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# The Dynamic of Consumer Behavior, Consumer Decision, Consumer Satisfaction on Consumer Loyalty on Sapirook Coffee Jakarta

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## ABSTRACT

The reasearch aim to determine the dynamic of of Consumer Behavior, Consumer Decision, Consumer Satisfaction on Consumer Loyalty on Sapirook Coffee Jakarta, the year of 2017. Many prior researchs have done by some researchers, but this research differ to prior researchs, since this research done on an ethnic coffee shop that serve not only coffe but also the food related to the ethnic of southern Tapanuli in North Sumatera. Beside that, the coffee shop also hold ethnic live music every Friday and Saturday night, one of The culture of Batak people is sing and dancing (manortor). In this coffe shop the customer feel closed to one another as they have the same culture. For the international community, it can be used to learn about Indonesia, specially the culture of the people of north sumatera. Indonesia consist of five big islans (Sumatera, Java, Borneo, Sulawesi and Papua) and thousand small islands. Any region in North Sumatera have their own coffee, for instance Mandailing coffee, Sidikalang coffee and Sapirook coffee. The management of the coffee shop mix ethnic and modern concepts by providing wi-fi connection. Simple random sampling used in the research and quatitative aproach. Collecting data used questioner and direct observation. The population of the research is all the consumer of the coffee shop, with purposive sampling, and the sampel is 133 ( one hundred thirty three). The result of the research, (1) consumer behavior has a significant impact on consumer loyalty; (2) consumer decision to purchase has a significant impact on consumer loyalty; (3) consumer satisfaction has a significant impact on consumer loyalty; (4) consumer behavior has a significant impact on consumer satisfaction; (5) consumer decision to purchase has a significant impact on consumer satisfaction.

**Key words:** Consumer Behavior, Consumer Decision, Consumer Satisfaction, Consumer Loyalty

## INTRODUCTION

### Background

As the development in digital technology, which is give wide opportunity to consumer to know all about the product delivered by a company. The marketer should focus their effort to influence the consumer behavior, consumer decision, consumer satisfaction and consumer loyalty, in order to keep maintaint the competitiveness. All the consumer in their live face the rapid change, for example the change from traditional life style to modern life style, as the impact of the globalization occured. As the increasing of the income of society caused linearly increasing of the needs and wants. In the other word the increasing of the society's income lead to the luxury life style, modern life style that suitable for the community. For instant, the increasing of the income of community came from Southern Tapanuli, North Sumatera, rise the need for gathering in a resto or coffee shop with the atmsosphere suitable for the community.

Realize the needs of the community, the owner of the coffee shop try to accommodate by open the coffee shop that suitable to the community and the other community. The unique concept of the management is mix ethnic and modern. In this resto, management provide wi-fi connection, that made the costumers feel comfortable to waist their spare time in it. Any region in North Sumatera have their own coffee, such as Mandailing coffee, Sidikalang coffee and Sipirok coffee. This resto offer not only ethnic coffee of North Sumatera, but also offer coffee of over the world. The resto is differ to the other one such as Starbuck, Kopitian, etc, since the mixing of ethnic and modern concept of the management. The customer of the resto can be classified as north sumatera community and out side North Sumatera community, including international community. The position of the resto in southern of Jakarta,jalan T.B. Simatupang, Tanjung Barat, where many expatriate have their office around also made this resto one of the favourite coffee shop. The coffee shop not only serve coffee and another beverage, but also serve complete food menu of souther Tapanuli, North Sumatera.

As one of the part of the culture of the peoples from North Sumatera are singing and dancing. To accommodate the part of culture the management serve the live ethnic music from every Friday and Saturday night. So, for the foreigner, the atmosfer of the resto and the culture of the customer of North Sumatera community can be used to learn the culture of Indonesia, specially North Sumatera. The matter when Friday and Saturday is the parking space. Friday night and Saturday night normally fully booked by the customer, since the other night looked quiet. There is a big different of amount of the consumer who visit the coffee shop between on Sunday up to Thursday with who visit the coffee shop on Friday up to Sunday. It needed a study of the consumer behavior that effect the customer loyalty. There is no study before how consumer behavior influence the consumer decision, the consumer decision influence consumer satisfaction, consumer satisfaction influence consumer loyalty of the coffee shop, though it's very important to know in order to know the needs of the consumer. Therefore, this research aim to determine the influence of consumer behavior on consumer decision to purchase, the influence of consumer decision to purchase on consumer satisfaction, and the influence of consumer satisfaction on loyalty.

### REVIEW OF THE LITERATURE

Several sense of Marketing management according to Philip William J. Shultz. Buchari Alma (2005;103) Marketing management is activities cover planning of the marketing, directing, controlling the whole marketing of the company or marketing of a part of the company. This sense view marketing management as an activity related to planning, directing, controlling of the company's marketing. As Stanton (2001: 7), said that marketing as a whole system of business activities that addressed to plan, determining the price, to promote the product, to distribute the product and service either to the existing buyer or potential buyer. Many organizations are still under high risk marketing as they are not very much aware about whom their customers are and this implies that they have no real idea who they are trying to target (Rawal, P, Upadhayay, :2017:21-27), so the marketing plan should mention clearly the marketing target.

From those senses, can be concluded that marketing is a comprehensive effort to join strategic plans that directed to the effort to satisfy the consumer need and want to get the gain from the exchange or transaction.

Some sense regarding consumer behavior according to Shiffman and Kanuk (2005: 83) said , Consumer behavior can be defined as the behavior that customer display in searching , purchasing, using, evaluating, and disposing of products, services, and ideas they expect will satisfy their needs. This opinion means behavior that consumer the activities for searching,

buying, using, evaluating product, service, idea that expected to satisfy the consumer needs by consume the products and services offered.

Meanwhile Hawkins, Best and Coney (2007: 54) said that consumer behavior is a study about how people, group or organization do the process of selecting, pacification, utility and stop to satisfy the consumer need by consume the products or services. This sense give the pressure of the procees how the consumer get satisfaction by consume the products and services. According to Peter dan Olson (2005: 44) said the the consumer behavior as a dynamic interaction of the effect and awareness, behavior and environment where people do exchange on their life aspec. This sense view the consumer behavior as a dynamic interaction in the exchange. Based on Blackwell *et. al.* In Blythe (2013:5), consumer behavior is the activities people undertake when obtaining, consuming and disposing of products and services. This opinion said that consumer behavior is activities that people done to get, to consume, and to compose a product or service. The pressure of this opinion is a process to get, to use, to compose a product or service. Opinion by Hawkins, *et. al.* (2004:7), the field of consumer behavior is the study of iundividuals, group or organization and the processes they use to select, secure and dispose of the products and services, experiences, or ideas to satisfy needs and the impact that these processes have on the consumer and society. This view of consumer behavior is broader than the traditional one, which focuse more on the buyer and immediate antecedents and consequences of the purchasing process. This sense containing more wide understanding of consumer behavior. The important to learn consumer behavior as proposed by Blythe (2013:7), the fundamental basis for marketing thinking is that the customer (or consumer) should be at the centre of everything the firm does. It means that an understanding of how and why people make purchasing decision is crucial to formulate a marketing plan. This sense said the important to learn consumer behavior because is a fundamental or basic of the marketing thinking that should placed in the centre all the activities of the company. Consumer behavior based on Setiadi (2005: 3) is dynamic, means consumer behavior always change all the time, that's why the marketer should focus on it. Kotler and Amstrong in Sudaryono (2016:67), said consumer behavior is evaluation of feel and tendention of people that consistantly like or dislike an object or idea. This opinion give a pressure to the feeling and tendention of the people..

