

Enhancing Employee Performance Through Organization Culture, Workload, and Job Engagement

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Abstract. Employee performance in public sector agencies managing natural resources is critical for effective service delivery and societal well-being. However, the influence of workload, organizational culture, and job engagement on employee performance remains unclear, with mixed findings reported in previous studies. This study aims to analyze the individual and combined effects of these factors on employee performance at the Cimanuk-Cisanggarung Cirebon River Area Center. Employing a quantitative associative method, data were collected from 131 employees using census sampling and analyzed with multiple regression via SPSS 22. Results reveal that workload and organizational culture do not significantly affect employee performance individually, whereas job engagement significantly enhances performance. Nevertheless, collectively, workload, organizational culture, and job engagement have a significant positive effect, explaining 47.4% of the variance in employee performance. These findings suggest that while managing workload and fostering a supportive culture are important, enhancing employee engagement is pivotal for performance improvements. The study highlights the necessity of balanced workload distribution, cultivation of an aligned organizational culture, and fostering job engagement to optimize employee productivity. For practice, agencies should design integrated human resource strategies focusing on these areas to enhance organizational outcomes. Future research is recommended to explore additional variables such as leadership style and motivation using longitudinal designs to deepen understanding of employee performance dynamics.

Keywords: workload, organizational culture, job engagement, employee performance, public sector, water resource management

INTRODUCTION

Economic globalization is encouraging countries to strive to strengthen cooperation at the international level, especially in terms of infrastructure development. Large-scale infrastructure projects generally involve collaboration with various countries and international companies in terms of both technology and human resources. Natural resources (SDA) are one of a country's most important infrastructures. This infrastructure is related to providing clean water, energy, transportation, and other natural resource management that support economic and social activities. A country with good infrastructure will increase efficiency and productivity as well as the community's quality of life.

Indonesia is an archipelagic country with a tropical climate and abundant natural resources, especially water. Indonesia's waters cover about 70% of the country's total area, and the remaining 30% is part of the mainland. Based on data from the Geospatial Information Agency, Indonesia has a very large water area, around 6.3 million km², while the land is around 1.9 million km². One of the existing water resources is the rivers spread throughout Indonesia. These rivers are important in supporting people's lives for agricultural, household, and industrial needs. However, behind the wealth of abundant water resources, Indonesia faces problems related to water resource management. This complex challenge, such as environmental conditions and climate change, can cause an imbalance between water availability and demand. One of the agencies engaged in water management has an important role in dealing with these challenges. Therefore, serious attention is needed from the government and other stakeholders, supported by superior human resources with skills and knowledge. Efforts to increase the capacity of human resources can be seen through training, continuing education, and increased coordination between institutions, because it is very important to ensure that Indonesia's water resources can be utilized optimally and sustainably.

The success of organizational performance can be achieved through high work participation from human resources, which are employees. The success of an organization's performance depends on the quality of its people, managers, and subordinates, so it requires an understanding and ability to engage in performance management (Wibowo, 2016). This shows that human resources (HR) are the most important assets that hold the key to success in organizations, including government agencies with great responsibilities in managing water resources and infrastructure in their regions. According to Sinambela & Sinambela (2019), employee performance refers to the ability of employees to carry out certain skills. Employee performance is the main concern when assessing the extent of the employees' ability to complete their tasks. Employee performance will contribute to the performance of the group, and then the performance of the group will contribute to the performance of the organization or society. Therefore, performance management is needed to achieve the organization's success (Sinambela & Sinambela, 2019). For employees to perform well, attention is needed to the factors that affect them. One of the factors that affects employee performance is workload.

Workload must be considered before being given to employees because it can affect the optimal use of human resources. Workload analysis is needed so that no one feels a shortage or excess of work to optimize existing human resources (Kasmir, 2016). A study that has been conducted by (Andiani & Jayanagara, 2023) stating that workload has a negative and significant effect on performance. This can be interpreted that the higher the workload, the lower the performance produced.

