

# Impact Of Organizational Culture, Work Engagement And Work Ability On Employee Performance Through Motivation On Employees Of PT Mandiri Utama Finance Area Jember

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**Abstract**—Every company has goals to be achieved. To achieve these goals, every company needs to form effective human resources and try to develop the human resources owned by the company so that they are able to compete with other companies, one form of improvement is improving employee performance (Ella et al, 2021). Employee performance owned by employees in the human resource management section needs to be continuously improved so that company goals can be achieved. The success and development of a company cannot be separated from employees who have good performance. This research method uses quantitative with smartPLS. The sample used was 98 people. The results of this study indicate a positive and insignificant influence between organizational culture on employee performance. There are positive and significant results between organizational culture and work motivation. There are positive and significant results between work engagement and employee performance. There are positive and insignificant results between work engagement and work motivation. There are positive and significant results between work ability and employee performance. There are positive and significant results between work ability and work motivation. There are negative and significant results between work motivation and employee performance. There are results in which there is no indirect influence between perceptions of organizational support, workload and organizational culture on OCB through job satisfaction as a mediator with negative and insignificant results.

**Keywords:** Organizational culture, work engagement, work ability, employee performance and work motivation.

## INTRODUCTION

Every company has goals to be achieved. To achieve these goals, every company needs to form effective human resources and strive to develop the human resources owned by the company in order to be able to compete with other companies, one form of improvement is improving employee performance (Ella et al, 2021). Employee performance owned by employees in the human resource management section needs to be continuously improved so that company goals can be achieved. The success and development of a company cannot be separated from employees who have good performance. PT Mandiri Utama Finance Area Jember is a company that finances the sale and purchase of automotive products such as bicycles, cars, heavy vehicles and public transportation vehicles. PT Mandiri Utama Finance is part of the company from PT Mandiri Persero Tbk. In running its business, PT. Mandiri Utama Finance is supported by employees who are divided into several sections such as marketing staff who are tasked with marketing and selling products from the company and administrative staff who are tasked with business support and support employees such as Security, and cleaning staff. All employees who work at PT. Mandiri Utama Finance are permanent employees, non-permanent employees and outsourcing employees. The majority of non-permanent employees at PT. Mandiri Utama Finance are marketing staff. Marketing staff as contract employees have terms and conditions that apply so that they can continue their contract period and cannot resign before the contract period ends, but it is undeniable that when their assessment reaches good Key Performance Indicators (KPI), the company gives them the opportunity to become permanent employees and have a broader career.

PT. Mandiri Utama Finance in running its business relies on the marketing division. Human resource management in the marketing division is the most important thing because the company treats all employees the same, starting from targets, facilities, and company support. However, in everyday life, due to work dynamics, a seniority culture is finally formed. This causes differences in performance and work results between marketing staff who have a longer tenure with new marketing staff. The work capabilities of old and new employees are always tried to be equalized by the company, but differences in abilities and challenges in the field cause employees to experience difficulties.

## LITERATURE REVIEW

### Organizational culture

According to Rudi (2024) Organizational culture is a concept that includes various elements that form the identity and working methods of a company or organization. In general, organizational culture can be defined as a system of values, beliefs, norms, and habits that are accepted and applied by members of the organization in carrying out daily activities. Muhammad (2018) argues that there are several indicators of organizational culture as follows:

- Diligence* or perseverance, refers to someone who works based on their will and desire in doing their work.
- Sincerity* or honesty, refers to behavior and how a person communicates with his/her fellow team members.
- Patience* or patience, refers to the attitude of persisting in the face of all obstacles and challenges that occur in an organization, whether a company or institution.
- Entrepreneurship* or entrepreneurship, refers to the spirit of innovation, creativity, and openness to opportunities.

### Work Engagement

According to Yuyun (2023) work engagement is a condition where workers use their time and energy optimally in doing their work and see the work as the most important thing in their lives. According to Kiky (2020) Work engagement can be measured using several indicators, namely:

1. *Vigor*, defined by high levels of energy and mental toughness when working, as well as a willingness to put effort into the job and resilience in the face of adversity.
2. *Dedication*, defined as being highly involved in work and experiencing feelings of enthusiasm, inspiration, pride, and challenge.
3. *Absorption*, defined by full concentration on work and enjoyment when involved in work.