From all of those senses, opinons, can be syntesize that consumer behavior is activity that people done to get, to consume, to compose that based on want, feeling, tendention of people dynamicly that like or dislike an object that can satisfy consumer need. It means, consumer behavior can be changed dynamicly. Based on Kotler and Keller(2008:166) Consumer behavior can be affected by some factors, such as (1) Culture; (2) Sub Culture; (3) Social Classification; (4) Reference group; (5) Family; (6) Personality; (7) Psychologies. Consumer decision as a indiividual activity that directly involved on decision making to purchase product offered by saler. The definition of purchase desion by consumer based on Kotler and Amstrong (2006:226) is a step in consumer decision to purchase. According to Schiffman dan Kanuk (2006: 547) consumer decison is choosing among two or more option alternative decision to purchase. It means someone able to make decision, It means should available some options. There are three activities that happened in consumer decision according to Hahn (2006:69), such as (1)Routinity of consumer doing purchase; (2) Quality was receipt in consumer decision to purchase; (3) Commitment or loyalty of the consumer that usually bought the competitoor's product. Consumer decision making process, consist of (1) Problem recognizing; (2) Information searching; (3) Consumer decision to purchase alternative evaluation and consumer after purchase behavior. The things should be done by marketer is to understand the consumer behavior in any step and what impact that worked on each step. The satisfied



consumer will keep do repurchase, and those who was not satisfied will stop their purchase of the product and possible they will share the information within their relative and friends. Consumer decisions are affected from personal characteristics, like age (Kotler in Papafotikas,L, Dimitrios Chatzoudes, D, Kamenidou, I: 2014:456-465). Age is related to the life style., different age caused different need of someone. Purchase intentions considered very important by scholars because it's very important to identify consumer purchase behavior (Mehmood, Shafiq, O: 2015), consumer purchase behavior will influence purchase decision of the consumer.

From Some senses or definition expressed above, so it can concluded that consumer decision to purchase is selecting among two or more decision option to purchase, which consumer do purchase to satisfy the consumer need, that can be measured by (1) Problem recognizing; (2) Information Searching; (3) Alternative evaluation; (4) Dedcision to purchase; (5) Consumer after purchase behavior.

Customer satisfaction has often been quoted as the most obvious antecedent of customer loyalty (Alegre and Cladera, in Srivastava (2018:1). After consumer purchase a product or service, then consumer consume the product or service. Feeling can be differed based on size, that can be positive or negative feeling. Based on *Blackwell, et. al. (2006:203)*, ideally, companies want their products to provide as much reinforcement as possiblle. Doing so means that customers are much more likely to become repeat buyers. Unfortunately, consumption experiences sometimes bring punishment. Punishment occurs when consumption leads to negative outcomes. That's why the marketer should focus on effort how to make the consumer feel positif after consume the product or service sold. Sense of *Blackwell, et. al,(2006:222)*, determinants of satisfaction focus on three major determinants, such as, product performance, consumption feelings and expectation. The company should pay attention on these three determinants of satisfaction..

Based on Z, Ahmad (2009:143) said that based on finding by Tse dan Wilton the formula of consumer satisfaction, as follows :

$$\text{Consumer Satisfaction} = f(\text{expection, perceived performance})$$

From the formula above there are two main variables that influence the consumer satisfaction, such as Expectation Perceived performance. If Perceived Performance more than expectation so the consumer will satisfy. One thing that important to pay attention that consumer satisfaction is a long term strategy that need commitment, either regarding fund needed or to increase consumer/customer satisfaction. Based on A, Zein (2009:143) there are six important aspects consumer complain handling, such as (1) Empathy on angry consumer; (2) Speed on complain handling; (3) Fairness on complain handling; (4) Easy to contact by consumer; (5) Increase performance strategy;(6) Implement Quality function depkoyment (QFD), practice to design a process as a response on customer need. Satisfaction will rise customer loyalty. Customer loyalty as endogenous variable caused by combination of satisfaction, *switching barrier* of vendor , and customer complain. Loyalty can be formulated as follows :

$$\text{Loyalty} = f(\text{customer satisfaction, switching barrier, voice})$$

From some senses have been expressed above, can be conclude that Consumer satisfaction is fullfillment of consumer/customer expectation and perceived performance of products purchased by consumer/customer. If Perceived Performance more than expectation, so that consumer/customer will satisfy.Consumer satisfaction can be measured expectation and perceived performance.

Customer loyalty plays a very important role to achieve competitive advantage and maintain it (Bagram, M, M, M, Khan, S : 2012). Marketer should keep maintain the loyalty of the costumer by considering the consumer satisfaction.

### Purposes of the research

The purposes of the research, such as. (1) To determine the impact of consumer behavior on consumer loyalty (2) To determine the impact of consumer decision to purchase on consumer loyalty; (3) To determine the impact of consumer satisfaction on consumer loyalty; (4) To determine the impact of consumer behavior on consumer satisfaction; (5) To determine the impact of consumer decision to purchase on consumer satisfaction.

## RESEARCH METHOD

### Design and Research Framework

This reasearch uses descriptive and quantitative approach, by describing the state of the object when the research conducted. The study eximine the impact of four variables,three independent variables, such as (1)consumer behavior ( $X_1$ ); (2) consumer decision ( $X_2$ ); (3) consumer satisfaction ( $X_3$ ) and one dependent variable,namely Consumer loyalty ( $Y$ ). Loyalty is measured by the willingness of the consumer to do repurchase and the availability of the consumer to give recommendation to the potential consumer. Previous research done by some researchers show (1) There is a positive and significant impact of consumer behavior on consumer loyalty; (2) There is a positive and significant impact of consumer decision to purchase on consumer loyalty; (3) There is apositive and significant impact of consumer satisfaction on consumer loyalty; (4) There is a positive and significant impact of consumer behavior n on consumer satisfaction;(5) There is a positive and significant impact of consumer decision to purchase on consumer satisfaction.

