



Research Article

IMPACT OF JOB DESIGN AND ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AS MEDIATING VARIABLE IN IMPROVING EMPLOYEE PERFORMANCE

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ABSTRACT

The purpose of this study was to analyze impact of job design, and organizational culture, on employee engagement as mediating variable in improving employee performance at PT. Midi Utama Indonesia, Tbk. The data are analyzed by using SEM with Amos 22,0. The results showed that job design influenced positively and significantly the employee engagement; organizational culture had negative influence on employee engagement; job design had positive and significant effect on employee performance; organizational culture had no effect on employee engagement; and employee engagement did not have an effect on employee performance. The results of the research were expected to further enhance the organizational culture through improvement in the fulfillment of job design, the sense of engaged employees to the company.

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INTRODUCTION

The world's retailers are very interested in the development of the retail market in Indonesia. Currently, the acceleration of mini market business potential in Indonesia is greater than neighboring countries. Whereas, in terms of penetration, the number of Indonesian modern retail outlets is still low compared to other ASEAN countries, such as Singapore, Thailand, and Malaysia where each of their modern retail formats has a major player. Based on AT Kearney's 2016 Global Retail Development Index™ (GRDI) data which is listing Indonesia in the 5th rank in 2016 as a developing country to become retail investment destination; it went up from the 12th rank in 2015. Besides Indonesia, other Asian countries which are included in the top 30 AT Kearney's 2016 Global Retail Development Index™ (GRDI) are China, Malaysia, India, and Philippine.

PT. Midi Utama Indonesia, Tbk is a retail network operator of Alfamidi, Alfa express, Lawson and Alfa Supermarket which was established in June 2007, in accordance with the Company's Articles of Association. The scope of the Company's activities is generally engaged in trading, including grocery store/supermarket and mini market. The rapid development of the retail market in Indonesia makes Alfamidi as one of the most developed retail business in Indonesian

retail market, seeing a very significant development is certainly a good thing for the company. Such development needs to be supported by employee performance that continuously increases. The increase in employee performance in every year is one of the main factors of Company's success. Employee performance at PT. Midi Utama Indonesia, Tbk produces an employee performance appraisal. The employee performance appraisal is taken from six branch offices and one head office. If observed, the Table 1 below explains that employee performance at head office experienced a decrease in every year and at Bitung branches is fluctuating in the last 3 years from 2014 to 2016. In this case, the previous researchers did some researches on 'the matter affects employee performance' that is by conducting pre-survey about the most dominant variable affecting employee performance.

The pre-survey is resulting three (3) independent variables affecting employee performance; they are job design, organizational culture, and employee engagement. From the pre-survey result, the researcher took the initiative to conduct discussion group forum activity to ensure the validity of the three variables as the most dominant variable affecting employee performance. The discussion group forum obtained some phenomena related to job design, such as the process of working which is not in accordance with procedure or company's SOP.

The employees work based on what they know, and then they feel that sometimes the existing procedure or SOP is different from the actual condition in the field. In relation to organizational culture, in this case, there is no complete

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evaluation on the organizational culture activities that the company has done to the employee and its impact on employee performance that has not been completely measured. The last, relating to employee engagement, there is a lack of motivation statement or encouragement word from employer to employees after they work properly and correctly.

Table 1 Key performance index in all branches of PT. Midi Utama Indonesia, Tbk 2014-2016

Bekasi Branches	Bitung Branches	Makassar Branches	Medan Branches	Samarinda Branches	Surabaya Branches	Head Office	Year	Percentage	Score
1.85	1.74	1.55	1.98	1.4	1.91	2.62	2014	Very Good	5
1.94	2.05	1.57	1.8	1.46	2.16	2.6	2015	Good	4
2.29	1.66	1.9	1.43	1.75	2.12	2.22	2016	Moderate	3
								Bad	2
								Very Bad	1

Source: Report of key performance index 2014-2016 (2016)

Job Design

According to Griffin (1897), a broad definition of job design would encompass disclosure by scholars have customarily described jobs as set of tasks which is deliberated plan to be accomplished by one employee and tasks in simple words is the allocation of small patches of work to an employee who has been accomplishing it within the given time period. Meanwhile, according to Gibson, Ivancevich, Donnelly, and Konopaske (2012), it is explained that job design tries to identify the most important needs for employee and organization, also to eliminate workplace barriers that are frustrating to meet those needs. Managers hope that the result is work which meets individual's important needs and contributes to the group, the individual and the effectiveness of an organization.

