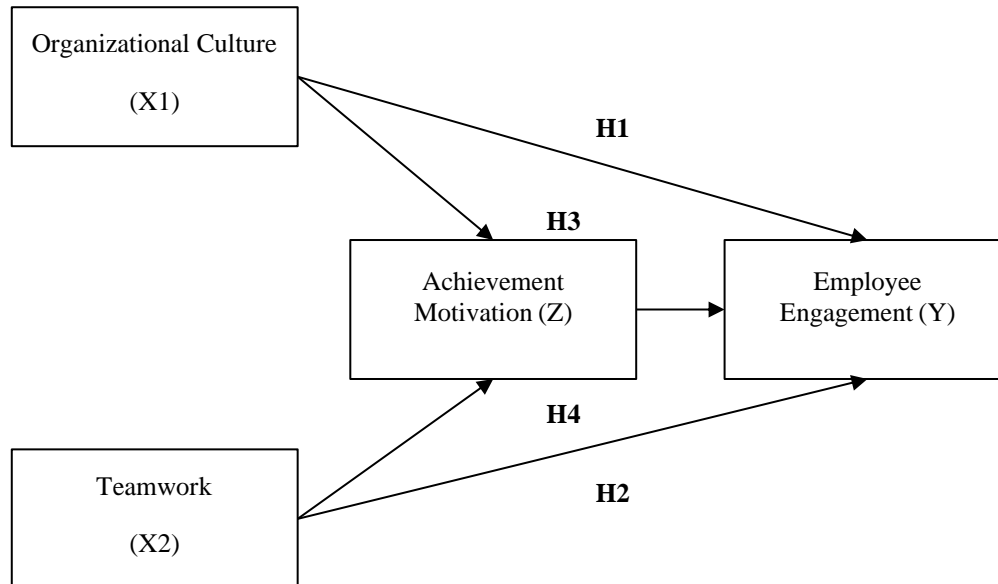
RESEARCH METHOD

Research Design

Given the nature of the issue, a descriptive research strategy was taken in the conducted study. The fundamentals of data analysis, particularly quantitative methods, form the basis of this study since the numerical data required for it came from calculating and measuring the values of each variable.

Conceptual Framework

Figure 1. Conceptual Framework



Population and Sample

There are 82 Pegawai Negeri Sipil by the Badan Pertanahan Nasional Klaten who make up the population under study. This study employed a non-probability sampling technique with a saturated sampling technique, meaning that all 82 employees of the Badan Pertanahan Nasional Klaten, or the full population, was represented in the samples. For qualitative research such as classroom action research, ethnography, phenomenology, case studies, and others, it is necessary to add the presence of researchers, research subjects, informants who help along with ways to explore research data, location and length of research and a description of the checking. the validity of the research results.

Data Collection Techniques and Instrument Development

The present study included various data collection strategies, including questionnaires, interviews, and library research.

Data Analysis Techniques

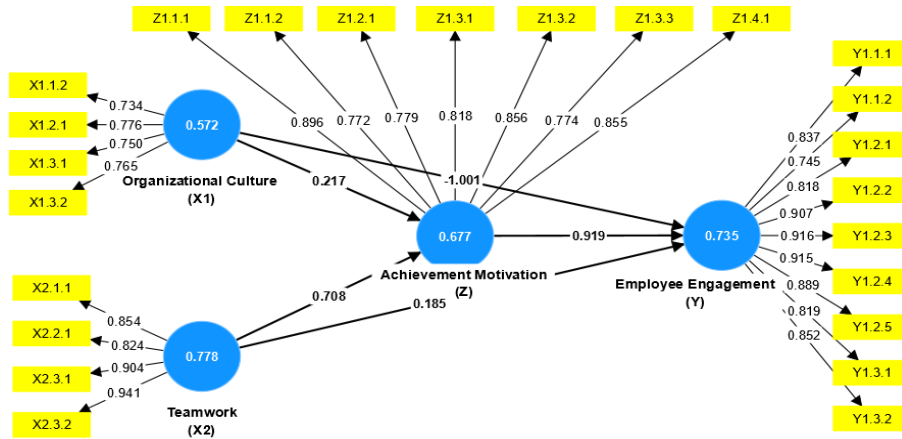
The Structural Equation Modeling (SEM) approach is used in this study. The SmartPLS 4 tool will next be used to examine each hypothesis and determine how the variables relate to one another. The properties of the research variables and the respondents' perceptions of them are included in the descriptive analysis of this study.

