

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND COMPETENCY ON EMPLOYEE ENGAGEMENT AND ITS IMPACT ON MANAGERIAL PERFORMANCE



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Abstract

In today's rapidly evolving port industry, there is an increasing need for companies to enhance their managerial performance by improving organizational culture and developing the competencies of their team members. This study examines how organizational culture and team member competencies influence employee engagement and, consequently, affect managerial performance at PT Pelindo Cirebon. A quantitative research approach was used, employing a saturated sampling technique that included all 58 employees of the company as respondents. Data analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. The findings indicate that both organizational culture and competencies have a positive and significant impact on employee engagement. Moreover, employee engagement has a positive and significant effect on managerial performance.

Keywords: Organizational Culture, Competence, Employee Engagement, Managerial Performance

INTRODUCTION

Business organizations are groups of entities that work together to achieve common goals by coordinating resources. Among these resources, human resources are considered the most critical factor in a company's success (Kristina et al., 2023; Yaksaprawira et al., 2024). Effective management of human resources is essential for optimizing performance, as they play a significant role in executing company operations (Fauzan et al., 2023). Human resource management focuses on overseeing employees, managers, and other members of the workforce to support the achievement of organizational objectives (Muktamar et al., 2024; Amalou, 2024). This process ensures that the company has the right personnel, is well-organized, and is prepared to carry out tasks that enhance the company's resources effectively.

The port industry, which is a vital component of maritime transportation, plays a strategic role in the economy by supporting national development with efficient operations (Gultom, 2017). To provide fast, safe, and cost-effective port services, this sector must manage its operations effectively and professionally. Ports offer essential services for ships, cargo, products, and passengers.

The advancement of technology and automation in the port sector has heightened the importance of employee engagement, despite concerns regarding job security due to automation (Theotokas et al., 2024). PT Pelindo Cirebon, a subsidiary of Pelindo responsible for port management, aims to enhance service quality by adhering to public service standards outlined in Law No. 25 of 2009, which emphasizes speed, convenience, affordability, and quality (Publik et al., 2009).

Organizational culture plays a crucial role in effective human resource management, as it influences work behavior and ethics, both of which are essential for performance (Hege, 2024). Organizations with strong cultures can enhance employee engagement, ultimately driving improved performance (Denison & Mishra, 1995). Competence also significantly impacts employee engagement; employees who feel competent tend to be more committed and productive (Saimar et al., 2022). Employee engagement refers to a psychological state in which employees demonstrate high commitment to their work, resulting in improved performance (Spreitzer in Wardani & Fatimah, 2020; Dawam et al., 2023).

At PT Pelindo, employee engagement is influenced by the organizational culture, particularly following the adoption of the AKHLAK BUMN values, which include Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative (Samsul Rizal & Ashar Maesyar, 2015). However, implementing these values in the port sector faces challenges due to diverse work cultures and resistance to change, especially among senior employees (Ekorianto et al., 2021; Prastowo & Suhariadi, 2023).

Previous studies have shown that organizational culture has a significant influence on employee engagement (Soeharso & Nurika, 2020; Jermy Eka Putra Mase & Mei Nur Widigdo, 2021), although some research has reported varying results (Hanafi, 2020; Ignatius Jeffrey & Bakri, 2018). These differing findings indicate the need for further investigation to explore additional factors that may affect the relationship between organizational culture and employee engagement, particularly in the context of state-owned enterprises (SOEs) in the port sector.

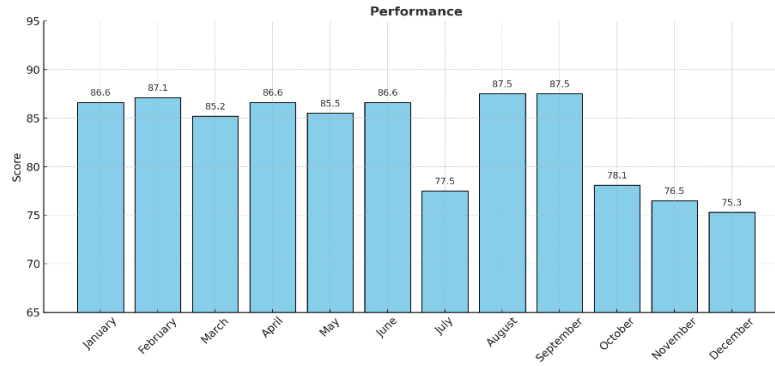


Figure 1.
Managerial Performance Achievement of PT Pelindo Cirebon Branch in 2018
 Source: (Nurlita, Maryam, & Sulistyowati, 2020)

