
**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND MOTIVATION ON
EMPLOYEE ENGAGEMENT OF CIVIL SERVANTS AT THE REGIONAL
OFFICE OF THE MINISTRY OF RELIGIOUS AFFAIRS OF WEST
KALIMANTAN**



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Abstract

This study aims to analyze the effect of organizational culture and work motivation on the employee engagement of Civil Servants (PNS), both partially and simultaneously. The study employs a quantitative approach with an associative design. The population and sample consist of 132 civil servants (total sampling). Data were collected using a Likert-scale questionnaire and analyzed through multiple linear regression using SPSS, supported by instrument validity and reliability tests, classical assumption tests (normality, linearity, and multicollinearity), correlation coefficient (R), coefficient of determination (R^2), as well as F-test and t-test at a 0.05 significance level. The results indicate that organizational culture and work motivation simultaneously have a positive and significant effect on employee engagement. Partially, both organizational culture and work motivation also have a positive and significant effect on employee engagement. An R value of 0.660 indicates a strong relationship, while an R^2 value of 0.436 suggests that 43.6% of the variation in employee engagement is explained by organizational culture and work motivation, whereas the remaining 56.4% is influenced by other factors outside the model. Theoretically, this study strengthens organizational behavior literature by confirming the role of organizational culture and motivation as determinants of employee engagement within the public-sector bureaucratic context. Practically, the findings provide a basis for institutions to reinforce a constructive work culture and manage motivation systematically to improve employee attachment.

Keywords: Organizational Culture, Motivation, Employee Engagement

INTRODUCTION

Human resource management in public organizations is closely related to managing employee behavior, attitudes, and involvement in carrying out organizational duties. Sinambela (2016) defines human resource management as the process of handling various employee problems to support organizational activities in achieving predetermined goals. In this context, organizational culture is understood as a system of values, beliefs, and norms agreed upon and followed by organizational members as guidelines for work behavior (Sutrisno, 2019). In addition, motivation is viewed as a potential force originating from within or outside the individual that can influence performance outcomes positively or negatively, depending on the situations and conditions encountered (Riyadi, 2022). The concept of employee engagement then emerges as a condition of employees' overall involvement in work, enabling individuals to give their best efforts to the organization (Febriansyah & Ginting, 2020).

This phenomenon is relevant in the context of government institutions, including the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province, which has a strategic function in managing policies in the fields of religion and religious education within West Kalimantan. Based on personnel data for 2025, this institution has a total of 148 employees consisting of 133 Civil Servants (PNS), 7 Government Employees with Work Agreements (PPPK), and 8 non-ASN personnel spread across various work units (Kanwil Kemenag Provinsi Kalimantan Barat, 2025). The distribution of employees shows the largest concentration in the Administrative Affairs Division, both for PNS and PPPK. This condition reflects the complexity of human resource management in an organization with a bureaucratic structure and diverse public service functions.

Empirical problems in employee management at the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province are reflected in employee attendance, lateness, and disciplinary sanctions data. Civil Servant absenteeism data for the 2022–2024 period show fluctuations, with absenteeism increasing from 0.49% in 2022 to 0.67% in 2023, then decreasing to 0.42% in 2024 (Kanwil Kemenag Provinsi Kalimantan Barat, 2025). A fluctuating pattern is also seen in the number of late arrivals and early departures, where there was a significant decrease in 2023 and then an increase again in 2024. In addition, disciplinary sanctions data show an increase in the number of sanctions by 300% in 2023 compared to the previous year, before decreasing in 2024 (Kanwil Kemenag Provinsi Kalimantan Barat, 2025).

Various findings from previous studies show the linkage between organizational culture, motivation, employee engagement, and employee work behavior. Llanos (2015) states that employee absence is influenced by organizational culture. De Oliveira et al. (2023) found that job satisfaction presents motivational factors that positively affect employee absenteeism levels. Hemapriya and Mahendran (2025) reported that effective employee engagement programs correlate with increased loyalty and reduced desire to be absent. These findings indicate that absenteeism, lateness, and work discipline phenomena cannot be separated from the dynamics of organizational culture, motivation, and employee involvement.

Although a number of studies have examined the relationships between organizational culture, motivation, work discipline, and performance, there is a research gap in the context of employee engagement as the dependent variable. Studies by Mursalaat et al. (2024) and Hapsari et al. (2023) emphasize the influence of organizational culture and

motivation on work discipline, while Neuber et al. (2021) identify a negative relationship between work engagement and absenteeism. Other studies show the influence of organizational culture and motivation on employee performance (Zebua et al., 2024; Rozi et al., 2024), as well as the correlation of employee engagement with job performance (Al-Haziati, 2024). However, studies that simultaneously test the influence of organizational culture and motivation on employee engagement in the context of civil servants, particularly in vertical institutions of the Ministry of Religious Affairs at the provincial level, remain limited.

Pratiwi & Mahdi (2025) show that organizational culture plays an important role in increasing the work motivation of Civil Servants. These findings indicate that organizational culture and work motivation not only affect performance aspects but also potentially shape employee attachment (employee engagement). It was also found that employee engagement plays a significant role in shaping positive employee work attitudes (Usni & Mahdi, 2025). However, previous research still positioned work motivation as a dependent variable, so its influence on employee engagement has not been widely studied.

Based on this gap, this study is positioned to examine the relationship between organizational culture and work motivation with employee engagement for Civil Servants at the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province. This study utilizes empirical personnel data for the 2022–2024 period as well as a variable framework that has been used in previous studies, without expanding the scope of the object, sector, or research period. In line with the problems and context described, the objective of this study is to analyze the influence of organizational culture and motivation on employee engagement of Civil Servants at the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province.