RESULTS AND DISCUSSION

Results

Measurement Model

Figure 2. Display of PLS Algorithm Results



Validity Test

Convergent Validity

Table 1. Final Result Outer Loadings

Item	X1	X2	Y	Z	Keterangan
X1.1.2	0.734				Valid
X1.2.1	0.776				Valid
X1.3.1	0.750				Valid
X1.3.2	0.765				Valid
X2.1.1		0.854			Valid
X2.2.1		0.824			Valid
X2.3.1		0.904			Valid
X2.3.2		0.941			Valid
Y1.1.1			0.837		Valid
Y1.1.2			0.745		Valid
Y1.2.1			0.818		Valid
Y1.2.2			0.907		Valid
Y1.2.3			0.916		Valid
Y1.2.4			0.915		Valid
Y1.2.5			0.889		Valid
Y1.3.1			0.819		Valid
Y1.3.2			0.852		Valid
Z1.1.1				0.896	Valid
Z1.1.2				0.772	Valid
Z1.2.1				0.779	Valid
Z1.3.1				0.818	Valid
Z1.3.2				0.856	Valid
Z1.3.3				0.774	Valid
Z1.4.1				0.855	Valid

Source: SmartPLS 4 output

The results of the outer loadings for each indication have a value greater than 0.7, according to the table above. All indicators can therefore be deemed genuine because the outer loadings mentioned above satisfy the convergent validity requirements.

Discriminant Validity

Table 2 Final Results Cross Loadings

	X1	X2	Y	Z
X1.1.2	0.734	0.342	-0.308	0.375
X1.2.1	0.776	0.481	-0.320	0.430
X1.3.1	0.750	0.322	-0.261	0.450
X1.3.2	0.765	0.383	-0.260	0.479
X2.1.1	0.315	0.854	0.400	0.627
X2.2.1	0.514	0.824	0.282	0.646
X2.3.1	0.470	0.904	0.432	0.822
X2.3.2	0.486	0.941	0.386	0.763
Y1.1.1	-0.401	0.273	0.837	0.340
Y1.1.2	-0.317	0.251	0.745	0.376
Y1.2.1	-0.312	0.394	0.818	0.384
Y1.2.2	-0.301	0.461	0.907	0.463
Y1.2.3	-0.348	0.391	0.916	0.448
Y1.2.4	-0.461	0.364	0.915	0.371
Y1.2.5	-0.307	0.413	0.889	0.487
Y1.3.1	-0.156	0.461	0.819	0.539
Y1.3.2	-0.300	0.287	0.852	0.409
Z1.1.1	0.550	0.753	0.392	0.896
Z1.1.2	0.477	0.574	0.392	0.772
Z1.2.1	0.302	0.686	0.499	0.779
Z1.3.1	0.503	0.610	0.322	0.818
Z1.3.2	0.531	0.604	0.361	0.856
Z1.3.3	0.513	0.799	0.412	0.774
Z1.4.1	0.431	0.629	0.451	0.855

Source: SmartPLS 4 output

One variable's value is bigger than the values of all the other variables, according to the table above. It may be concluded that the cross loading value above has good cross loading because it satisfies the cross loading requirements.

Average variance extracted (AVE)

Table 3 Average variance extracted (AVE) Results

Variabel	AVE	Square Roots AVE
Organizational Culture (X1)	0.572	0.756
Teamwork (X2)	0.778	0.882
Employee Engagement (Y)	0.735	0.823
Achievement Motivation (Z)	0.677	0.857

Source: SmartPLS 4 output

According to the preceding table, every indicator's AVE has a value greater than 0.5. This indicates that the AVE value above satisfies the requirements, allowing all indications to be deemed legitimate.

Table 4 Fornell-Larcker Criterion

	Organizational Culture (X1)	Teamwork (X2)	Employee Engagement (Y)	Achievement Motivation (Z)
Organizational Culture (X1)	0.756			
Teamwork (X2)	0.506	0.882		
Employee Engagement (Y)	-0.379	0.429	0.857	
Achievement Motivation (Z)	0.575	0.817	0.494	0.823

Source: SmartPLS 4 output

According to the above table, each indication on the diagonal line has a Fornell-Larcker Criterion result that is higher than the values for the other constructs. In order for all indicators to be deemed genuine, it may be concluded that the square root AVE value in the diagonal line satisfies the necessary requirements.