Commonly this research is aimed to analyze the impact the independent variables on consumer/customer loyalty at Sapirook Coffee, Jakarta, as shown at the matrix correlation as shown at figure 1. Research frame work, as follows :

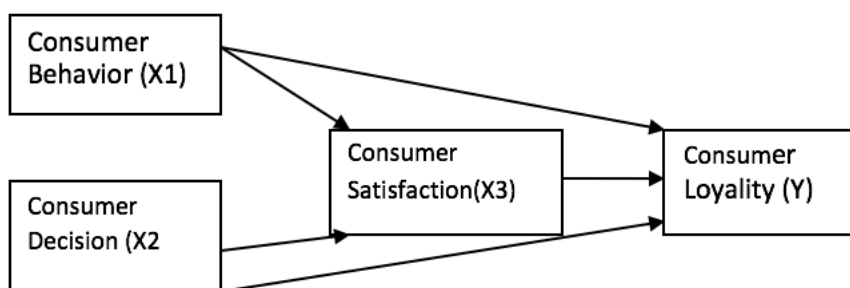


Figure 1 :Research Framework.

This research uses three independent variables, such as (1) Consumer behavior; (2) consumer decision to purchase; (3) consumer satisfaction, and one depenedent variable, namely Consumer loyalty, which is express the willingness of the consumer to do repurchase after have satisfaction on consuming the product purchased, and avaiability of the consumer to give recommendation to the potential consumer.

### Population and Sample

Population means as an area of generalitation that consits of object that has the quality and characteristic that applied by reseracher to study and than conclude it. The population of this

research is all the consumer of Sipirock Coffee, which is unknown. This research use purposive sampling and the sample is 133 consumers.

### Hypothesis

This research use hypothesis as follows (1) suspected there is a positive and significant impact of consumer behavior on consumer loyalty; (2) Suspected there is a positive and significant impact of consumer decision to purchase on consumer loyalty; (3) Suspected there is a positive and significant impact of consumer satisfaction on consumer loyalty; (4) Suspected there is a positive and significant impact of consumer behavior on consumer satisfaction; (5) Suspected there is a positive and significant impact of consumer decision to purchase on consumer satisfaction.

The whole hypothesis above reflected in the statistical hypothesis such as (1) Ho : There is no positive and significant impact of consumer behavior on consumer loyalty, H1 : There is a positive and significant impact of consumer behavior on consumer loyalty; (2) Ho : There is no positive and significant impact of consumer decision to purchase on consumer loyalty, H1 : There is a positive and significant impact of consumer decision to purchase on consumer loyalty; (3) Ho : There is no positive and significant impact of consumer satisfaction on consumer loyalty, H1 : There is a positive and significant impact of consumer satisfaction on consumer loyalty; (4) Ho : There is no positive and significant impact of consumer behavior on consumer satisfaction, H1 : There is a positive and significant impact of consumer behavior on consumer satisfaction; (5) Ho : There is no positive and significant impact of consumer decision to purchase on consumer satisfaction, H1 : There is a positive and significant impact of consumer decision to purchase on consumer satisfaction.

### Place and Time of The Research

The research was conducted in Sipirock Coffee, Jl. T.B. Simatupang, Tanjung Barat, Jakarta Selatan, from July 2017 until July 2018.

## DISCUSSION

### Respondent Profile

Result of research survey have done within seventy nine consumers of Sipirock coffee, find out the profile of the respondent as stated on table 1, respondent characteristic as follows :

**Table 1, Respondent Characteristic**

Criteria	Amount	Percentage
<b>Gender</b>		
1. Woman	73	55%
2. Man	60	45%
<b>Total</b>	<b>133</b>	<b>100 %</b>
<b>Age</b>		
1. 20-30 Years old	63	47.3 %
2. More than 31 Years Old	70	52.7 %
<b>Total</b>	<b>133</b>	<b>100 %</b>
<b>Marrital Status</b>		
1. Married	101	76 %
2. Single	32	24 %
<b>Total</b>	<b>133</b>	<b>100 %</b>
<b>Education Back Ground</b>		
1. Senior High School	15	11 %
2. Diploma	0	0 %
3. Bachelor	85	64 %
4. Master	33	25 %
<b>Total</b>	<b>133</b>	<b>100 %</b>

Based on the data stated on the table above, the amount of respondent dominated by woman, amounted 73 (seventy three), the different of that amount caused by usually the women respondent visited the Sipirock Coffe grouply. In term of age , respondent dominated by respondent above thirty one years old, amounted 70 (seventy). In the view point of education back ground, find out that bachelor is the biggest amount, amounted 85 (eighty five) follow by respondent with master degree, and in term of marrital status, someone who has married with brought the family is the biggest amount of the respondent.

### DISCUSSION

Based on the result of the normality test, can be concluded that pathway of relation is normal pathway so that it's eligible to be used by research hypothesis test with path analysis model, as shown in table 2 Summary of estimated error calculation result normality :

**Table 2 Summary of Estimated Error Calculation Result Normality**

No	Variable	$\rho$ -value	$\alpha$	Conclusion
1	Consumer Behavior	0.091	0.05	Normal
2	Consumer Decision to Purchase	0.418	0.05	Normal
3	Consumer Satisfaction	0.117	0.05	Normal
4	Consumer loyalty	0.246	0.05	Normal

To find out significant and linear correlation and the respective variables of the research, the researcher conduct significance and linearity test. Based on the result of the test ( significance and linearity test) with F test technique as stated in the table 3. Summary of Test Result Significance regression equation, as follows :

**Table 3. Summary of Test Result Significance regression equation**

Variable	Significance Test				Linearity Test		
	F Count	F Table		Status	F Count	F Table (0,05)	Status
		$\alpha=0,05$	$\alpha=0,01$				
Y on X <sub>1</sub>	26.762	3,94	6,9	Significance	1,568 <sup>ns</sup>	1,61	Linear
Y on X <sub>2</sub>	48,148	3,94	6,9	Significance	1,099 <sup>ns</sup>	1,61	Linear
Y on X <sub>3</sub>	46,492	3,94	6,9	Significance	1,252 <sup>ns</sup>	1,61	Linear
X <sub>3</sub> on X <sub>1</sub>	55,561	3,94	6,9	Significance	1,403 <sup>ns</sup>	1,61	Linear
X <sub>2</sub> on X <sub>1</sub>	151,386	3,94	6,9	Significance	1,227 <sup>ns</sup>	1,61	Linear

Based on result of significance test and linearity regression equation on the pathway of that relationship, can be concluded that path way is very significant and linear, thus eligible to used by research hypothesis testing with path analysis model, as shown by table 4 Summary of Result of Hypothesis testing effect consumer behavior, consumer decision to purchase, consumer satisfaction on consumer loyalty of Sipirock Coffee Jakarta.:

**Table 4 Summary Of Result Of Hypothesis Testing Effect Consumer Behavior, Consumer Decision To Purchase, Consumer Satisfaction On Consumer Loyalty Of Sipirock Coffee Jakarta.**

No	Hypothesis	Path Coefficient	t Count	t Table		Conclusion
				0.05	0.01	
1	X1 on Y	0,265	2,738	1,979	2,356	Significance
2	X2 on Y	0, 242	2,478	1,979	2,356	Significance
3	X3 on Y	0, 278	2,363	1,979	2,356	Significance
4	X1 on X3	0,253	3,059	1,979	2,356	Significance
5	X2 on X3	0247	2,630	1,979	2,356	Significance

Hypothesis test done after the various tests required on the data obtained, then the next step is to test the hypothesis. The hypothesis that will be tested is the impact of independent variables on dependent variable. The model impact of the dependent variable is analyzed based on the understanding of theoretical concept. After calculation using SPSS, based on path analysis, it's known that (1) The first there is a positive and significant impact of consumer behavior on consumer loyalty. Therefore, it can be conclude that consumer loyalty can be affected by variance of consumer behavior. It's found that the figure or value of path coefficient is 2.65 with  $t_{\text{count}}$  of 2.7381 is greater than the value of  $t_{\text{table}}$  using  $\alpha=0,05$  is 1.979. The result of the analysis hypothesis provides finding that the consumer behavior influences on consumer loyalty. The finding in line with previous research conducted by Adunola, *et al* (2016:43-52)), that said consumer behavior has a positive and significant impact on consumer loyalty. It's means that if the company want to inrease consumer loyalty, shold pay attention on consumer behavior; (2)The second, result of the hypothesis analysis provides a finding that consumer decision to purchase has a positive and significant impact on consumer loyalty. It's found that the value of path coefficient is 0.242 as  $t_{\text{count}}$  amounted to 2.478 greater than the value of  $t_{\text{table}}$  using  $\alpha=0.05$  at 1.979. The finding is in line with previous reseacrh conducted by Petterson and Soderstrom (2015:30), that conclude consumer decision to purchase has a positive and significant impact on consumer loyalty. It's means the company should pay attention on consumer decision to purchase in oder to increase consumer loyalty; (3)The third, result of the hypothesis analysis, provides finding that consumer satisfaction has a positive and significant impact on consumer loyalty, it's shown by the value of path coefficient is 0.278, as  $t_{\text{count}}$  2.363 which is greater than the value of  $t_{\text{table}}$  using  $\alpha=0.05$  at 1.979. The finding implication that the company can inrease the consumer loyalty through consumer satisfaction; (4) The fourth, result of hypothesis analysis, provide result that consdumer behavior has a positive and significant impact on consumer satisfaction, which is shown by the value of path coefficient amounted to 0.253 as  $t_{\text{count}}$  3.059 is greater than the value of  $t_{\text{table}}$  using  $\alpha=0.05$  at 1.979. The finding is in line with previous research conducted by Irmanda (2016) that said there is a positive and significant impact of consumer behavior on consumer satisfaction. This finding provide implication that consumer behavior can be used to increase consumer satisfaction; (5) The fifth, result of the hypothesis analysis, provide that consumer decision to purchas has a positive and significant impact on consumer satisfaction, It's shown by the path coefficient is 0.247, with  $t_{\text{count}}$  3.630 is greater than the value of  $t_{\text{table}}$  using  $\alpha=0.05$  amounted to 1.979. The finding is in line with previous research conducted byMagenta (2015) that said consumer decision to purchase has a positive and significant impact on consumer satisfaction. Thus, it's can be said that consumer satisfaction can be enhance when it's supported by consumer decision to purchase.

### CONCLUSION

Based on the hypothesis test that discussed the result of the research as describe above, it can be concluded, such as (1)There is a positive and significant impact of consumer behavior on consumer loyalty; (2) There is a positive and significant impact of consumer decision to purchase on consumer loyalty; (3) There is a positive and significant impact of consumer satisfaction on consumer loyalty; (4) There is a positive and significant impact of consumer behavior on consumer satisfaction; (5) There is a positive and significant impact of consumer decision to purchase on consumer satisfaction.

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# **The Impact of Organization culture and Work Environment on Employee Engagement and It's Implication on Employee Performance of The Automotive Industry In Jakarta, Indonesia.**

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## **ABSTRACT**

**This study aims to determine and analyze the impact of organization culture , work environment on employee engagementt and it's implications on employee performance. This research uses quantitaive approach. Population of this research is the whole employee of the automotive industry and sample is 86 respondents. The result of this hypothesis test show that (1) Organization culture has a direct, positive, and statistically significant impact on employe engagement; (2)Work environment has a direct, positive and statistically significant on employee engagement; (3) Employee engagement has a direct positive and statistically significant on employee performance.**

**Keywords:** Organization culture, work environment, employee engagement. employee performance, automotive industry.

## **INTRODUCTION**

Any organization have their own organization culture. Organization culture is one of such factor can affect the employee engagement. Organization culture also can affect the employee performance within the company. The company as an organization rely on it's human resources for achieving the company goals. Therefore, role of organization culture on human resources is very important. Schein (1992) devide organization culture into three level, such as (1) Behavior and artifact; (2) Value; (3) Belief. As an automotive manufacturing has organization culture called ICARE, that consits of (1) Integrity; (2) Commitment; (3) Accountability; (3) Respect; (4) Excellent Innovation. In order to implement the organization culture, new employee was introduced to ICARE which is in line with their work activities. Nevertheless the result of the implementation of the organization culture was less in achievement that affect the employee engagement and employee performance. Likewise the implementation of work environment either in term of soft environment, in term of hard environment, still less in achievement, which is affect the employee engagement and employee performance. Some sense of organization culture, as proposed by Nazir and Zamir (2015), organizational culture is the combination of expectations of organization, experiences, philosophy and values. Organizational culture is also called corporate culture. Organizational culture influences performance and productivity of organization. It gives guidelines for quality of product, punctuality, safety and other factor affecting on environment. organizational culture view as a combination of epectation, experiences, philosophy and value. Cameron and Quinn, (2006) in Mohanty, J, and Rath, B, P, (2012) found that it is difficult to find a highly successful company that does not have a distinctive, readily identifiable organizational culture because of its powerful effect on performance and long-term effectiveness. The pressure is the powerfull effect of organization culture on employee performance. Meanwhile, organizational culture as described by Robbins & Coulter in Tsai, Y, (2010) as the shared values, beliefs, or perceptions held by employees within an organization or organizational unit. This sense view the organizationa culture that focused on share activity within organization related to values,