### Work Ability

According to Laela (2023) Work ability is a skill that an individual has to influence the success of an organization or company in carrying out its duties. According to Muhammad (2024) work ability has 5 indicators as follows:

1. Knowledge is information that has been combined with understanding and the potential to act, which then sticks in a person's mind.
2. Training (training) Job training is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better according to the standards set by the company.
3. Experience (experience) Work experience is the process of forming knowledge or skills about a job method due to the employee's involvement in carrying out work tasks.
4. Skills Skills are the ability to use reason, thoughts, ideas and creativity in doing, changing or making something more meaningful so as to produce a value from the results of the work.
5. Work ability Work ability is the ability to do a job well, whether the job is easy, difficult, light or heavy.

### Work motivation

According to Diwyarthi (2022), employee work motivation is closely related to the nature and willingness of employees to complete all the work that is their responsibility. According to Eddy (2020), it consists of the following indicators:

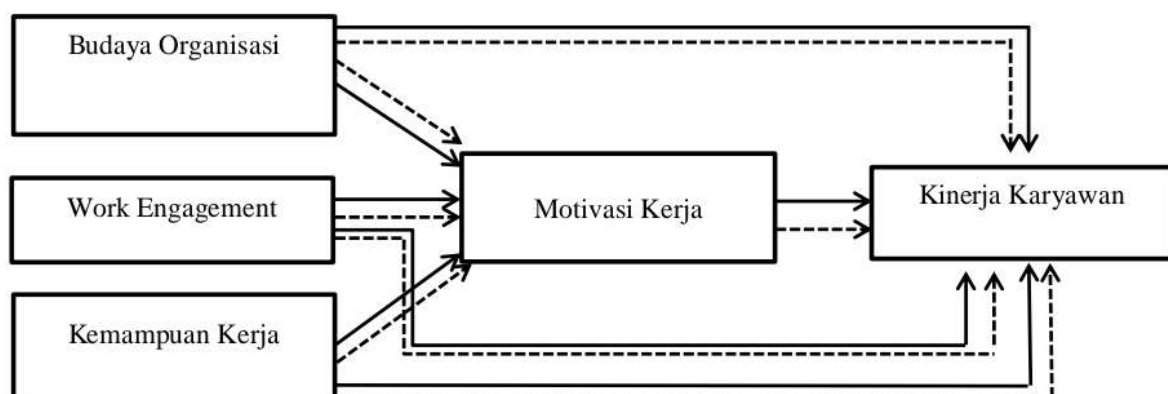
1. Physiological needs, namely a person's need for food, drink, shelter, sex, and other physical needs.
2. Safety needs, namely a person's need for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met.
3. Social needs, namely a person's need for affection, belonging, acceptance, and friendship.
4. Esteem needs, namely a person's need for internal esteem factors, such as self-esteem, autonomy, and achievement, as well as external esteem factors, such as status, recognition, and attention.
5. Self-actualization needs, namely a person's need for growth, achieving one's potential, and self-fulfillment, the drive to be able to become what one wants to be.

### Employee performance

According to Nurfitriani (2022), employee performance is the result of a complex process, originating from the employee himself (internal factor), the company's environmental conditions (external factor) and the company's strategic efforts. According to Thamrin (2022), there are six criteria for assessing employee performance:

1. *Quality*, namely the level at which the process or adjustment to the ideal way of carrying out activities or fulfilling activities according to expectations.
2. *Quantity*, namely the amount generated is realized through currency value, number of units, or number of completed activity cycles.
3. *Timeliness*, which is the level at which activities have been completed faster than specified and maximize the time available for other activities.
4. *Cost effectiveness*, namely the level at which the use of company resources in the form of human, financial, and technology is maximized to obtain the highest results or reduce losses from each unit.
5. *Need for supervision*, namely the degree to which a worker can perform a job function without requiring supervision by a supervisor to prevent undesirable actions.
6. *Interpersonal impact*, namely the extent to which employees maintain self-esteem, good name, and cooperation among co-workers and subordinates without distinguishing between social statuses.