Organizational Culture

According to Gordon and Cummins (1979), define organizational culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. In terms of organizational culture, according to Fey and Deninson (2003), state that organizational culture which supports organizational effectiveness has elements of adaptability, involvement, consistency, and mission. The successful organization must be able to balance the four elements, even though generally there is often a trade-off between internal and external focuses, but a good company will be able to handle it.

Employee Engagement

As stated by Marciano (2010), an employee will be engaged when experiencing a sense of respect and feel appreciated; it shows employee engagement arises when an employee is really committed, dedicated and loyal to the company and colleagues. While, conforming to Schuck and Wolland (2010) said that employee engagement is an individual cognitive ability of employee, emotion, and behavior condition which direct to goals and organization results. This definition consists of behavior aspect, emotional aspect and cognitive aspect based on employee engagement in company. Meanwhile, according to consulting agency, AON Hewitt (2016), said that employee engagement is a state of employee psychological investment to their organization. AON Hewitt measure employee engagement with 3S, say, stay, and strive.

Employee Performance

According to Gomes (2003), employee performance is the outcome resulting from the function of a particular work or activity during a certain period.

Employee performance is derived from the word 'performance' as stated by Mangkunegara (2005) performance is derived from the word 'job performance' (actual job performance or achievement achieved by someone), that is the outcome in the form of quality and quantity achieved by employee who performs his duties in accordance with the responsibilities given to him. Meanwhile, according to Sonnentag (2001), explains that individual performance as an individual's measurable behavior which is relevant for organizational goals.

RESEARCH METHODOLOGY

Research Model

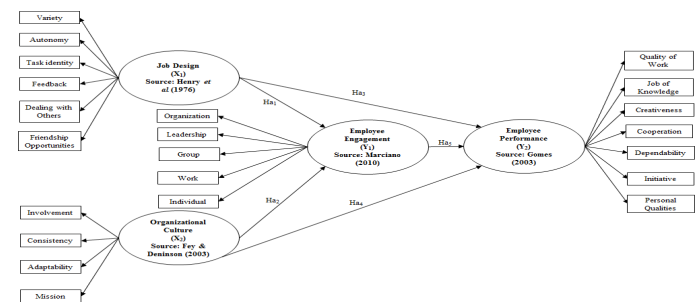


Figure 1 Research Model

Source: Various of references

Hypothesis

Impact of Job design on Employee Engagement

According to Ugboro (2006) states that well-designed work has a positive impact on employee engagement, which leads to the improvement in organizational and individual performance outcomes, such as their membership (joining/leaving the organization). The role of trustworthy behavior (how well the employees do their works), and innovative/spontaneous in action (above and beyond normal work). It is supported by previous research of Kariuki and Makori (2015), they find that job design is positively posed a significant impact on employee engagement. It is contrary to the research of Handayani, Anggraeni, Andriyansyah, Suharnomo, and Rahardja (2017), the research finds that job design had no significant impact on employee engagement.

H₁: Job design affects employee engagement

Impact of Organizational Culture on Employee Engagement

According to McBain (2007), one of the factors that encourage employee engagement is organizational culture. Organizational culture is a system owned and performed by organization's

members which may differentiate organization from other organizations. The ideal organizational culture is an organizational culture which is open, supportive, and has good communication between the organization and its employees. Equity and trust as the value of organization also give a positive impact on the formation of employee engagement. A company that has a good organizational culture can maintain its culture if the employed employees remind each other to keep and perform the company's values. It is supported by previous research which is conducted by Kalia and Verma (2017), they find that factors of organizational culture have a significant impact on employee engagement.

Ha₂: Organizational culture affects employee engagement

Impact of Job design on Employee Performance

According to Knapp and Mujtaba (2010), state that job design becomes one of the most effective media to be used in optimizing employee performance; it can be defined as a change of content and work process to increase employee's satisfaction, motivation and productivity.

It is supported by previous research conducted by Zareen, Razzaq, and Mujtaba (2013); Ali and Rehman (2014), the research finds that job design has a significant positive impact on employee performance.

Ha₃: Job design affects employee performance

Impact of Organizational Culture on Employee Performance

According to Ritchie (2000) states that workplace culture is a powerful force that may affect employee performance. Therefore, managers and employees work in a bonded value that directs them. Thuse organizational culture has a strong impact on employee performance. It is supported by previous research, Uddin, Luva, and Hossian (2013) which finds that organizational culture has a significant impact on employee performance. While, Mohamed and Abukar (2013); Dahie, Takow, Nur, and Osman (2016) find that organizational culture has a significant positive impact on employee performance.