Research data presented by Nurlita et al. (2020), using the same research setting, showed that performance outcomes at Pelindo Cirebon in 2018 experienced significant fluctuations. This performance volatility indicates ongoing challenges in human resource management that require further examination.

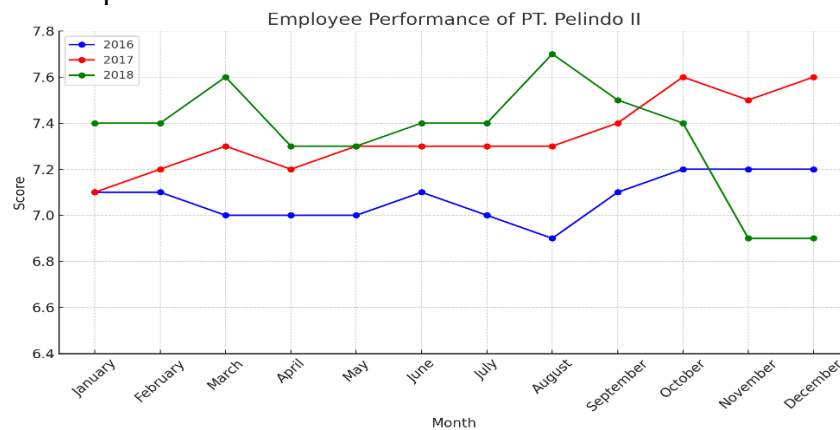


Figure 2.
PT. Pelindo II Tanjung Priok Performance
 Source: (Romadhon Agung & Indriyati, 2020)

According to findings by Romadhon and Indiyati (2020), based on internal data from PT Pelindo II Tanjung Priok during the 2016–2018 period, the company’s performance also showed notable fluctuations.

As part of a strategic effort to improve organizational performance, PT Pelindo Cirebon has implemented an organizational culture based on the AKHLAK core values of BUMN (Indonesia's State-Owned Enterprises), which were established through the Circular Letter of the Minister of SOEs No. SE-7/MBU/07/2020 dated July 1, 2020.

A deep understanding of the role of AKHLAK values in strengthening employee engagement and driving managerial effectiveness is essential. By internalizing these values, the company is committed to creating an ethical and low-risk working environment, which

is ultimately expected to enhance employee engagement and support sustainable performance achievements.

At PT Pelindo Cirebon, improving employee engagement may serve as a key solution to address the performance fluctuations observed. Therefore, it is crucial to continue examining how organizational culture and employee competence influence employee engagement to foster a more productive work environment and consistently enhance corporate performance.

REVIEW OF LITERATURE

Organizational Culture

Organizational culture reflects the shared values, beliefs, behaviors, and habits an organization adopts to pursue common goals (Soeharso & Nurika, 2020). These values shape workplace interaction patterns and influence individual behavior (Pradana et al., 2023; Musafir & Poppy Mu'jizat, 2024; Bui & Le, 2023). The process of internal socialization also plays a role in reinforcing this culture (Pradana et al., 2023), while the daily behavior of organizational members serves as a tangible manifestation of the prevailing culture (Musafir & Poppy Mu'jizat, 2024). On the other hand, Bui and Le (2023) emphasize the importance of maintaining consistency with the organization's established ideals.

Organizational culture significantly impacts productivity, innovation, job satisfaction, and long-term success. Within Indonesian State-Owned Enterprises (SOEs), organizational culture is defined through the AKHLAK core values, as stipulated in the Circular Letter of the Minister of SOEs No. SE-7/MBU/07/2020 (Ministry of SOEs, Republic of Indonesia, 2020). These values serve as ethical and behavioral principles, forming the foundation for cultural transformation and the organization's strategic direction. They are intended to foster a strong, internalized corporate culture that supports the organization's overall success.