### RESEARCH CONCEPTUAL FRAMEWORK



Gambar 2.1 Kerangka Konseptual  
(Sumber: Data Diolah)

## INFORMATION:

- : Direct Impact  
 .....→ : Indirect Influence

## HYPOTHESIS

**The Influence of Organizational Culture on Employee Performance at PT Mandiri Utama Finance Employees in the Jember Area**

According to Rudi (2024) Organizational culture is a concept that includes various elements that form the identity and way of working of a company or organization. The results of Fika et al's (2023) research show that Organizational Culture has a positive and significant effect on employee performance. A research gap was found from Edi et al's (2022) research which stated that organizational culture has no effect and is not significant on employee performance. These results indicate that the greater the Organizational Culture in their work, the better the performance of the employees themselves, and vice versa.

H1: Organizational culture has a positive and significant effect on employee performance.

**The Influence of Work Engagement on Employee Performance at PT Mandiri Utama Finance Employees in the Jember Area**

According to Yuyun (2023), work engagement is a condition where workers use their time and energy optimally in doing their work and see the work as the most important thing in their lives. The results of Asipola et al (2021)'s study showed that work engagement has a positive and significant effect on employee performance. These results indicate that the greater the work engagement in their work, the better the employee's performance itself.

H2: Work engagement has a positive and significant effect on employee performance.

**The Influence of Work Ability on Employee Performance at PT Mandiri Utama Finance Employees in the Jember Area**

According to Laela (2023) Work ability is a skill that an individual has to influence the success of an organization or company in carrying out its duties. According to McClelland (2015), defines work ability as a fundamental characteristic possessed by a person that has a direct influence on, or can predict very good performance. The results of Ella et al's (2022) study show that work ability has a positive and significant effect on employee performance. These results indicate that the greater the work ability in their work, the better the employee's performance itself.

H3: Work Ability has a positive and significant effect on employee performance.

**The Influence of Organizational Culture on Work Motivation of Employees of PT Mandiri Utama Finance Area Jember**

Betty (2022) Organizational culture is basically a system of values that develops within an organization, in the form of habits that have been going on for a long time and are permanent, obeyed and carried out by all members of the organization. The results of Fika et al's (2023) study show that Organizational Culture has a positive and significant effect on motivation. These results indicate that the greater the Organizational Culture in the work, the greater the motivation itself.

H4: Organizational culture has a positive and significant effect on motivation.

**The Influence of Work Engagement on Work Motivation of Employees of PT Mandiri Utama Finance Area Jember**

According to Yuyun (2023) work engagement is a condition where workers use their time and energy optimally in doing their work and see the work as the most important thing in their lives. According to Baker and Leiter (2010) work engagement is a positive, satisfying, and affective work-related well-being condition that can be seen as the antipode of work fatigue. The results of Anadya et al (2023)'s study showed that work engagement has a positive and significant effect on motivation. These results indicate that the greater the work engagement in one's work, the greater the motivation itself.

H5: Work Engagement has a positive and significant effect on motivation.

**The Influence of Work Ability on Work Motivation of Employees of PT Mandiri Utama Finance Area Jember**

According to Laela (2023) Work ability is a skill that an individual has to influence the success of an organization or company in carrying out its duties. According to McClelland (2015), defines work ability as a fundamental characteristic possessed by a person that has a direct influence on, or can predict very good performance. The results of Dewi et al's (2020) study show that work ability has a positive and significant effect on motivation. These results indicate that the greater the work ability in one's work, the greater the motivation itself.

H6: Work ability has a positive and significant effect on motivation.

**The Influence of Organizational Culture on Employee Performance at PT Mandiri Utama Finance Employees in Jember Area Through Work Motivation**

Diksi (2024) organizational culture is a set of assumptions or belief systems, values, and norms developed in an organization that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems. The results of Gilang et al's (2020) study show that Organizational Culture has a positive and significant effect on employee performance through motivation. These results indicate that the greater the Organizational Culture in their work, the better the employee's performance itself through motivation.

H7: Organizational culture has a positive and significant effect on employee performance through motivation.

## The Influence of Work Engagement on Employee Performance at PT Mandiri Utama Finance Employees in the Jember Area Through Work Motivation

According to Yuyun (2023), work engagement is a condition where workers use their time and energy optimally in doing their work and see the work as the most important thing in their lives. The results of Melini et al's (2022) study showed that work engagement has a positive and significant effect on employee performance through motivation. These results indicate that the greater the work engagement in their work, the better the employee's performance itself through motivation.

H8: Work Engagement has a positive and significant effect on employee performance through motivation.