Ha₄: Organizational culture affects employee performance

Table 2 Operational Definition of Variables

Dimension	Indicator
Job design Variable	
Source: Henry, Szilagyi, & Keller (1976)	Source: Adapted by Henry, Szilagyi, & Keller (1976)
Variety	Can perform various work activities Can properly and correctly use the method or procedure in Working
Autonomy	Choose the procedure of work activities to be performed
Task Identity	Can properly and correctly perform all the works
Feedback	Can properly and correctly identify the results of their work efforts
Dealing with Others	Receive information about the work
Friendship Opportunities	Help the colleague's work Make a good relationship with a colleague
Organizational Culture Variable	
Source: Fey & Deninson (2003)	Source: Adapted by Fey & Deninson (2003)
Involvement	Empowerment Team orientation Ability to develop Core values
Consistency	Agreement Coordination and integrity
Adaptability	Create a change Focus on the customers Learning Organization
Mission	Strategy Direction Targets Goals Vision
Employee Engagement Variable	
Source: Marciano (2010)	Source: Adapted by Marciano (2010)
Organization	The employee feels proud of organization Employee's awareness of vision and mission
Leadership	The employee feels that the supervisor is ready to face the highest leadership
Group	Able to advocate for employees Can appreciate the colleague Increase effort in working
Work	Employee finds the work which is challenging, meaningful and rewarding
Individual	The employee feels valued, respected, and considered important
Employee Performance Variable	
Source: Gomes (2003)	Source: Adapted by Gomes (2003)
Quality of work	The achieved quality of work
Job Knowledge	Insights and knowledge about the work
Creativeness	Creativity or idea in working
Cooperation	Willingness to work with other employees
Dependability	Reliable, trustworthy and responsible
Initiative	Initiatives in doing the work well
Personal Qualities	Discipline

Source: Various of references

Impact of Employee Engagement on Employee Performance

According to Christian, Garza, and Slaughter (2011); Fleming and Asplund (2007); Rich, Lepine, and Crawford (2010), Richman (2006); Macey and Schneider (2008); Holbeche and Springett (2003); Leiter and Bakker (2010), high employee engagement will improve employee performance, productivity, sustainable commitment, psychological climate level, because the impact of employee engagement on employee performance has been demonstrated in previous research. The previous research which supports the statement is Anitha (2013) research which finds that employee engagement has a significant impact on employee performance.

Ha5: Employee engagement affects employee performance

Operational Variables

RESEARCH METHOD

Types of research

The method used is descriptive method with a quantitative approach and by causal research method. In this research, there are two types of variable observed, such as exogenous and endogenous variables. The exogenous variable is variable which affects other variables, but not affected by the previous variable. Endogenous variable is any variable that influenced by other variables. In this study, exogenous variables are job design and organizational culture, and then endogenous variables are employee engagement and employee performance.

Determination of Population and Sample

This study uses the non-probability sampling method. According to Sekaran and Bougie (2016), a non-probability sampling technique is an element in the population that has no probability of the sample subject. It means the sample cannot be reliably published to the population, with convenience sampling technique that refers to the collection of data from members of the population itself.

Generally, the SEM method requires a number of relative samples for other multivariate approaches, gives an explanation on the SEM method, the ideal number is 100- 200, it depends on the number of estimated parameters (number of indicators). The number of samples is 5-10 times of the number of indicators. This study uses 36 parameters multiplied by 5, so the required number of sample is 180 respondents.

RESULT AND DISCUSSION

Respondents Characteristics

The majority of respondents are men with the number of respondents of 120 employees or 66 percent, while the female respondents are 60 employees or 34 percent. The majority of respondents is 25-29 years old with total respondents of 69 employees or 39 percent, then 30-34 years old respondents of 41 employees or 23 percent, <24 years old respondents of 27 employees or 15 percent, 35-40 years old respondents of 24 employees or 13 percent, and the last is, ≥ 40 years old respondents of 19 employees or 11 percent. The characteristics of respondents based on years of service are: the majority of respondents have worked for 0-4 years with total respondents of 87 employees or 49 percent, respondents who have worked > 5-9 years of 66 employees or 37 percent, >10-14 years of 17

employees or 9 percent and the respondents who have worked for more than 15 years of 10 employees or 5 percent.