The AKHLAK Code of Conduct Manual (Peruri, 2020) identifies six core values that underpin organizational culture within SOEs. The value of Amanah (Trustworthy) emphasizes the importance of upholding trust through integrity, responsibility, and consistency in actions. Kompeten (Competent) refers to continuously developing knowledge and skills to achieve optimal performance. Harmonis (Harmonious) promotes mutual respect, support, and the acceptance of differences as strengths in unity. Loyal (Loyal) underscores dedication to national interests through sustained commitment and contribution. Adaptif (Adaptive) reflects the ability to respond to change rapidly through creativity and innovation. Finally, Kolaboratif (Collaborative) highlights the importance of stakeholder cooperation and synergy in achieving shared goals.

These six values are comprehensively implemented within the SOE environment, including PT Pelindo, as part of a broader effort to transform workplace culture, enhance competitiveness, and position SOEs as leading enterprises. According to the AKHLAK Core Values for SOEs (SE-7/MBU/07/2020), these six values are the primary dimensions for measuring organizational culture.

Competency

Competency is defined as an individual's ability to function effectively in the workplace. It emphasizes the application of knowledge, skills, and abilities across various situations, including novel or unfamiliar contexts (Firda Sari et al., 2023; Nong & Phuong;

Nguyen Quynh, 2024). This definition integrates knowledge transfer, technical expertise, and the achievement of work outcomes.

Furthermore, competency encompasses the relevance of knowledge and skills to job demands, as described by Kapero et al. (2023). Wibowo (2016) also highlights the importance of work attitude as a supportive element of competency. Several studies have linked competency to individual characteristics, such as talent and interpersonal skills, which play a significant role in determining job success (Shalahuddin, 2018; Veronica et al., 2022; Emt et al., 2023).

According to Emron Edison and Yohny Anwar (2018), competency comprises three main components: knowledge, which reflects mastery of relevant theories and concepts; skills, which represent the practical ability to complete tasks; and attitude, which encompasses values, behaviors, and positive work motivation. Together, these components form the foundation for developing competency measurement indicators, such as problem-solving ability, work initiative, learning enthusiasm, and the quality of interactions with colleagues or clients. Therefore, competency is a holistic construct that includes hard and soft skills and is a key element enabling individuals to contribute optimally toward achieving organizational goals.

Employee Engagement

Employee engagement is characterized by awareness and focused energy, which manifest through individual initiative, adaptability, and efforts in support of organizational goals (Herawaty & Cahyadi, 2020). This engagement reflects employees' emotional and intellectual commitment to the organization, motivating them to exceed established targets (Putiri Bhuana, 2017; Mariska, 2018). Engaged employees exhibit positive work relationships, strong dedication to their responsibilities, and a deep emotional connection with the organization (Siswoyo, 2024).

Employee engagement is crucial for enhancing productivity, profitability, employee retention, customer satisfaction, and overall success within an organization (Shalahuddin, 2018; Supriyanto & Sasongko, 2025). Several factors contribute to engagement, such as the work environment, leadership, team dynamics, training, compensation systems, organizational policies, and employee well-being (Hari Sucahyowati, 2020).

Schaufeli and Bakker (as cited in Bakker & Leiter, 2010) identify three core dimensions of employee engagement: vigor (energy and resilience), dedication (commitment and a sense of purpose at work), and absorption (full immersion in one's job). Additionally, Kartono (2017) notes that engagement is associated with a positive psychological state that motivates employees to contribute cognitively and physically to both their tasks and the organization.

In summary, employee engagement arises from the synergy between individual commitment and organizational support, serving as a key factor in creating a motivated and productive workforce.

Managerial Performance

Managerial performance is a representation of a manager's ability to manage the organization effectively and efficiently in order to achieve predetermined goals. This concept reflects organizational success that aligns with the formulated vision and mission (Riyadh et al., 2023; Nasution Efrida Yasni, 2017).