## The Influence of Work Ability on Employee Performance at PT Mandiri Utama Finance Employees in Jember Area Through Work Motivation

According to Laela (2023) Work ability is a skill that an individual has to influence the success of an organization or company in carrying out its duties. The results of Sandy et al's (2023) study showed that work ability has a positive and significant effect on employee performance through motivation. These results indicate that the greater the work ability in their work, the better the employee's performance itself will be through motivation.

H9: Work Ability has a positive and significant effect on employee performance through motivation.

## The Influence of Work Motivation on Employee Performance at PT Mandiri Utama Finance Employees in the Jember Area

According to Muhammad (2021) Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Every activity carried out by a person must have a factor that drives the activity. According to Nurfitriani (2022) employee performance is the result of a complex process, both originating from the employee's personal self (internal factor), the company's environmental conditions (external factor) and the company's strategic efforts. The results of Ahmad et al's (2020) study show that motivation has a positive and significant effect on employee performance. These results indicate that the greater the work ability in their work, the better the employee's performance itself.

H10: Motivation has a positive and significant effect on employee performance.

## RESEARCH METHODS

### Research plan

This research is designed to provide an explanation of the causal relationship between variables through hypothesis testing, thus the research approach is a descriptive method in the form of an explanation using a quantitative approach. This type of research is exploratory research, which is a type of research that seeks to find new ideas or relationships. Meanwhile, descriptive research is research that aims to describe the nature or characteristics of a particular phenomenon.

### Population and sample

The population in this study were 98 employees of PT Mandiri Utama Finance Area Jember City. The sampling method used the saturated sample method or non-probability sample where the entire population was used as a sample.

### Data source

The data sources in this study use primary data and secondary data. According to Silalahi (2012: 289), data sources are divided into two sources, namely Primary Data. data taken directly from respondents, both teacher and employee identity data and questionnaires. Secondary data is data obtained from other sources that are related to this research. Secondary data sources can be articles, the internet, journals and so on.

## DATA ANALYSIS METHOD

### Outer Model Analysis

#### 1. Convergent Validity

*Convergent validity* is an indicator that is assessed based on the correlation between item score/component score and construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. The individual reflexive measure is said to be high if it correlates  $> 0.7$  with the construct to be measured, while the outer loading value between 0.5 - 0.6 is considered sufficient.

#### 2. Discriminant Validity

*Discriminant validity* is a measurement model with reflective indicators assessed based on cross loading of measurements with constructs. If the correlation of constructs with measurement items is greater than the size of other constructs, then it shows that their block size is better than other blocks. Meanwhile, according to another method to assess discriminant validity, namely by comparing the squareroot of average variance extracted (AVE) value.

*Composite reliability* is an indicator to measure a construct that can be seen in the latent variable coefficients view. To evaluate composite reliability there are two measuring instruments, namely internal consistency and cronbach's alpha. In this measurement, if the value achieved is  $> 0.70$ , it can be said that the construct has high reliability.

#### 3. Cronbach's Alpha

*Cronbach's alpha* is a reliability test conducted to strengthen the results of composite reliability. A variable can be declared reliable if it has a cronbach's alpha value  $> 0.7$ .

#### 4. Multicollinearity Test

Multicollinearity test is conducted to determine the relationship between indicators. To determine whether the formative indicator experiences multicollinearity by knowing the variance inflation factors (VIF) value. The variance inflation factors (VIF) value between 5-10 can be said that the indicator has multicollinearity

## RESEARCH RESULTS AND DISCUSSION

## 1. Convergent Validity

| Variables                   | Indicator | Outer Loading |
|-----------------------------|-----------|---------------|
| Organizational Culture (X1) | X1.1      | 0.622         |
|                             | X1.2      | 0.619         |
|                             | X1.3      | 0.686         |
|                             | X1.4      | 0.776         |
| Work Engagement(X2)         | X2.1      | 0.766         |
|                             | X2.2      | 0.742         |
|                             | X2.3      | 0.559         |
|                             | X2.4      | 0.818         |
| Work Ability (X3)           | X3.1      | 0.388         |
|                             | X3.2      | 0.569         |
|                             | X3.3      | 0.764         |
|                             | X3.4      | 0.708         |
|                             | X3.5      | 0.759         |
| Work Motivation (Z)         | Z1        | 0.609         |
|                             | Z2        | 0.602         |
|                             | Z3        | 0.801         |
|                             | Z4        | 0.591         |
|                             | Z5        | 0.529         |
| Employee Performance (Y)    | Y1        | 0.564         |
|                             | Y2        | 0.702         |
|                             | Y3        | 0.890         |
|                             | Y4        | 0.857         |
|                             | Y5        | 0.774         |
|                             | Y6        | 0.596         |

*Convergent validity* has the meaning that a set of indicators represents one latent variable and underlies the latent variable. To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is  $> 0.7$ . According to Chin as quoted by (Ghozali, 2021), an outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements for convergent validity.