Another factor that can affect performance is organizational culture. Organizational culture can be created if each member is willing to apply the values of the guidelines to achieve

common goals. A strong organizational culture is shown by rules that are no longer considered as an obligation that is shackled by the members of the organization, but have become a necessity (Edison et al., 2016). This statement proves that organizational culture greatly influences the effectiveness of organizational performance, namely, how employees are aware of applying existing organizational values to achieve goals. A strong and consistent organizational culture can be a valuable resource for an organization to achieve its strategic goals (Tamara et al., 2024). According to research that has been carried out (Asih et al., 2023) Organizational culture has a positive and significant effect on performance, so it can be concluded that the better the organizational culture, the higher the performance. In addition, performance is also influenced by work involvement or *Job Engagement*.

A member of an organization can achieve the expected performance by involving himself in doing the work for which he is responsible. *Job Engagement*: Assist employees in improving their performance through personal and psychological approaches, such as initiative, innovation skills, ability, happiness, and comfort (Wulandari et al., 2024). This means that members will have a strong incentive to maximize their efforts to produce good performance with the presence of *Job Engagement*. Research (Abdalla & Agustina, 2025) prove that *Job Engagement* has a positive effect on performance, which means that it is getting higher *Job Engagement* An employee, the more performance will be produced.

Employee performance in critical public sector agencies, such as water resource management, directly impacts service quality and public welfare. Despite the importance of human resources, many organizations face challenges in optimizing employee performance due to factors such as workload, organizational culture, and job engagement. Understanding how these variables interact to influence employee productivity remains essential for improving institutional effectiveness and service delivery.

The urgency of addressing employee performance in public agencies stems from the direct link between organizational efficiency and community well-being. In sectors managing essential resources like water, suboptimal employee performance can lead to inefficiencies that compromise environmental sustainability and social equity. With growing demands on water management amid environmental challenges, ensuring optimal employee performance is more critical than ever.

Furthermore, as globalization and technological advancements reshape organizational expectations, public sector employees face increasing pressures to adapt without compromising their productivity. Failure to address factors affecting employee performance could lead to reduced service quality, employee burnout, and diminished public trust, emphasizing the need for targeted interventions.

Prior studies present mixed findings on the influence of workload on employee performance. Some researchers argue that excessive workload negatively impacts productivity by causing fatigue and stress (Andiani & Jayanagara, 2023), while others find the relationship insignificant or positive under certain conditions (Caitlin et al., 2024).

Regarding organizational culture, research shows both positive impacts on performance when a strong culture aligns with employee values (Fauzan et al., 2023) and non-significant effects when cultural values are inconsistently understood or applied (Widarko & Anwarodin, 2022).

Job engagement is more consistently linked to performance enhancement. Numerous studies confirm that higher job engagement correlates with greater motivation, focus, and productivity (Ramdan et al., 2022; Abdalla & Agustina, 2025). However, the degree to which these factors collectively influence performance remains underexplored.

Despite the extensive individual research on workload, organizational culture, and job engagement, there is a lack of comprehensive studies analyzing their combined influence on employee performance in public sector agencies managing natural resources. Particularly, the nuanced ways these factors interact in such specialized environments require further investigation to tailor effective human resource strategies.

This study uniquely examines the simultaneous effects of workload, organizational culture, and job engagement within a water management agency—a sector critical for sustainable development yet understudied in organizational behavior literature. By employing a quantitative associative method with comprehensive statistical analysis, this research contributes novel insights into optimizing employee performance in public environmental agencies.

The objective of this research is to analyze the influence of workload, organizational culture, and job engagement on employee performance at the Cimanuk-Cisanggarung Cirebon River Area Center, aiming to identify which factors significantly affect performance and provide evidence-based recommendations for organizational improvement.

This study benefits policymakers and agency management by clarifying key drivers of employee performance, enabling targeted interventions to enhance productivity and service quality. Additionally, it enriches academic understanding of public sector human resource management, particularly in environmental and natural resource institutions, supporting sustainable operational excellence.

MATERIALS AND METHODS

The method used in this study is associated with a quantitative approach. The method is used to know and analyze the cause and effect between independent variables, namely workload, organizational culture, and *job engagement*, and dependent variables, namely performance. The quantitative approach was chosen because it allows for clear measurements of the relationships between variables using numerical data. This study analyzes the data obtained by statistical techniques to test the strength and relationship between variables. In addition, this study will identify how much influence each X variable exerts on the Y variable and the influence of the three independent variables on the Y variable.