Validity and Reliability Tests

Regarding the result of the questionnaire, there are 2 indicators which are less than 0.5, they are OC₁ indicator (first indicator of organizational culture) and OC₂ indicator (second indicator of organizational culture), and so it needs to be removed from the construct that has been formed. After removed from the construct, then all indicators that passed validity testing with confirmatory analysis are considered valid, because the value of such indicators is >0.5.

The result of data processing indicates that there is no latent construct which meets *AVE* criteria of >0.50. The latent construct of job design is 0.388, organizational culture is 0.392, employee engagement is 0.426, and employee performance is 0.411. Those give *AVE* value of <0.50. Loading result shows that the average value of loading value from latent variable is >0.60, it has low convergent validity value. Good latent value is the value with loading factor value of >0.70.

Construct Reliability

Regarding the result of data processing, it is found that the reliability value of each exogenous latent variable is above >0.70, they are job design of 0.835 and organizational culture of 0.875, whereas endogenous variable value indicates the reliability value under <0.70 with employee engagement value of 0.532 and employee performance value of 0.520.

Discriminant Validity

Discriminant Validity value which measures how far a construct is completely different from other constructs. The high Discriminant Validity value provides evidence that a construct is for and capable to capture the measured phenomenon. The following is the result of Discriminant Validity measurement, such as job design of 0.622, organizational culture of 0.626, employee engagement of 0.652, and employee performance of 0.641.

Normality Test

From the data above, multivariate normality test on critical ratio value of 25.491 which is above ± 2.58 shows that data is abnormally distributed in multivariate. Since the number of samples is large or 180 people, then it can be considered as abnormal but normally distributed.

Full Model Analysis

Full model analysis by including indicators has been tested with confirmatory analysis and has a feasible or valid result. The model equation is as follows:

Table 3 Goodness of Fit

Goodness of Fit Index	Cut of Value	Result of the Model	Evaluation
χ^2 - Chi-Square	Smaller on table χ^2	699.052	dissatisfied
Probability	> 0.05	0.000	dissatisfied
RMSEA	< 0.08	0.46	satisfied
CMIN/DF	< 2.00	506	dissatisfied
TLI	> 0.90	0.913	satisfied
GFI	> 0.90	0.824	almost satisfied
AGFI	> 0.90	0.793	dissatisfied
CFI	> 0.90	0.921	satisfied

Source: Primary data processing with SEM AMOS 22,0 (2018)

The result of full model feasibility test in Table 3 indicates that almost all the indicators used have met goodness of fit criteria, and then it can be considered as a research model and meet the feasibility criteria of a model.

Hypothesis Test

This hypothesis test is done on the basis of the result of data processing by AMOS 22,0 program. The test result shows whether all the paths analyzed indicate significant critical ratios, seen from the magnitude of the path coefficient (estimate and standardized estimate) with the value of *C.R.* which has significance level under 5 percent.

Table 4 Hypothesis Test Result

	Estimate	S.E	C.R	P	R ²
Ha ₁	0.719	0.108	6.638	***	.762
Ha ₂	-0.22	0.092	-2.389	0.017	-.177
Ha ₃	0.745	0.165	4.526	***	.827
Ha ₄	-0.073	0.159	-0.460	0.645	-.077
Ha ₅	0.134	0.096	1.90	0.165	.113

Source: Primary data processing with SEM AMOS 22,0 (2018)

Impact of Job design (X₁) on Employee Engagement (Y₁)

Based on the result of data processing, it is known that *C.R.* (critical ratio) has direct impact between job design and employee engagement as presented in the table is *C.R.* (critical ratio) of 6.638 and probability of ***, such value is interpreted has a significant impact with probability value of *P*>0.0001. The value is smaller than alpha value of 0.05. Therefore, it can be concluded that the design work has a significant positive impact on employee engagement.

Impact of Organizational Culture (X₂) on Employee Engagement (Y₁)

Meanwhile, for the direct impact of organizational culture on employee engagement shows that the existing *C.R.* (critical ratio) from the result of data processing is -2.389 and the obtained probability value is 0.017. If it is viewed from the result of probability, then it shows that the value is smaller than alpha value of 0.05. Therefore, it can be concluded that organizational culture has a negative impact on employee engagement.