## 2. Discriminant Validity

Table 1. Discriminant validity

| Variables                   | Cross Loading |        |             |
|-----------------------------|---------------|--------|-------------|
|                             | Value         | Rtable | Information |
| Organizational Culture (X1) | 0.679         | 0.198  | Valid       |
| Work Engagement(X2)         | 0.536         | 0.198  | Valid       |
| Work Ability (X3)           | 0.476         | 0.198  | Valid       |
| Work Motivation (Z)         | 0.534         | 0.198  | Valid       |
| Employee Performance (Y)    | 0.639         | 0.198  | Valid       |

Based on the data presentation in table 1 above, it can be seen that each indicator in the research variable has a cross loading value  $> R_{table}$ . Based on the results obtained, it can be stated that the variables used in this study have good discriminant validity in compiling their respective variables.

## 3. Composite Reliability

Table 2 Composite Reliability

| Variables                   | CR    | Results  |
|-----------------------------|-------|----------|
| Organizational Culture (X1) | 0.733 | Reliable |
| Work Engagement(X2)         | 0.733 | Reliable |
| Work Ability (X3)           | 0.682 | Reliable |
| Work Motivation (Z)         | 0.850 | Reliable |
| Employee Performance (Y)    | 0.629 | Reliable |

Based on the data display in table 2 above, it can be seen that the composite reliability value of all research variables is > 0.7. This result shows that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

#### 4. Cronbach Alpha

Table 3. Cronbach Alpha

| Variables                   | CA    | Results  |
|-----------------------------|-------|----------|
| Organizational Culture (X1) | 0.684 | Reliable |
| Work Engagement(X2)         | 0.698 | Reliable |
| Work Ability (X3)           | 0.652 | Reliable |
| Work Motivation (Z)         | 0.826 | Reliable |
| Employee Performance (Y)    | 0.633 | Reliable |

Based on the data display above in table 3, it can be seen that the cronbach alpha value of each research variable is > 0.6-0.7, meaning a reliable value. Thus, these results can indicate that each study has met the requirements of the cronbach alpha value, so it can be concluded that each variable has a high level of reliability.

#### 5. Multicollinearity

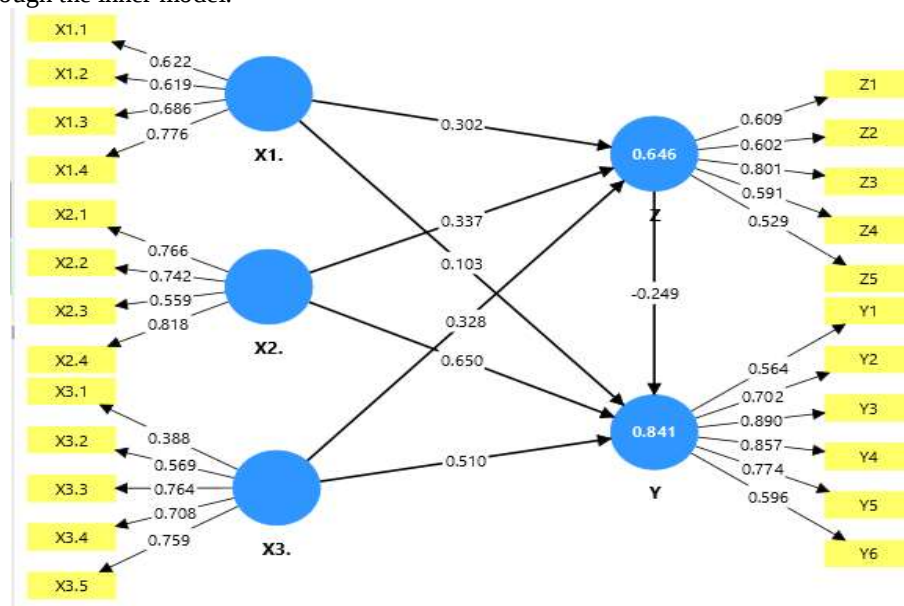
Table 5. Multicollinearity

| Variables                   | VIF   |
|-----------------------------|-------|
| Organizational Culture (X1) | 1,742 |
| Work Engagement(X2)         | 2,080 |
| Work Ability (X3)           | 1.925 |
| Work Motivation (Z)         | 2.825 |

Based on the results of the multicollinearity test, it shows that the VIF (Variance Inflation Factors) value is below 5, so it can be said that there is no multicollinearity in each of the research variables.