beliefs, and perceptions. Relevant to the prior definition, Salam, A., Q, A, (2002) in Zeyada (2018), said the organizational culture reflects the values that are shared by individuals in an organization, and these values, in turn, will affect the humanitarian aspects of the organization and in the concrete behavior of individuals. This opinion implies the values was shared affect the humatarian aspect of the organization and in concrete behavior of individual. Meanwhile Azizollah, *et al* (2015), said the idea to consider organizations as culture is a system of values shared among the members which is a relatively new phenomenon. This opinion view organozational culture as a system of value shared. While the meaning of the organization culture according to Robbins (2002) in Darsana (2013), organization culture is a system of value share held by members of the organization, which distinguishes of one organization from other organizations. Then, some opinion regarddsing work environment as proposed by Sedarmayanti (2011) said that work environment as the whole tools and materials that is used in the job, include environment around work place, work methode, work arrangements, either as individual or as group. This opinion view work environment as soft environment and hard environment. Work environment as a place where the employees do their job every day. The conducive work environment enable employees do their best. Work environment can impact on employee emotional. Work environment also covered the relationship of staffs and manager or director and physical work environment (Ratana, 2014). This opinion view work environment in a wider meaning. Meanwhile (Sedarmayanti, 2009) in Sanny and Kristanti (2012) said that non physical environment is all the condition occured related to the work relationship of the head and the worker. Work environment will push employee motivation and lead to the improvement of employee creativity. As said by Sedarmayanti (2011) that there are some factors that impact work environment related to employees performance such as : (1) Lighting and light; (2) Temperature; (3) Humidity; (4) Air Circulation; (5) Noise; (6) Smell; (7) Layout color; (8) Decoration; (9) Music; (10) Safety. Those are the factors that impact on hard work environment. Meanwhile the factors impact on soft work environment proposed by Umar (2018), such as : (1) Excellent communication between the head and the staffs and fellow coworkers; (2) Excelent relationship of fellow coworkers; (3) Excellent work arrangement and ability to adapt with the environment. Next, some definitions regarding employee engagement, such as proposed by Kazimoto, P, (2016) said, employee engagement has been perceived as a motivational factor for organization's objectives achievement. The good environment offered to the worker enables him do the best for the organization goals and objectives achievement. This opinion consider employee engagement as a motivational factor which was offered to employee in order to achieve the goal and objective of the organization. While Vaidyanathan, G, Maheswari, T, U, (2016), said that the concept of employee engagement is most widely used in all progressive organizations, it is about how happy employees are with their jobs, or the environment in which they work with their colleagues and how their performance is aligned with the organizational outcomes. This opinion view employee engagement as the happiness of the employees in their jobs and with this condition, their performance will be aligned with organization performance. Meanwhile Lumina (2014) in Kazimoto (2016) argued that employees were engaging in a complex transactions that were structured in such manner in order to improve the financial performance of the organization. There are many aspects of life and not only services that characterised by strong employee engagement. This argumentation has more wide understanding of employee engagement. Employee engagement is known has a positive effect on organisational and individual productivity and performance (Amah & Sese, 2018). This opinion consider the positive effect of employee engagement on organizational and individul performance. Paile, P, *et al* (2013), said that environmental performance reflects an output demonstrating the degree of firms are committed to protecting the natural environment. The opinion of Dinka, D, D, (2018), said that employee performance or job performance is aggregated value to an organization , the set of behaviors that an employee contributes both directly and indirectly to organization goals. This

opinion consider employee performance as a set of contributions of the employees to the organization goals. Furthermore, sense of employee performance as proposed by Nazir, and Zamir (2015) An employee performance based upon the combination of good working skill and work environment. There is need of some sort of motivation to get the good performance of the employees. As the theory of motivation, it can come from remuneration and other incentives.

The work of employee is made up by employee achievement of the organization's mission, that shows the limits of performance (Cascio, 2006). The achievement of objectives of organization has been designed based on employee performance (Richardo, 2001). An employee's achievement when he gains the goals of organization at workplace is called performance (Cascio, 2006). Different researches have identifies different thoughts, attitudes and beliefs of performance as it helps in measurement of input and output effectiveness measures that guide transactional relationship ( Stannack, 1996).

### Statement of a Problem

Problem formulation of this research are : (1) How is the impact of organization culture on employee engagement; (2) How is the impact of work environment on employee engagement; (3) How is the impact employee engagement on employee performance.

### Research Purpose

The research purpose are :

(1) To analyze the impact of organization culture on employee engagement; (2) To analyze the impact of work environment on employee engagement; (3) To analyze the impact of employee engagement on employee performance.

## RESEARCH METHOD

### Desain and research Framework

The researcher uses descriptive and quantitative method, by describing the status of the object of the research when it's conducted. This study aims to examine the relationship of three independent variables, such as; (1) organization culture; (2) work environment; (3) employee engagement on one dependent variable (employee performance). Previous research indicates that : (1) There is statistically significant impact of organization culture on employee engagement; (2) There is statistically significant impact of work environment on employee engagement; (3) There is statistically significant impact on employee citizenship on employee performance, which is performance can be measured by the achievement of the employee.

The research framework clearly defined on figure 1 below :

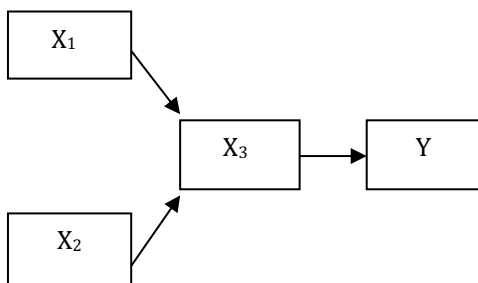


Figure 1. Research Framework

### Population and Sample

The population of the research is employee of the automotive industry, Jakarta and the sample of the research is the employee of, Jakarta amounted 86 (eighty six) employees.

## Hypothesis

This research used hypothesis, such as : (1) Suspected there is positive and statistically significant impact of work culture on employee engagement; (2) Suspected there is a positive and statistically significant impact of work environment on employee engagement; (3) There is positive and statistically significant impact of employee engagement on employee performance. The research hypothesis above reflected by statistical hypothesis as follows : (1) Ho : there is no positive and statistically significant impact of organization culture on employee engagement, H1 : there is a positive and statistically significant impact of organization culture on employee engagement; (2) Ho : there is no positive and statistically significant impact on employee engagement; (2) Ho : There is no positive and statistically significant impact of work environment on employee engagement, H1 : there is a positive and statistically significant impact of work environment on employee engagement; (3) Ho : there is no positive and statistically significant impact of employee engagement on employee performance, H1 : there is a positive and statistically significant impact on employee performance.