Impact of Employee Engagement (Y₁) on Employee Performance (Y₂)

In addition, for the impact of employee engagement on employee performance has a value of *C.R.* (critical ratio) of -0.460 with probability value of 0.645, the value is more than alpha value of 0.05. Therefore, it can be concluded that employee engagement has no impact on employee performance.

Impact of Job design (X₁) on Employee Performance (Y₂)

Furthermore, for the impact of job design on employee performance that viewed from the table, *C.R.* (critical ratio) value is 4.526 with probability value of ***, such value is interpreted has a significant impact with probability value of 0.05. Thus, it can be concluded that the job design has a positive impact on employee performance.

Impact of Organizational Culture (X₂) on Employee Performance (Y₂)

And the last, for the impact of organizational culture on employee performance, if seen in the table, it shows that the

value of *C.R.* (critical ratio) is 1.390 with probability of 0.165, the value is more than alpha value of 0.05. Therefore, it can be concluded that organizational culture has no impact on employee performance. Regression weight provides the value of unstandardized and standardized regression coefficients.

Unstandardized value = standardized value with standard error (*SE*). The critical value (*CR*) is equal to the value of *t* on the regression of *OLS* and *P* is the probability level of significance with ***, which means by significant default at 0.0001. Regarding the Table 4, it can be concluded that job design has positive impact on employee engagement with standardized coefficient of 0.762 and job design will increase employee engagement of 76.2%. Then, organizational culture is negatively impacting employee engagement with standardized coefficient of -0.177, organizational culture will only decrease employee engagement by -1.77%. Whereas, job design on employee performance has positive impact on employee performance by having standardized coefficient of 0.827, it improves employee performance by 82.7%. In contrary, employee engagement on employee performance does not have impact since the probability is far above 0.05, that is 0.645, as well as organizational culture on employee performance, the probability value is far above 0.05 with a value of 0.165.

CONCLUSIONS AND IMPLICATIONS

Conclusions

This study tries to analyze the variables related to the impact of job design and organizational culture to employee engagement as mediating variable to improve employee performance at PT. Midi Utama Indonesia, Tbk. From the results of research conducted, it is obtained calculation result by using SEM (Structural equation modeling) with AMOS 22,0 program. Thus, the following conclusion can be drawn, such as:

1. Job design has a significant positive impact on employee engagement
2. Organizational culture has negative impact on employee engagement
3. Job design has a significant positive impact on employee performance
4. Organizational culture has no impact on employee performance
5. Employee engagement has no impact on employee performance

Implications

1. To increase employee engagement to the company, it is expected that all parties that responsible for the employee should pay attention to the division of duties for the employee; the company needs to be clearer about the performance information to each employee. So, the employee can clearly understand how much their participation in the company's development. It should be considered because; if employees feel that they are noticed by the company then the level of employee engagement will increase.
2. In this case, the company needs to clarify the direction of corporate strategy, builds mutual cooperation with employees, and fully involves the work matters with employees. In regards with the evaluation of the role of organizational culture activities can be fully evaluated to

assess how big is the role of organizational culture activities in the level of employee engagement to the company.

3. Job design has a positive impact on employee performance, it should be maintained by involving employee participation in identifying the results of the work they did. It is certainly can help the process of the employee performance evaluation, where the employees will always show improvement in employee performance.
4. Organizational culture has no impact on employee performance as well as the level of employee engagement. The thing needs to be improved is the routine activity of employee training. The fulfillment of training activity in accordance with their work needs will certainly be affecting employee performance results and the most important is the evaluation at any time after conducting training activity or other activities related to organizational culture and activities in terms of improving employee performance.
5. In terms of improving employee performance, the other driving factor is the level of employee engagement, it can be seen when they are working whether they feel comfortable with the environment or working situation in the company. The level of employee engagement will increase when supported by the environments, colleagues, supervisors, regulations or values that are well implemented in the company. In the research, there is no impact between employee engagements on employee performance; the thing to be considered is the division of duties based on the level of difficulty in each work. It is affirmed since the result of the questionnaire shows that almost all employees agree that they are happy with the challenges in working; it needs to be considered beforehand because if an error occurs, then the employee will feel uncomfortable and the performance will also decrease.
6. Suggestion for further research is to re-develop the variables and indicators that are not included in this study, in order to update the insights for the author or reader. This research can be applied to other companies other than retail companies, such as companies that engaged in industry, health, government institution and so on as to meet the need for further research.

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