### HYPOTHESIS TESTING

Hypothesis testing in this study was conducted by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values value <0.05. The following are the results of the hypothesis test obtained in this study through the inner model:



The results of testing the direct influence of the relationship between variables using SmartPLS 3.1 can be seen in the following table:

Table 6 Influence Between Variables

| Variables | Path Coefficients | P-Value | Results         |
|-----------|-------------------|---------|-----------------|
| X1-Y      | 0.103             | 0.136   | Not Significant |
| X1-Z      | 0.302             | 0.039   | Significant     |
| X2-Y      | 0.650             | 0.000   | Significant     |
| X2-Z      | 0.337             | 0.160   | Not Significant |
| X3-Y      | 0.510             | 0.000   | Significant     |
| X3-Z      | 0.328             | 0.032   | Significant     |
| ZY        | 0.249             | 0.049   | Significant     |

Source: Appendix 1

Based on the direct influence test of Figure 4.1 and Table 4.14 above, it can be seen that:

1. The path coefficient value of Organizational Culture (X1) on Employee Performance (Y) is  $\beta = 0.103$  which is positive. The p-value is 0.136, this result is not significant because the p-value is less than 0.05. Based on the calculation value of the path coefficients and p-values on the influence between variables, Organizational Culture (X1) is proven to have a positive and insignificant effect on Employee Performance (Y).
2. The path coefficient value of organizational culture (X1) on work motivation (Z) is  $\beta = 0.302$  which is positive. The p-value is 0.039, this result is significant because the p-value is less than 0.05. Based on the calculation value of the path coefficients and p-values on the influence between variables, organizational culture (X1) is proven to have a positive and significant effect on work motivation (Z).
3. The path coefficient value of work engagement (X2) on Employee Performance (Y) is  $\beta = 0.650$  which is positive. The p-value is 0.000, this result is significant because the p-value is more than 0.05. Based on the calculation value of the path coefficients and p-values on the influence between variables, work engagement (X2) is proven to have a positive and significant effect on Employee Performance (Y).
4. The path coefficient value of work engagement (X2) on work motivation (Z) is  $\beta = 0.337$  which is positive. The p-value is 0.160, this result is not significant because the p-value is more than 0.05. So based on the calculation value of the path coefficients and p-values on the influence between variables, work engagement (X2) is proven to have a positive and insignificant effect on work motivation (Z).
5. The path coefficient value of work ability (X3) on Employee Performance (Y) is  $\beta = 0.510$  which is positive. The p-value is 0.000, this result is significant because the p-value is less than 0.05. Based on the calculation value of the path coefficients and p-values on the influence between variables, work ability (X3) is proven to have a positive and significant effect on Employee Performance (Y).
6. The path coefficient value of work ability (X3) on work motivation (Z) is  $\beta = 0.328$  which is positive. The p-value is 0.032, this result is significant because the p-value is less than 0.05. So based on the calculation value of the path coefficients and p-values on the influence between variables, work ability (X3) is proven to have a positive and significant effect on work motivation (Z).
7. The path coefficient value of work motivation (Z) on Employee Performance (Y) is  $\beta = -0.249$  which is positive. The p-value is 0.049, this result is significant because the p-value is more than 0.05. So based on the calculation value of the path coefficients and p-values on the influence between variables, work motivation (Z) is proven to have a negative and significant effect on Employee Performance (Y).