In this research author use multiple regression analysis to determine the impact of more than one independent variable on the dependent variable. Processing data using Statistical Package for Social Sciences (SPSS 2.4).

## Place and Time of Research Conducted

The research conducted at the automotive industry, Jakarta from January up to September Of 2017.

## DISCUSSION

Respondent characteristic as mentioned on Table 1. The Characteristic of Respondents, as follows :

**Table 1. Respondent Characteristic**

<b>Gender</b>	<b>Respondent Amount</b>	<b>Percentage (%)</b>
Men	63	77
Women	23	27
<b>Age</b>		
17-23 years old	13	15
24-30 years old	49	57
31-40 years old	21	24
>40 years old	3	3
<b>Education Background</b>		
Secondary school	0	0
Senior High Scholl	4	5
Diploma/Bachelor Degree	81	94
Master Degree	1	1
<b>Marrital Status</b>		
Single	31	36
Married	55	64
<b>Working Experience</b>		
1-2 years	15	17
3-5 years	31	36
5-10 years	19	22
>10 years	21	24

Based on gender, founded that men is 63 employees equal to 77 % while women 33 employees, equal to 23 %. In term of age, was dominated by the age between 24-30 years old, amounted

49 employees, equal to 57 percent. In the view point of education background was dominated by diploma/bachelor degree, is 81 employees, equal to 94 percent. Based on marital status, dominated by married status, amounted 55 employees, equal to 64 percent, followed by single status amounted 36 employee, equal to 36 percent.

By the view point of working experience dominated by the employee who have being worked for the company between 3 to 5 years, amounted 36 percent.

**Discussion**

Generally simple regression equation can be represented by  $Y=a+bx_1+bx_2+...$ . After calculate using SPSS 2.4, it is found the coefficient of regression of sub model 1, as stated on table 2 Coefficient below.

**Table 2. Regression Coefficient of sub model 1**  
Unstandarized Coefficient Standarized Coefficient

Model		B	Standart Error	Beta	t	Sig
1	Constant	19.726	6.128		3.219	.321
	Organization culture	0.119	0.119	0.105	0.999	.002
	Work Environment	0.330	0.083	0.419	3.991	.000

a. Dependent Variable Employee Engagement

From the table above, the regression equation will be  $Y=19.726 + 0.119X_1 + 0.330X_2$ . The constant figure of unstandarized coefficient is 19.726, it means if organization culture and work environment value is 0, the employee engagement value is 19.726. Then the organization culture coefficient 0.119, means organization if the other independent variable is constant, if organization culture increase one level so employee engagement coefficient will increase as 0.119. The work environment coefficient as 0.330, it is mean if other independent variable is constant, so if work environment increase one level so employee will increase as 0.330. It can be concluded that work environment impact on employee engagement statsically significant.

Calculation of regression coefficient of sub model 2, generate the regression coefficient, as stated on table 3.

**Table 3. Regression Coefficient of Sub Model 2**  
Unstandarized Coefficient Standarized Coefficient

Model		B	Standart Error	Beta	t	Sig
1	Constant	25.081	4,987		5.030	.000
	Organization culture	-0.071	0.092	-.0.077	-0.769	0.444
	Work Environment	0.101	0.069	0.158	1.433	0.150
	Employee Engagement	0.325	0.84	0.403	3.857	0.000

Dependent Variable : Employee Performance

The result of calculation of coefficient regression of sub structure 2, found the value of constant 25.081, means if organization culture, work environment, and employee engagement value is 0, so employee performance will be 25.081. Then regeression coefficient of organization



culture is -0.071, indicates there no statistically significant impact of organization culture on employee performance, simultantly. Then regression coefficient of work environment is 0.101, it's mean that there is no statistically significant impact of work environment on employee performance, simultantly. The regression of employee engagement is 0.325, indicates that there is statistically significant impact of employee engagement on employee performance. It means, if the other independent variable constant, the if employee engagement increase one level so, employee performance will increase 0.325. According to the calculation result of multiple regression coefficient, can be conclude that employee engagement has an impact a statistically significant impact on employee performance. It is also found that the biggest value of  $t_{count}$  is  $t_{count}$  of employee engagement 3.857. The calculation of adjusted R square generate figure of 2.50. This figure has a meaning that the impact of organization culture and work environment on employee engagement and their implication on employee performance is 25 percent. The rest 75 percent was impacted by the others.

### CONCLUSION

Based on the hypothesis testing by compare  $t_{count}$  and  $t_{tabel}$ , if  $t_{count} > t_{tabel}$  it can be concluded that there is a significant impact. Based on the calculation it's found that (1) organization culture's  $t_{count}$  is -0.769 less than  $t_{tabel}$  1.989, it's can be concluded that there is no statistically significant impact of organization culture on employee engagement; (2) work environment's  $t_{count}$  is 1.433 less than  $t_{tabel}$  1.989, thus it's can be conclude that there is no statistically significant impact of work environment on employee engagement; (3) employee engagement's  $t_{count}$  is 3.857 greater than  $t_{tabel}$  amounted 1.989. so it's can be concluded there is a statistically significant impact of employee engagement on employee performance.

Since there is a finding that employee engagement has a statistically significant impact of employee performance, so if the company want to increase employee performance it can be done improve employee engagement. This finding in line with previous theoretical study and previous research.

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Vaidyanathan, G, Maheswari, T, U, (2016), Employee Engagement: A Literature Review, *International Journal of Human Resource Management and Research (IJHRMR)* ISSN(P): 2249-6874; ISSN(E): 2249-7986 Vol. 6, Issue 2, page 21-3

# Machmed Tun Ganyang1

*by* Machmed Tun Ganyang

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## The Impact of Organization culture and Work Environment on Employee Engagement and It's Implication on Employee Performance of The Automotive Industry In Jakarta, Indonesia.

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Jakarta 13210, Indonesia.

### ABSTRACT

This study aims to determine and analyze the impact of organization culture , work environment on employee engagementt and it's implications on employee performance. This research uses quantitaive approach. Population of this research is the whole employee of the automotive industry and sample is 76 respondents. The result of this hypothesis test show that (1) Organization culture has a direct, positive and statistically significant impact on employe engagement; (2) Work environment has a direct, positive and statistically significant on employee engagement; (3) Employee engagement has a direct positive and statistically significant on employee performance.