Riyadh et al. emphasize the importance of alignment between managerial performance and the organization's strategic direction. At the same time, Nasution highlights the role of such performance in enhancing overall organizational effectiveness. The achievement of managerial performance can be observed through implementing management functions such as planning, execution, supervision, and coordination (Zeta Azzahrona et al., 2022; Mayarani et al., 2021).

In addition, Zeta Azzahrona et al. emphasize the importance of communicating work results to relevant parties, while Mayarani adds that managerial tasks include investigation, negotiation, and staff arrangement. Continuous evaluation is also important in assessing managerial performance (Adelin et al., 2023; Mufahamah, 2020).

Adelin et al. (2023) emphasize that evaluation is necessary to maintain productivity and profitability, while Mufahamah states that leadership commitment and ethical decision-making influence the quality of managerial performance. Thus, managerial performance reflects the implementation of managerial processes and the integration of outcomes, evaluation, and commitment to achieving short-term goals and long-term organizational sustainability.

Organizational culture plays a strategic role in influencing team member engagement, which is crucial in improving performance, productivity, and talent retention within the organization. Research shows that a positive organizational culture can encourage higher team member engagement, thus directly impacting organizational effectiveness (Garcinia Nurcholis, 2021; Gurmendi Luzmila Gabriela et al., 2023).

A culture that supports team member engagement increases job satisfaction and contributes to better business performance (Samanta, 2021). Other findings indicate that organizational culture significantly influences team member engagement (Syabrina, 2022).

Conceptual Framework and Hypothesis

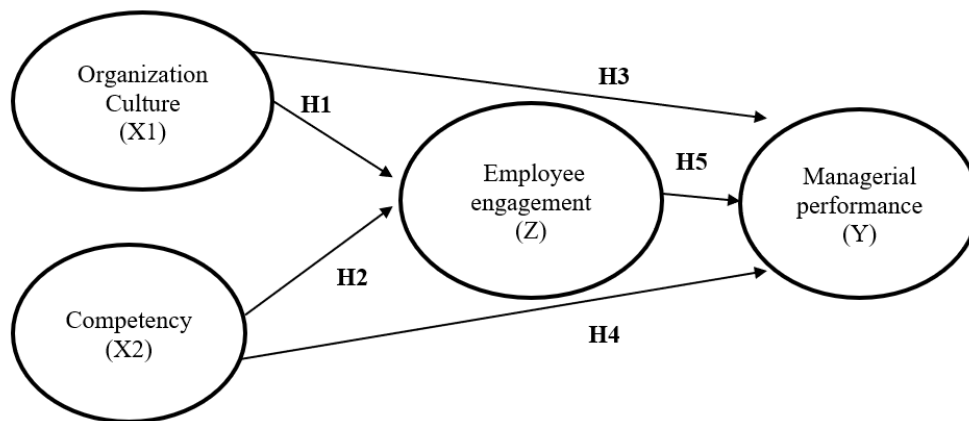


Figure 3.
Conceptual Framework

H1: There is a significant positive impact of organizational culture on employee engagement.

H2: There is a significant positive impact of competency on employee engagement.

H3: There is a significant positive impact of organizational culture on managerial performance.

H4: There is a significant positive impact of competency on managerial performance.

H5: There is a significant positive impact of employee engagement on managerial performance.

H6: There is a significant positive impact of organizational culture on managerial performance through employee engagement.

H7: There is a significant positive impact of competency on managerial performance through employee engagement.

RESEARCH METHOD

This study utilizes a quantitative approach with a causal method to explore cause-and-effect relationships through hypothesis testing. The population under investigation consists of all 58 employees at PT Pelindo Cirebon, and a saturated sampling technique was employed due to the small size of the population. Primary data were gathered through structured email interviews with the HR department and closed-ended questionnaires utilizing a five-point Likert scale.