Table 7 Effect of Mediation

| Variables | Path Coefficients | P-Value | Results         |
|-----------|-------------------|---------|-----------------|
| X1-ZY     | -0.075            | 0.072   | Not Significant |
| X2-ZY     | -0.084            | 0.392   | Not Significant |
| X3-ZY     | -0.082            | 0.084   | Not Significant |

Source: Appendix 1

8. The path coefficient value of organizational culture (X1) on employee performance (Y) through work motivation (Z) is  $\beta = -0.075$  which is negative. The p-value is 0.072, this result is not significant because the p-value is less than 0.05. So based on the calculation value of the path coefficients and p-values on the influence between variables, organizational culture (X1) is proven to have a negative and insignificant effect on employee performance (Y) through work motivation (Z).
9. The path coefficient value of work engagement (X2) on employee performance (Y) through work motivation (Z) is  $\beta = -0.084$  which is negative. The p-value is 0.396, this result is not significant because the p-value is more than 0.05. So based on the calculation value of the path coefficients and p-values on the influence between variables, work engagement (X2) is proven to have a negative and insignificant effect on employee performance (Y) through work motivation (Z).
10. The path coefficient value of work ability (X1) on employee performance (Y) through work motivation (Z) is  $\beta = -0.082$  which is negative. The p-value is 0.084, this result is not significant because the p-value is less than 0.05. So based on the calculation value of the path coefficients and p-values on the influence between variables, work ability (X1) is proven to have a negative and insignificant effect on employee performance (Y) through work motivation (Z).

### **The Influence of Organizational Culture on Employee Performance**

The results of the hypothesis test show that Organizational Culture has no significant effect on employee performance. The effect indicated by the regression coefficient is negative, meaning that the higher the organizational culture, the less effect on employee performance. Based on the results of respondents' answers in this study, the Organizational Culture variable shows that most respondents answered disagree.

### **The Influence of Work Engagement on Employee Performance**

The results of the hypothesis test show that work engagement has a significant effect on the performance of employees of PT. Mandiri Utama Finance. The effect indicated by the regression coefficient is that every change in work engagement affects the work performance of employees of PT. Mandiri Utama Finance. The Vigor indicator shows that high levels of energy and mental toughness when working, as well as the desire to give effort to work and also resilience in adversity. The Dedication indicator shows that the dedication of the company in work and experiencing a sense of enthusiasm, inspiration, pride, and challenge is very much needed by employees in improving their performance. The Absorption indicator shows that with full concentration on work and something that creates a happy atmosphere when involved in work.

### **The Influence of Work Ability on Employee Performance**

The results of the hypothesis test above show that Work Ability has an effect on employee performance at PT. Mandiri Utama Finance Jember by looking at its significance level. The effect indicated by the regression coefficient is positive, which means that the higher the Employee Work Ability, the employee Performance of PT. Mandiri Utama Finance will increase.

### **The Influence of Organizational Culture on Work Motivation**

The results of the hypothesis test show that organizational culture has no significant effect on work motivation. The effect indicated by the regression coefficient is negative, meaning that organizational culture does not affect employee work motivation. Based on the results of the hypothesis test above, by looking at the level of significance of -0.160, it shows that organizational culture does not affect employee performance motivation at PT. Mandiri Utama Finance Area Jember. Because they are used to organizational culture, it does not affect their work motivation.

### **The Influence of Work Engagement on Work Motivation**

The results of the hypothesis test show that work engagement has a significant effect on work motivation with a significance of 0.000. The effect indicated by the regression coefficient is positive, meaning that the higher the work engagement, the higher the work motivation. The effect indicated by the regression coefficient is positive, meaning that the higher the work engagement, the higher the employee's performance. Therefore, the need for a motivation improvement program is considered very important in increasing motivation and increasing employee performance.

### **The Influence of Work Ability on Work Motivation**

The results of the hypothesis test show that work ability has a significant effect on work motivation with a significance of 0.000. The effect indicated by the regression coefficient is positive, meaning that the higher the work ability, the work motivation will increase. The effect indicated by the regression coefficient is positive, meaning that when employees get recognition of work ability from the company, employees can control their own work without direct control from others, when employees get trust and recognition for their work ability from the company, employees feel they are getting attention from the company, meaning that when employee work ability increases, employee motivation will also increase.

### **The Influence of Organizational Culture on Employee Performance Through Work Motivation**

The results of the hypothesis test show that organizational culture does not have a significant effect on employee performance through work motivation with a significance of 0.072. The effect indicated by the regression coefficient is negative, meaning that the higher the organizational culture through work motivation, the employee performance has no effect or does not increase. When employees apply the Organizational Culture of the company, employees can control their own work without direct control from others, and have the belief that the work they do is an application of the Organizational Culture of previous seniors, so that it becomes a common thing and is not a priority. So that employees have their own motivation to improve their performance and are not affected by Organizational Culture.