Population and Sample

The population in this study consists of 131 employees of the Cimanuk-Cisanggarung Cirebon River Area Center. In addition, the sampling technique used is census sampling, which uses the entire population to be used as a research sample (Sugiyono, 2014), so that the number of samples used amounted to 131 respondents. Sample census techniques are used to provide more representative and accurate results.

Data Collection Techniques

The data collection technique in this study uses primary data sources. The data source involves collecting data from respondents relevant to the discussion of this study. Data was obtained through surveys, namely distributing questionnaires or research questionnaires using a Likert scale. After that, the collected data is processed using a statistical application, namely SPSS Version 22.

RESULTS AND DISCUSSION

Table 1. Validity Test

Workload (X1)		Organizational Culture (X2)		Job Engagement (X3)		Performance (Y)	
Yes	Calculation	Yes	Calculation	Yes	Calculation	Yes	Calculation
1	0, 583	1	0, 590	1	0, 727	1	0, 786
2	0, 540	2	0, 385	2	0, 697	2	0, 566
3	0, 562	3	0, 520	3	0, 590	3	0, 827
4	0, 580	4	0, 852	4	0, 596	4	0, 849
5	0, 199	5	0, 814	5	0, 762	5	0, 773
6	0, 477	6	0, 836	6	0, 465	6	0, 807
7	0, 730	7	0, 860	7	0, 664	7	0, 780
8	0, 732	8	0, 889	8	0, 776	8	0, 867
9	0, 762	9	0, 710	9	0, 407	9	0, 821
10	0, 551	10	0, 748	10	0, 736	10	0, 704
		11	0, 875	11	0, 563		
		12	0, 787	12	0, 384		
		13	0, 803				
		14	0, 749				

Source: Data processing results, 2025

Based on the validity test table above, with workload, organizational culture, and job engagement as independent variables and performance as dependent variables, the R-squared value is 0.172. This means that the Calculation > the Table (0.172). Therefore, it can be concluded that all statement items are declared valid and appropriate to measure workload variables, organizational culture, and *job engagement*.

Table 2. Reliability Test

Variable	Cronbach's Alpha
Workload	0,961
Organizational Culture	0,931
Job Engagement	0,817
Performance	0,926

Source: Data processing results, 2025

Based on the results of the reliability test, it is known that the Cronbach's alpha value of the workload variable (X1) is 0.961, organizational culture (X2) is 0.931, job engagement (X3) is 0.817, and employee performance (Y) is 0.926. A Cronbach's alpha value greater than 0.70 indicates that all statements on each variable are reliable, because they exceed the standard threshold that is generally considered an indicator of reliability, which is > 0.70.

T Test

Coefficient					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.552	3.108		4.360	.000
Workload	-.035	.050	-.044	-.691	.491

Coefficient					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Organizational Culture	-.005	.052	-.009	-.101	.920
Job Engagement	.623	.077	.700	8.132	.000

a. Dependent Variable: Performance

Based on the table above, it is known that the sig value of the workload variable is 0.491 > 0.05. This shows that workload has no significant effect on performance. Furthermore, it is known that the sig value of the organizational culture variable is 0.920 > 0.05. This means there is no significant influence of organizational culture variables on performance. Then, it is known that the sig value of the job engagement variable is 0.000 < 0.05. This states that job engagement variables have a significant influence on employee performance.

Test F

NEW ERA					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	971.554	3	323.851	40.016	.000b
Residual	1027.805	127	8.093		
Total	1999.359	130			

a. Dependent Variable: Performance
b. Predictors: (Constant), Job Engagement, Workload, Organizational Culture

Based on the table above, it is known that the sig value is 0.000 < 0.05, so the results show that simultaneously there is a significant influence between workload, organizational culture, and job engagement on employee performance.

Coefficient Determination Test

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697a	.486	.474	2.845

a. Predictors: (Constant), Job Engagement, Workload, Organizational Culture

Based on the table above, the coefficient of determining workload variables, organizational culture, and job engagement on employee performance is 0.474. This means that the influence of workload variables, organizational culture, and job engagement on employee performance is 47.4%.