Reliability Test

Table 5 Results of Cronbach's alpha and Composite reliability

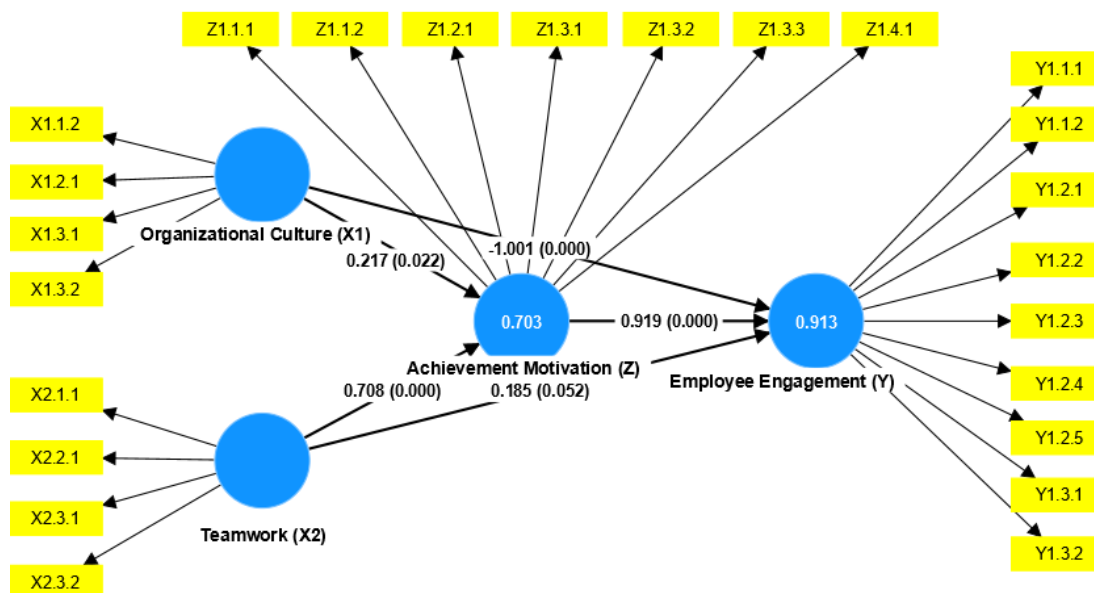
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Keterangan
X1	0.751	0.752	0.842	Realiabel
X2	0.905	0.918	0.933	Realiabel
Y	0.954	0.957	0.961	Realiabel
Z	0.920	0.923	0.936	Realiabel

Source: SmartPLS 4 output

According to the above table, each indicator's Cronbach's alpha and Composite Reliability findings have a value larger than 0.7 and a Cronbach's alpha greater than 0.7. Thus, the aforementioned results satisfy the reliability requirements.

Struktural Model

Figure 3. Bootstrapping results



R Square (coefficient determinant)

Table 6. R Square Values

	R-square
<i>Achievement Motivation (Z)</i>	0.703
<i>Employee Engagement (Y)</i>	0.913

Source: SmartPLS 4 output

Based on the data above, the R Square value of achievement motivation is 0.703, meaning that the endogenous variable achievement motivation is 70.3% influenced by the exogenous variables organizational culture and teamwork, while 29.7% is influenced by other factors outside the variables studied. The R Square value of employee engagement is 0.913, meaning that the endogenous variable employee engagement is 91.3% influenced by the exogenous variables organizational culture, teamwork and achievement motivation, while 8.7% is influenced by other factors outside the variables studied.

Fit Models

Table 7. Model Fit Results

	Saturated model	Estimated model
SRMR	0.087	0.087
d_ULS	2.266	2.266
d_G	4.852	4.852
Chi-square	976.582	976.582
NFI	0.561	0.561

Source: SmartPLS 4 output

This data led to the determination of the NFI value, which is 0.561, or 56.1%. When these values' outcomes fall inside the middle category

P-Values

Table 8. Final Results Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
X1 -> Y	-1.001	1.003	0.109	9.199	0.000
X2 -> Y	0.185	0.170	0.114	1.624	0.052
X1 -> Z -> Y	0.199	0.209	0.137	1.453	0.073
X2 -> Z -> Y	0.650	0.671	0.171	3.808	0.000

Source: SmartPLS 4 output

Based on the data above, data was obtained that the original sample value had a negative value (organizational culture -> employee engagement -1.001). There are positive values (Teamwork -> Employee Engagement 0.185; Organizational Culture -> Achievement Motivation -> Employee Engagement 0.199; and Teamwork -> Achievement Motivation -> Employee Engagement 0.650). The significance value used in this research is 10%, or $\alpha=0.10$.

The relationship between variables is significant because the p-value is smaller than the specified significance value ($P < 0.10$).