Data analysis was performed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 4.0. This analysis involved evaluating the measurement model (outer model) for convergent and discriminant validity, as well as construct reliability, by examining outer loadings, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. The structural model (inner model) was assessed using R^2 , f^2 , and Q^2 values. Hypothesis testing was conducted through bootstrapping, focusing on direct and indirect effects as indicated by t-statistics and p-values at a 5% significance level. SEM-PLS was chosen for its ability to manage complex models, its non-reliance on normal data distribution, and its effectiveness with small sample sizes.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

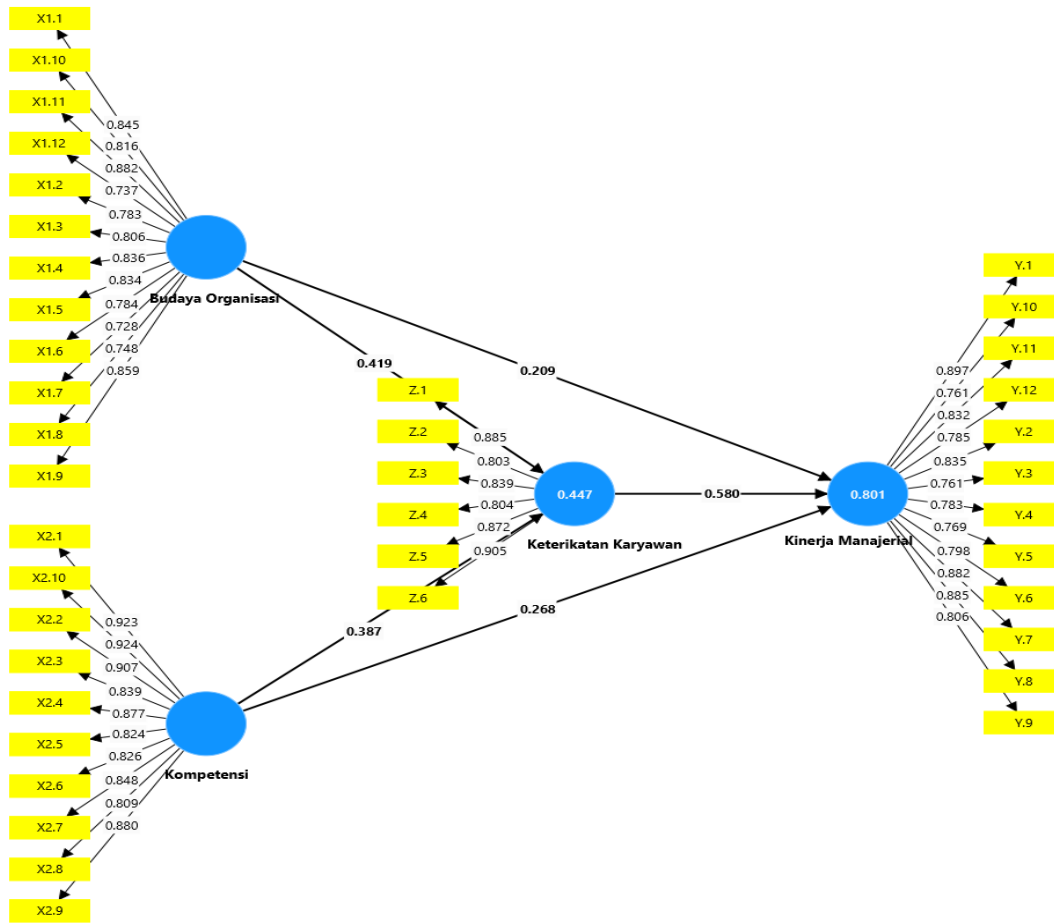


Figure 4.
The Results of the SmartPLS 4.0 Algorithm Analysis

Description:

X1: Organizational Culture

X2: Competency

Y: Managerial Performance

Z: Employee Engagement

The outer model diagram illustrates several key elements in the SEM-PLS analysis. First, the outer loading values are shown, which represent the relationship between each indicator and its corresponding construct. These values indicate that all indicators significantly represent the primary constructs: Organizational Culture, Competence, Employee Engagement, and Managerial Performance. All indicators have loading values >0.7, which indicates that convergent validity is fulfilled.

In addition, the path coefficients depict the strength of the influence among latent constructs. The influence paths from Organizational Culture to Employee Engagement (0.419), Competence to Employee Engagement (0.387), and Employee Engagement to Managerial Performance (0.580) indicate a positive and significant relationship. Although the direct effects of Organizational Culture and Competence on Managerial Performance are lower (0.209 and 0.268, respectively), these values still contribute to the structural model.