**Keywords:** Organization culture, work environment, employee engagement. employee performance, automotive industry.

### INTRODUCTION

Any organization have their own organization culture. Organization culture is one of such factor can affect the employee engagement. Organization culture also can affect the employee performance within the company. The company as an organization rely on it's human resources for achieving the company goals. Therefore, role of organization culture on human resources is very important. Schein (1992) devide organization culture into three level, such as (1) Behavior and artifact; (2) Value; (3) Belief. As an automotive manufacturing has organization culture called ICARE, that consits of (1) Integrity; (2) Commitment; (3) Accountability; (3) Respect; (4) Excellent Innovation. In order to implement the organization culture, new employee was introduced to ICARE which is in line with their work activities. Nevertheless the result of the implementation of the organization culture was less in achievement that affect the employee engagement and employee performance. Likewise the implementation of work environment either in term of soft environment, in term of hard environment, still less in achievement, which is affect the employee engagement and employee performance. Some sense of organization culture, as proposed by Nazir and Zamir (2015), organizational culture is the combination of expectations of organization, experiences, philosophy and values. Organizational culture is also called corporate culture. Organizational culture influences performance and productivity of organization. It gives guidelines for quality of product, punctuality, safety and other factor affecting on environment. organizational culture view as a combination of epectation, experiences, philosophy and value. Cameron and Quinn, (2006) in Mohanty, J, and Rath, B, P, (2012) found that it is difficult to find a highly successful company that does not have a distinctive, readily identifiable organizational culture because of its powerful effect on performance and long-term effectiveness. The assurance is the powerful effect of organization culture on employee performance. Meanwhile, organizational culture as described by Robbins & Coulter in Tsai, Y, (2010) as the shared values, beliefs, or perceptions held by employees within an organization or organizational unit. This sense view the organizationa culture that focused on share activity within organization related to values,

beliefs, and perceptions. Relevant to the prior definition, Salam, A., Q, A, (2002) in Zeyada (2018), said the organizational culture reflects the values that are shared by individuals in an organization, and these values, in turn, will affect the humanitarian aspects of the organization and in the concrete behavior of individuals. This opinion implies the values was shared affect the humanitarian aspect of the organization and in concrete behavior of individual. Meanwhile Azizollah, *et al* (2015), said the idea to consider organizations as culture is a system of values shared among the members which is a relatively new phenomenon. This opinion view organozational culture as a system of value shared. While the meaning of the organization culture according to Robbins (2002) in Darsana (2013), organization culture is a system of value share held by members of the organization, which distinguishes of one organization from other organizations. Then, some opinion regarddsing work environment as proposed by Sedarmayanti (2011) said that work environment as the whole tools and materials that is used in the job, include environment around work place, work method, work arrangements, either as individual or as group. This opinion view work environment as soft environment and hard environment. Work environment as a place where the employees do their job every day. The conducive work environment enable employees do their best. Work environment can impact on employee emotional. Work environment also covered the relationship of staffs and manager or director and physical work environment (Ratana, 2014). This opinion view work environment in a wider meaning. Meanwhile (Sedarmayanti, 2009) in Sanny and Kristanti (2012) said that non physical environment is all the condition occured related to the work relationship of the head and the worker. Work environment will push employee motivation and lead to the improvement of employee creativity. As said by Sedarmayanti (2011) that there are some factors that impact work environment related to employees performance such as : (1) Lighting and light; (2) Temperature; (3) Humidity; (4) Air Circulation; (5) Noise; (6) Smell; (7) Layout color; (8) Decoration; (9) Music; (10) Safety. Those are the factors that impact on hard work environment. Meanwhile the factors impact on soft work environment proposed by Umar (2018), such as : (1) Excellent communication between the head and the staffs and fellow coworkers; (2) Excelent relationship of fellow coworkers; (3) Excellent work arrangement and ability to adapt with the environment. Next, some definitions regarding employee engagement, such as proposed by Kazimoto, P, (2016) said, employee engagement has been perceived as a motivational factor for organization's objectives achievement. The good environment offered to the worker enables him do the best for the organization goals and objectives achievement. This opinion consider employee engagement as a motivational factor which was offered to employee in order to achieve the goal and objective of the organization. While Vaidyanathan, G, Maheswari, T, U, (2016), said that the concept of employee engagement is most widely used in all progressive organizations, it is about how happy employees are with their jobs, or the environment in which they work with their colleagues and how their performance is aligned with the organizational outcomes. This opinion view employee engagement as the happiness of the employees in their jobs and with this condition, their performance will be aligned with organization performance. Meanwhile Lumina (2014) in Kazimoto (2016) argued that employees were engaging in a complex transactions that were structured in such manner in order to improve the financial performance of the organization. There are many aspects of life and not only services that characterised by strong employee engagement. This argumentation has more wide understanding of employee engagement. Employee engagement is known has a positive effect on organisational and individual productivity and performance (Amah & Sese, 2018). This opinion consider the positive effect of employee engagement on organizational and individual performance. Paile, P, *et al* (2013), said that environmental performance reflects an output demonstrating the degree of firms are committed to protecting the natural environment. The opinion of Dinka, D, D, (2018), said that employee performance or job performance is aggregated value to an organization , the set of behaviors that an employee contributes both directly and indirectly to organization goals. This



opinion consider employee performance as a set of contributions of the employees to the organization goals. Furthermore, sense of employee performance as proposed by Nazir, and Zamir (2015) An employee performance based upon the combination of good working skill and work environment. There is need of some sort of motivation to get the good performance of the employees. As the theory of motivation, it can come from remuneration and other incentives.

The work of employee is made up by employee achievement of the organization's mission, that shows the limits of performance (Cascio, 2006). The achievement of objectives organization has been designed based on employee performance (Richardo, 2001). An employee's achievement when he gains the goals of organization at workplace is called performance (Cascio, 2006). Different researches have identifies different thoughts, attitudes and beliefs of performance as it helps in measurement of input and output effectiveness measures that guide transactional relationship ( Stannack, 1996).

### Statement of a Problem

Problem formulation of this research are : (1) How is the impact of organization culture on employee engagement; (2) How is the impact of work environment on employee engagement; (3) How is the impact employee engagement on employee performance.

### Research Purpose

The research purpose are :

(1) To analyze the impact of organization culture on employee engagement; (2) To analyze the impact of work environment on employee engagement; (3) To analyze the impact of employee engagement on employee performance.

## RESEARCH METHOD

### Desain and research Framework

The researcher uses descriptive and quantitative method, by describing the status of the object of the research when it's conducted. This study aims to examine the relationship of three independent variables, such as; (1) organization culture; (2) work environment; (3) employee engagement on one dependent variable (employee performance). Previous research indicates that : (1) There is statistical significant impact of organization culture on employee engagement; (2) There is statistical significant impact of work environment on employee engagement; (3) There is statistically significant impact on employee citizenship on employee performance, which is performance can be measured by the achievement of the employee.

The research framework clearly defined on figure 1 below :

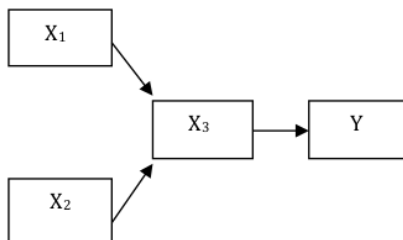


Figure 1. Research Framework

### Population and Sample

The population of the research is employee of the automotive industry, Jakarta and the sample of the research is the employee of, Jakarta amounted 86 (eighty six) employees.