Discussion

The Influence of Workload on Employee Performance

Based on the results of the research that has been conducted, it is known that the workload variable does not significantly affect performance; this means that the workload does not have a real influence on performance improvement. Even though the workload is high, employees can manage it well so that the work done is not used as a burden. The results of this study are in line with those carried out by (Setyowati & Nurhayati, 2020), where the workload does not affect performance. Then (Luthan, 2023) also get the same result, i.e. workload does not significantly affect performance.

Meanwhile, research that has been carried out by (Supriyanto et al., 2023) stating differently that workload has a significant influence on performance. Moreover (Karepesina et al., 2024) show that the workload has a positive and insignificant effect on performance. Then, in the research (Luthfi et al., 2024) presented results that workload affects employee performance.

The Influence of Organizational Culture on Employee Performance

According to the results of the research that have been presented, it can be seen that organizational culture variables do not have a significant effect on employee performance. Although the applied organizational culture contains good values, it is not understood by all employees in its implementation. Organizational culture will be easy to apply if it aligns with employees' values; they will be more motivated to achieve goals by contributing optimally through the performance produced. Therefore, every individual needs to adapt to the culture contained in the organization. The same results are obtained (Widarko & Anwarodin, 2022) In his research, he states that organizational culture has no significant effect on performance. (Setiani et al., 2023) also stated that organizational culture does not influence performance.

The results of this study are different from the research conducted (Fauzan et al., 2023), that organizational culture has a significant effect on performance. Moreover (Ramadani et al., 2022) concludes that organizational culture has a positive and significant effect on performance. The better the organizational culture that is implemented, the better the impact on the performance of its employees (Hardjowikarto & Rosiana, 2023).

The Effect of Job Engagement on Employee Performance

Based on the research that has been conducted, it is found that *the job engagement* variable has a significant effect on performance. This can be interpreted as *job engagement* has a real influence on performance. The higher the employee's involvement with their work, the higher the performance they will produce. Employees with high job engagement tend to be more motivated to contribute by trying their hardest to do their job. Employees can work focused and be more productive and able to face every challenge at work, thereby improving the quality of work.

The results of this study are in line with the research conducted (Ramdan et al., 2022) *Job Engagement* has a positive effect on employee performance. Other studies have also yielded similar results to those conducted by (Foci et al., 2024) that job engagement affects employee performance. Moreover (Adoniya et al., 2024) Getting Job Engagement results has a positive and significant effect on employee performance. (Abdalla & Agustina, 2025) in his research also found that *Job Engagement* has a positive effect on employee performance.

The Influence of Workload, Organizational Culture, and Job Engagement on Employee Performance

Based on the results of the data analysis, the value of the determination coefficient of workload variables, organizational culture, and *Job Engagement* on employee performance is 0.474, which means that the influence of workload variables, organizational culture, and Job Engagement on employee performance is 47.4%. One of the sources that causes employees to feel an excessive workload is that companies require employees to put more effort into completing tasks, but this depends on how individuals view their workload (Agustian et al., 2024). A well-managed workload will provide positive results for employee performance. In addition, an organizational culture that is in line with employees can also improve the performance produced. Likewise, high job engagement will make the resulting performance quality.

CONCLUSIONS

Based on the results of data analysis, hypothesis testing, and the discussion, it can be concluded that workload does not significantly influence employee performance, indicating that while workload is an important aspect in goal achievement, it does not necessarily impact the quality or outcome of work. Similarly, organizational culture also does not have a significant effect on employee performance, suggesting that its influence may be subjective and vary among individuals within the same organization. In contrast, job engagement significantly affects employee performance, demonstrating that higher employee involvement and commitment can lead to improved performance. Moreover, workload, organizational culture, and job engagement collectively have a significant impact on employee performance, highlighting the importance of their interaction in creating a balanced and supportive work environment that fosters productivity and efficiency. Therefore, organizations should focus on managing these three factors harmoniously to optimize employee performance. For future research, it is recommended to explore additional variables such as leadership style, psychological well-being, and motivation, as well as to employ longitudinal designs to better understand how these factors influence employee performance over time in various organizational contexts.

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