Finally, the R-squared (R^2) values presented for the constructs of Employee Engagement (0.447) and Managerial Performance (0.801) show the extent to which other constructs can explain the variance of these constructs. An R^2 value of 0.801 for Managerial Performance indicates that approximately 80.1% of the variability in managerial performance can be explained by Organizational Culture, Competence, and Employee Engagement, reflecting a model with strong explanatory power.

Table 1.
Cross-Loading Result

Indicator	Organizational Culture	Competency	Managerial Performance	Employee Engagement
X1.1	0,845	0,232	0,434	0,434
X1.2	0,783	0,063	0,336	0,261
X1.3	0,806	0,279	0,456	0,534
X1.4	0,836	0,475	0,619	0,574
X1.5	0,834	0,291	0,616	0,515
X1.6	0,784	0,069	0,385	0,305
X1.7	0,728	0,437	0,562	0,515
X1.8	0,748	0,28	0,402	0,326
X1.9	0,859	0,426	0,644	0,559
X1.10	0,816	0,324	0,501	0,43
X1.11	0,882	0,315	0,593	0,463
X1.12	0,737	0,135	0,384	0,303
X2.1	0,338	0,923	0,634	0,537
X2.2	0,32	0,907	0,654	0,557
X2.3	0,451	0,839	0,632	0,485
X2.4	0,254	0,877	0,514	0,412
X2.5	0,411	0,824	0,509	0,43
X2.6	0,287	0,826	0,516	0,402
X2.7	0,277	0,848	0,569	0,451
X2.8	0,271	0,809	0,449	0,371
X2.9	0,352	0,88	0,58	0,506
X2.10	0,275	0,924	0,622	0,511
Y.1	0,681	0,538	0,897	0,779
Y.2	0,499	0,485	0,835	0,721

Y.3	0,439	0,554	0,761	0,612
Y.4	0,506	0,621	0,783	0,646
Y.5	0,45	0,565	0,769	0,68
Y.6	0,434	0,476	0,798	0,681
Y.7	0,66	0,528	0,882	0,721
Y.8	0,619	0,537	0,885	0,717
Y.9	0,592	0,515	0,806	0,678
Y.10	0,522	0,63	0,761	0,682
Y.11	0,447	0,55	0,832	0,711
Y.12	0,336	0,496	0,785	0,636
Z.1	0,518	0,461	0,767	0,885
Z.2	0,488	0,446	0,763	0,803
Z.3	0,445	0,489	0,668	0,839
Z.4	0,492	0,455	0,699	0,804
Z.5	0,5	0,525	0,715	0,872
Z.6	0,428	0,396	0,689	0,905

The outer model analysis confirms that all indicators used in this study meet the requirements for both validity and reliability. Convergent validity is demonstrated by outer loading values greater than 0.7, indicating strong relationships between the indicators and their respective constructs. Discriminant validity is also well-established; each construct's average variance extracted (AVE) value exceeds the inter-construct correlations, as per the Fornell-Larcker criterion. Additionally, the HTMT values remain below the 0.90 threshold.

Cross-loading analysis further supports discriminant validity, showing that each indicator has a stronger association with its intended construct compared to others. Furthermore, all constructs exhibit AVE values above 0.50, suggesting they account for a significant portion of the variance in their indicators. These findings validate the accuracy and appropriateness of the measurement model for subsequent analysis.

Regarding reliability, both Composite Reliability and Cronbach's Alpha values for all latent variables are equal to or greater than 0.70, confirming that the constructs demonstrate high internal consistency. Therefore, the questionnaire instrument used in this research can be regarded as reliable and trustworthy.

Inner Model

The evaluation of the structural model (inner model) produced favorable outcomes. The Model Goodness of Fit assessment, reflected by an NFI value of 0.508, suggests that the model fits the data well. The R-Square (R^2) results indicate that the model accounts for 44.7% of the variance in Employee Engagement and 80.1% in Managerial Performance, highlighting the model's substantial predictive capability for these constructs. The f^2 effect size analysis reveals that Employee Engagement strongly influences Managerial Performance (0.934). At the same time, Organizational Culture and Competence exhibit moderate effects on Employee Engagement, with f^2 values of 0.273 and 0.233, respectively. Furthermore, the Q-Square values of 0.300 for Employee Engagement and 0.512 for

Managerial Performance confirm the model's solid predictive relevance, demonstrating its effectiveness in forecasting the variance of both variables.