### **The Influence of Work Engagement on Employee Performance Through Work Motivation**

The results of the hypothesis test show that work engagement has no significant effect on employee performance through work motivation with a significance of 0.392. The effect indicated by the regression coefficient is negative, meaning that the higher the work engagement through work motivation, the lower the employee performance. If work engagement is associated with employee performance through work motivation, the results of the hypothesis test show that work engagement has no significant effect on Employee Performance through Motivation on employees of PT. Mandiri Utama Finance Area Jember by looking at the level of significance, which is -0.084 Motivation does not play a significant role as a mediating variable, namely mediating the indirect effect of work engagement on employee performance, which means that work engagement on employees of PT. Mandiri Utama Finance Area Jember will not increase motivation but also does not directly increase employee performance.

## The Influence of Work Ability on Employee Performance Through Work Motivation

The results of the hypothesis test show that work ability does not have a significant effect on employee performance through work motivation with a significance of 0.084. The effect indicated by the regression coefficient means that the higher the work ability through work motivation, the less it affects employee performance.

## The Influence of Employee Performance Through Work Motivation

The results of the hypothesis test show that work motivation has a significant effect on Employee Performance with a significance of 0.049. The effect indicated by the regression coefficient is positive, meaning that the higher the work motivation, the Employee Performance will also increase. The results of the hypothesis test above show that Motivation has an effect on Employee Performance by looking at the level of significance, which is 0.049. The effect indicated by the regression coefficient is positive, meaning that the higher the Motivation, the employee performance will increase. Therefore, the need for a motivation improvement program is considered very important in increasing motivation and increasing employee performance. Based on the results of respondents' answers in this study, the Motivation variable shows that most respondents answered in agreement.

## CONCLUSION

Based on the research results and analysis that have been discussed by researchers, several things can be concluded as follows:

1. Based on the results of the study, it shows that organizational culture has a positive and insignificant effect on Employee Performance at PT. Mandiri Utama Finance Area Jember Employees.
2. Based on the results of the study, it shows that work engagement has a positive and significant effect on Employee Performance at PT. Mandiri Utama Finance Jember Area Employees. If the lower the work engagement, it will increase at PT. Mandiri Utama Finance Jember Area Employees.
3. Based on the results of the study, it shows that work ability has a positive and significant effect on Employee Performance at PT. Mandiri Utama Finance Jember Area Employees. If the higher the work ability, it will increase Employee Performance at PT. Mandiri Utama Finance Jember Area Employees.
4. Based on the results of the study, it shows that organizational culture has a positive and significant effect on work motivation in PT. Mandiri Utama Finance Jember Area Employees. If the organizational culture is higher, the work motivation of Frontliners in PT. Mandiri Utama Finance Jember Area Employees will increase.
5. Based on the results of the study, it shows that work engagement has a positive and insignificant effect on work motivation in PT. Mandiri Utama Finance Jember Area Employees. If the work engagement is higher, the work motivation of Frontliners in PT. Mandiri Utama Finance Jember Area Employees will decrease.
6. Based on the results of the study, it shows that work ability has a positive and significant effect on work motivation in PT. Mandiri Utama Finance Jember Area Employees. If the work ability is higher, the work motivation of PT. Mandiri Utama Finance Jember Area Employees will increase.
7. Based on the results of the study, it shows that organizational culture has a positive and insignificant effect on Employee Performance through work motivation on Employees of PT. Mandiri Utama Finance Area Jember. If the higher the organizational culture on Employee Performance through work motivation on Employees of PT. Mandiri Utama Finance Area Jember will decrease.
8. Based on the results of the study, it shows that work engagement has a positive and insignificant effect on Employee Performance through work motivation. This shows that the increase in Employee Performance at PT. Mandiri Utama Finance Area Jember Employees is directly influenced by work engagement through work motivation.
9. Based on the results of the study, it shows that work ability has a positive and significant effect on Employee Performance through work motivation. This shows that the increase in Employee Performance at PT. Mandiri Utama Finance Area Jember Employees is directly influenced by work ability through work motivation.
10. Based on the results of the study, it shows that work motivation has a negative and significant effect on Employee Performance at PT. Mandiri Utama Finance Jember Area Employees. If the work motivation is lower, the Employee Performance at PT. Mandiri Utama Finance Jember Area Employees will continue to increase.

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