Discussion

Organizational Culture's Effect on Employee Engagement

Organizational culture has a negative and significant impact on employee engagement, according to research findings on the relationship between organizational culture characteristics and civil servants employed by the Klaten Regency National Land Agency. This means that there may be a mismatch that contributes to low employee engagement, which in turn affects declining vigor, dedication, and absorption in employees, if the organization's values—which include innovation and high risk taking, stability, and high team orientation—do not align with the values or needs of the workforce. Conversely, low organizational culture, which manifests as high standards for creativity and taking risks, teamwork, and stability, will affect employee engagement, which refers to workers becoming more involved as a result of their high levels of vigor, dedication, and absorption. Thus, it is agreed upon that organizational culture negatively affects employee engagement.

Teamwork Affects on Employee Engagement

Teamwork has a good and significant impact on employee engagement, according to research findings on the relationship between teamwork variables and civil servants employed by the Klaten Regency National Land Agency. Accordingly, a high degree of shared responsibility for work, a high level of goal-achieving contribution, and the ability to fully utilize one's own abilities all contribute to increased employee teamwork, which in turn can lead to high levels of employee engagement, which in turn can lead to an increase in an employee's vigor, dedication, and absorption. Conversely, a low degree of accountability for collaborative work, a lack of goal-achieving ability, and an inability to fully utilize each person's potential indicate a low level of employee teamwork, which can have an impact on a decline in employee engagement, which in turn affects a lack of vigor, dedication, and absorption in employees. Therefore, it is accepted that teamwork positively affects employee engagement.

The influence of Organizational Culture through the mediation of Achievement Motivation on Employee Engagement

Achievement motivation has a positive and significant impact on the influence of organizational culture on employee engagement, according to research findings on the relationship between organizational culture and civil servant employee engagement at the Badan Pertanahan Nasional Kabupaten Klaten. This relationship was found to be mediated by achievement motivation. Accordingly, employees who possess a high degree of personal accountability for their work, dare to take on difficult tasks, and prioritize success have a high level of achievement motivation. This in turn affects the organizational culture in an indirect way, enhancing employees' capacity for innovation, high risk-taking, team orientation, and stability in the pursuit of organizational stability. As a result, employees are more engaged due to their high level of responsibility and will be more devoted, enthusiastic, and appreciative of their work. Employees with low achievement motivation, on the other hand, are less likely to be innovative and take risks. This is because they lack personal responsibility, the courage to take on difficult tasks, and a strong desire for success. Employee involvement is negatively impacted by low team orientation and unstable organizational stability, which can lead to a lack of excitement, dedication, and respect for work. Consequently, the theory positing that employee engagement is positively impacted by organizational culture via the mediating role of success motivation is acknowledged.

The influence of Teamwork through the mediation of Achievement Motivation on Employee Engagement

According to research conducted at the National Land Agency of Klaten Regency, achievement motivation plays a positive and significant role in mediating the impact of teamwork on employee engagement. The study examined the relationship between civil servants' employee engagement and teamwork through the lens of achievement motivation. This indicates that when workers have a high level of personal accountability for their work, are willing to take on difficult tasks, and have success as their primary goal, they have a high level of achievement motivation. This, in turn, influences workers who have a high level of shared accountability, contribute significantly to the achievement of goals, and are able to fully utilize their individual abilities, which increases teamwork and makes workers more engaged. Employees who lack personal accountability, the courage to take on difficult tasks, and a clear focus on success, on the other hand, have low achievement motivation. This, in turn, leads to a low level of collective responsibility, a failure to achieve goals, and an inability to fully utilize individual talents. Moreover, low teamwork levels discourage employees from participating as much as they could because they lack enthusiasm, dedication, and appreciation for their work. Thus, the hypothesis which states that teamwork through the mediation of achievement motivation has a positive effect on employee engagement is accepted.

CONCLUSION

The following conclusions can be drawn from the data covered in the previous chapter: Organizational Culture has a negative effect on Employee Engagement of Civil Servants at the Klaten Regency National Land Agency. Teamwork has a positive effect on Employee Engagement of Klaten Regency National Land Agency Civil Servants. Organizational Culture through the mediation of Achievement Motivation has a positive effect on Employee Engagement of Civil Servants at the Klaten Regency National Land Agency. Teamwork through the mediation of Achievement Motivation has a positive effect on Employee Engagement of Civil Servants at the Klaten Regency National Land Agency.

This research suggests the following based on the conclusions and discussion of the research, the Klaten Regency National Land Agency should pay more attention to and increase the level of teamwork among its employees. Moreover, it needs to be improved in terms of mobilizing abilities, such as team members exerting their respective abilities more optimally and each team member needs to be aware of their respective roles to achieve the targeted goals.

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