Table 2.
Hypothesis Testing Results (Path Coefficient Estimation)

Hypothesis	Path Coefficient Estimation	t-statistic	p-value
Organizational Culture → Employee Engagement	0,419	3,649	0,000
Organizational Culture → Managerial Performance	0,209	2,529	0,011
Employee Engagement → Managerial Performance	0,58	4,524	0,000
Competency → Employee Engagement	0,387	3,219	0,001
Competency → Managerial Performance	0,268	2,368	0,018

The hypothesis testing results demonstrate statistically significant relationships between variables within the structural model. Organizational Culture significantly influences Employee Engagement (path coefficient = 0.419, t-statistic = 3.649, p-value = 0.000) and Managerial Performance (path coefficient = 0.209, t-statistic = 2.529, p-value = 0.011). Moreover, Employee Engagement has a strong and significant impact on Managerial Performance (path coefficient = 0.580, t-statistic = 4.524, p-value = 0.000). Similarly, Competence significantly contributes to Employee Engagement (path coefficient = 0.387, t-statistic = 3.219, p-value = 0.001) and Managerial Performance (path coefficient = 0.268, t-statistic = 2.368, p-value = 0.018). These findings validate all proposed hypotheses and reinforce the essential roles of Organizational Culture, Employee Engagement, and Competence in improving Managerial Performance.

Table 3.
Results of Indirect Effect Hypothesis Testing

Indicator	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture → Employee Engagement → Managerial Performance	0,243	0,253	0,087	2,783	0,005
Competency → Employee Engagement → Managerial Performance	0,225	0,234	0,097	2,324	0,02

The findings from the indirect path analysis reveal that both Organizational Culture and Competence significantly influence Managerial Performance through the mediating role of Employee Engagement. Specifically, the indirect effect of Organizational Culture is 0.243 ($t = 2.783$; $p = 0.005$), while Competence shows an indirect effect of 0.225 ($t = 2.324$; $p = 0.020$), with both effects reaching statistical significance. These results highlight the pivotal function of Employee Engagement as a mediator that enhances the impact of Organizational Culture and Competence on Managerial Performance.

The Impact of Organizational Culture on Employee Engagement

The results of the hypothesis testing indicate that organizational culture has a positive and significant impact on employee engagement. This is supported by a path coefficient of 0.419, a t-statistic of 3.649 (which exceeds the threshold of 1.96), and a p-value of 0.000 (which is less than 0.05). Additionally, the f-square value of 0.273 suggests a medium effect size. These findings imply that enhancing the quality of organizational culture can effectively improve employee engagement.

Organizational culture plays a vital role in organizational success by creating an environment that supports collaboration and achieving goals. A positive culture influences individual performance and fosters innovation. Therefore, organizations need to develop a culture aligned with their core values and vision, as reflected in their members' behavior and management practices.

This study finds that a strong organizational culture, reflected in the alignment between organizational and individual values, can enhance employee engagement. These findings are consistent with the theory proposed by Schein (2010), which states that organizational culture influences employee behavior and attitudes. Moreover, these results support previous studies by Soeharso and Nurika (2020) and T. Y. Sari and Daniel A. W. Pattipawae (2017), which indicate that organizational culture significantly impacts employee engagement. A strong culture within an organization fosters employees' feelings of security and strengthens their emotional connection to the organization (Solahuddin et al., 2024).

The Impact of Competence on Employee Engagement

The analysis demonstrated that competence has a positive and statistically significant impact on employee engagement, as indicated by a path coefficient of 0.387, a t-statistic of 3.219 (>1.96), and a p-value of 0.001 (<0.05). An f-square value of 0.233 reflects a medium effect size. This indicates that improving employee competence is meaningful in fostering greater organizational engagement.