### Hypothesis

This research used hypothesis, such as : (1) Suspected there is positive and statistically significant impact of work culture on employee engagement; (2) Suspected there is a positive and statistically significant impact of work environment on employee engagement; (3) There is positive and statistically significant impact of employee engagement on employee performance. The research hypothesis above reflected by statistical hypothesis as follows : (1) Ho : there is no positive and statistically significant impact of organization culture on employee engagement, H1 : there is a positive and statistically significant impact of organization culture on employee engagement; (2) Ho : there is no positive and statistically significant impact on employee engagement; (3) Ho : There is no positive and statistically significant impact of work environment on employee engagement, H1 : there is a positive and statistically significant impact of work environment on employee engagement; (3) Ho : there is no positive and statistically significant impact of employee engagement on employee performance, H1 : there is a positive and statistically significant impact on employee performance.

In this research author use multiple regression analysis to determine the impact of more than one independent variable on the dependent variable. Processing data using Statistical Package for Social Sciences (SPSS 2.4).

### Place and Time of Research Conducted

The research conducted at the automotive industry, Jakarta from January up to September Of 2017.

## DISCUSSION

Respondent characteristic as mentioned on Table 1. The Characteristic of Respondents, as follows :

**Table 1. Respondent Characteristic**

Gender	Respondent Amount	Percentage (%)
Men	63	77
Women	23	27
<b>Age</b>		
17-23 years old	13	15
24-30 years old	49	57
31-40 years old	21	24
>40 years old	3	3
<b>Education Background</b>		
Secondary school	0	0
Senior High Scholl	4	5
Diploma/Bachelor Degree	81	94
Master Degree	1	1
<b>Marrital Status</b>		
Single	31	36
Married	55	64
<b>Working Experience</b>		
1-2 years	15	17
3-5 years	31	36
5-10 years	19	22
>10 years	21	24

Based on gender, founded that men is 63 employees equal to 77 % while women 33 employees, equal to 23 %. In term of age, was dominated by the age between 24-30 years old, amounted

49 employees, equal to 57 percent. In the view point of education background was dominated by diploma/bachelor degree, is 81 employees, equal to 94 percent. Based on marital status, dominated by married status, amounted 55 employees, equal to 64 percent, followed by single status amounted 36 employee, equal to 36 percent.

By the view point of working experience dominated by the employee who have being worked for the company between 3 to 5 years, amounted 36 percent.

**Discussion**

Generally simple regression equation can be represented by  $Y=a+bx_1+bx_2+...$ . After calculate using SPSS 2.4, it is found the coefficient of regression of sub model 1, as stated on table 2 Coefficient below.

**Table 2. Regression Coefficient of sub model 1**

Unstandarized Coefficient Standardized Coefficient

Model		B	Standart Error	Beta	t	Sig
1	Constant	19.726	6.128		3.219	.321
	Organization culture	0.119	0.119	0.105	0.999	.002
	Work Environment	0.330	0.083	0.419	3.991	.000

a. Dependent Variable Employee Engagement

From the table above, the regression equation will be  $Y=19.726 + 0.119X_1 + 0.330X_2$ . The constant figure of unstandarized coefficient is 19.726, it means if organization culture and work environment value is 0, the employee engagement value is 19.726. Then the organization culture coefficient 0.119, means organization if the other independent variable is constant, if organization culture increase one level so employee engagement coefficient will increase as 0.119. The work environment coefficient as 0.330, it is mean if other independent variable is constant, so if work environment increase one level so employee will increase as 0.330. It can be concluded that work environment impact on employee engagement statically significant.

Calculation of regression coefficient of sub model 2, generate the regression coefficient, as stated on table 3.

**Table 3. Regression Coefficient of Sub Model 2**

Unstandarized Coefficient Standardized Coefficient

Model		B	Standart Error	Beta	t	Sig
1	Constant	25.081	4,987		5.030	.000
	Organization culture	-0.071	0.092	-.077	-0.769	0.444
	Work Environment	0.101	0.069	0.158	1.433	0.150
	Employee Engagement	0.325	0.84	0.403	3.857	0.000

Dependent Variable : Employee Performance

The result of calculation of coefficient regression of sub structure 2, found the value of constant 25.081, means if organization culture, work environment, and employee engagement value is 0, so employee performance will be 25.081. Then regression coefficient of organization



culture is -0.071, indicates there no statistically significant impact of organization culture on employee performance, simultantly. Then regression coefficient of work environment is 0.101, it's mean that there is no statistically significant impact of work environment on employee performance, simultantly. The regression of employee engagement is 0.325, indicates that there is statistically significant impact of employee engagement on employee performance. It means, if the other independent variable constant, the if employee engagement increase one level so, employee performance will increase 0.325. According to the calculation result of multiple regression coefficient, can be conclude that employee engagement has an impact a statistically significant impact on employee performance. It is also found that the biggest value of  $t_{count}$  is  $t_{count}$  of employee engagement 3.857. The calculation of adjusted R square generate figure of 2.50. This figure has a meaning that the impact of organization culture and work environment on employee engagement and their implication on employee performance is 25 percent. The rest 75 percent was impacted by the others.

### CONCLUSION

Based on the hypothesis testing by compare  $t_{count}$  and  $t_{tabel}$ , if  $t_{count} > t_{tabel}$  it can be concluded that there is a significant impact. Based on the calculation it's found that (1) organization culture's  $t_{count}$  is -0.769 less than  $t_{tabel}$  1.989, it's can be concluded that there is no statistically significant impact of organization culture on employee engagement; (2) work environment's  $t_{count}$  is 1.433 less than  $t_{tabel}$  1.989, thus it's can be conclude that there is no statistically significant impact of work environment on employee engagement; (3) employee engagement's  $t_{count}$  is 3.857 greater than  $t_{tabel}$  amounted 1.989. so it's can be concluded there is a statistically significant impact of employee engagement on employee performance.

Since there is a finding that employee engagement has a statistically significant impact of employee performance, so if the company want to increase employee performance it can be done improve employee engagement. This finding in line with previous theoretical study and previous research.

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## ORIGINALITY REPORT

%**23**

SIMILARITY INDEX

%**13**

INTERNET SOURCES

%**11**

PUBLICATIONS

%**16**

STUDENT PAPERS

## PRIMARY SOURCES

- 1** [www.scirp.org](http://www.scirp.org)  
Internet Source %**2**
- 2** Submitted to Leeds Metropolitan University  
Student Paper %**2**
- 3** Submitted to nyack college  
Student Paper %**2**
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