Competence encompasses the knowledge, skills, attitudes, and individual characteristics required to work effectively. In addition to technical skills (hard skills), competence also involves interpersonal aspects and work attitudes (soft skills) that support adaptability and achieving optimal results. Therefore, competence is a fundamental basis for individual contribution within an organization. Competent employees are more capable of effectively performing their duties, showing high engagement levels, and positively contributing to organizational goals (Solahuddin et al., 2024).

These research findings are consistent with those of Siswoyo (2024), which demonstrated that employee competence development increases their engagement with the organization. The study by Saimar et al. (2022) also identified that enhancing competence improves employee engagement.

The Impact of Organizational Culture on Managerial Performance

The hypothesis testing revealed that organizational culture exerts a positive and significant impact on managerial performance, as evidenced by a path coefficient of 0.209, a t-statistic of 2.529 (>1.96), and a p-value of 0.011 (<0.05). Although the f-square value of 0.148 suggests a weak effect size, the result still indicates that organizational culture enhances managerial performance.

A strong organizational culture can create a work environment that supports managerial effectiveness through various mechanisms, such as establishing behavioral norms that facilitate decision-making, reducing ambiguity to improve operational efficiency, and encouraging innovation and collaboration that enhance the flow of information and knowledge.

The study by Mayarani et al. (2021) shows that organizational culture positively and significantly influences managerial performance, asserting that a sound culture can enhance managerial effectiveness. A similar conclusion was drawn by D. R. Sari and Kartono (2024), reinforcing the idea that an organizational culture aligned with corporate values supports improved managerial performance.

The Impact of Competence on Managerial Performance

The analysis findings showed that competence has a positive and significant influence on managerial performance, with a path coefficient of 0.268, a t-statistic of 2.368 (>1.96), and a p-value of 0.018 (<0.05). The f-square value of 0.251 reflects a medium effect size, indicating that enhancing competence can meaningfully improve managerial performance.

Competence encompasses the knowledge, skills, and abilities required to carry out managerial tasks effectively. Competent managers can better plan, organize, lead, and control organizational resources to achieve goals. In addition, communication skills, problem-solving, decision-making, and leadership abilities also support managerial effectiveness.

This study supports the competency theory proposed by Boyatzis (1982), which states that optimal performance is achieved when individual competencies align with job demands and the organizational environment. These findings are also consistent with the study by Desi Rahmawati (2016), which showed that competence significantly affects managerial performance. Furthermore, research by Sanna Joensuu-Salo and K. Peltonen (2023) found that competence also plays an important role in influencing entrepreneurial attitudes and behaviors in business contexts and within educational and other organizational environments.

The Impact of Employee Engagement on Managerial Performance

The results of the analysis revealed that employee engagement exerts a positive and significant impact on managerial performance, as evidenced by a path coefficient of 0.580, a t-statistic of 4.524 (>1.96), and a p-value of 0.000 (<0.05). With an f-square value of 0.934, the effect size is considered strong, indicating that employee engagement is crucial in enhancing managerial performance.

Employee engagement reflects a psychological condition in which employees feel motivated, dedicated, and fully involved. Engaged employees are more likely to demonstrate initiative, higher productivity, and better work quality, all of which contribute to organizational performance, including managerial performance. Furthermore, employee engagement also reduces turnover rates and enhances organizational stability.

This study supports the findings of Liu et al. (2022), which indicate that employee engagement enhances individual and organizational performance in the hospitality industry.

Kurniawati and Raharja (2023) also found a significant relationship between employee engagement and organizational performance, demonstrating a strong positive impact on overall performance.

CONCLUSION

This study concludes that both organizational culture and the competency of employees have a positive and significant impact on employee engagement. In turn, this engagement contributes to improved managerial performance at PT Pelindo Cirebon. Employees who work in a strong corporate culture and possess high levels of competency are typically more emotionally and intellectually engaged, which ultimately enhances managerial performance. Additionally, employee engagement serves as a mediator between organizational culture, employee competency, and managerial performance. Therefore, the company should focus on strengthening its organizational culture and continuously developing employee competencies as a strategy to sustainably enhance managerial effectiveness.

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