REVIEW OF LITERATURE

Organizational Culture

Organizational culture is a fundamental concept that explains patterns of values, beliefs, and assumptions shared by organizational members and serves as a guideline in behaving and working. Hofstede (2011) defines culture as the overall results of human creativity, feeling, and intention obtained through a learning process, not derived from instinct. In an organizational context, culture is not understood as an individual preference, but rather as the way organizational members interpret the cultural characteristics that apply in their work environment. Sutrisni (2010) in Muis et al (2018) explains that organizational culture is a set of values, beliefs, assumptions, and norms that have developed and been collectively agreed upon and used as guidelines by organizational members in acting and solving various problems. This view is reinforced by Sule and Saefullah (2005) in Tirtayasa (2019), who state that organizational culture functions as a value system believed by the organization to achieve goals effectively and efficiently. Therefore, understanding organizational culture becomes a strategic factor in human resource management.

According to Busro (2018), organizational culture is a shared perception that forms the organization's value system and meaning system that influence work patterns and member behavior. Edison et al. (2018) emphasize that a strong and constructive organizational culture is indicated through several key indicators, namely self-awareness, aggressiveness, personality, performance, and team orientation. These five indicators describe the extent to which organizational values are internalized and manifested in

productive and collaborative work behavior. Anugra and Saragih (2018) prove that organizational culture has a significant influence on employee engagement. This shows that clear organizational values, directed work patterns, and a culture that supports performance can increase employee involvement in carrying out their roles. Thus, organizational culture is viewed as an important variable that contributes to the formation of employee engagement, especially in public sector organizations.

Work Motivation

Work motivation is a driving factor that influences behavior, intensity of effort, and persistence of individuals at work. Kuswati (2019) defines motivation as the process of providing encouragement, enthusiasm, and stimulation to individuals so that they are willing to work consciously, voluntarily, and with commitment in achieving organizational goals. From a theoretical perspective, Gopalan et al. (2017) explain motivation as a construct used to understand and explain human behavior in a work context. Paais & Pattiruhu (2020) emphasize that motivation serves as the main trigger in increasing job satisfaction and work quality, and provides significant psychological impacts on organizational strategy. High motivation levels encourage employees to cooperate optimally with the organization, thus facilitating goal achievement. Conversely, low motivation can hinder performance and the achievement of organizational targets (Suswati, 2022).

Riyadi (2022) states that motivation is a potential force within individuals that can come from internal or external factors, including material and non-material rewards, and its influence on performance depends heavily on the situations and conditions faced by individuals. Edison et al. (2018) develop Abraham Maslow's needs theory as dimensions of work motivation, including physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Fulfillment of these needs will encourage individuals to show more positive and productive work behavior. Motivation will function optimally when individuals understand their roles and responsibilities within the organization (Ritta et al., 2018). Junengsih et al. (2022) show that motivation affects employee engagement, where employees with high levels of motivation tend to have stronger work involvement. Thus, work motivation is an important variable that influences the level of employee engagement.

Employee Engagement

Employee engagement refers to the level of an individual's attachment to their work and organization, reflected in physical, emotional, and cognitive involvement. Employee engagement can be interpreted as work attachment that encourages individuals to be fully involved in their work, show high responsibility, prioritize task completion, work earnestly, and meet predetermined time targets (Tritch, 2003; Franata, 2025). This involvement is reflected when employees feel they are part of organizational success and have the drive to exceed established performance standards. In this context, the role of the workforce becomes a crucial factor in increasing productivity and sustaining organizational performance (Hasibuan et al 2024).

Turner (2020) concludes that employee engagement is reflected through feelings of enthusiasm, spirit, satisfaction, empowerment, and positive behaviors related to work. Thus, employee engagement can be understood as employees' commitment and willingness to form positive attitudes, behaviors, and motivation to support the achievement of organizational goals. Febriansyah & Ginting (2020) view employee engagement as an organizational effort to activate all human resources so that they can contribute maximally to achieving

organizational strategic goals. Robbins and Judge (2008) define employee engagement as involvement, satisfaction, and enthusiasm of individuals toward the work they perform.

Schaufeli (2004) in Febriansyah & Ginting (2020) argues that employee engagement has three main dimensions, namely vigor, dedication, and absorption. Vigor describes high spirit and energy at work, dedication reflects pride, meaning, and inspiration toward work, while absorption shows the level of concentration and immersion in completing tasks. These three dimensions represent strong and sustainable work involvement. Based on these definitions, employee engagement can be concluded as a strong physical, emotional, and cognitive attachment between individuals and the organization where they work, which encourages positive attitudes and behaviors in supporting the achievement of organizational goals sustainably.

RESEARCH METHOD

This study uses a quantitative research method with an associative approach. Quantitative research methods are based on the philosophy of positivism, used to examine certain populations or samples, with data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses, while associative research is research that asks about the relationship between two or more variables (Sugiyono, 2024). Quantitative methods with an associative approach are used to determine the influence of Organizational Culture and Motivation on Employee Engagement of Civil Servants at the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province. This study uses primary and secondary data, where primary data were obtained through interviews and questionnaires, while secondary data were obtained through documents from the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province.

The population in this study is all Civil Servants at the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province totaling 132 employees. The sampling technique uses total sampling or census, so all members of the population are used as the sample. The research variables consist of independent variables and a dependent variable, where the independent variables are Organizational Culture (X1) and Motivation (X2), while the dependent variable is Employee Engagement (Y). The variable measurement scale uses a Likert Scale with five alternative answers, namely Strongly Agree, Agree, Less Agree, Disagree, and Strongly Disagree.

The data analysis technique uses quantitative analysis with an associative approach processed using SPSS 26 for Windows, including instrument tests, classical assumption tests, multiple linear regression analysis, correlation coefficient, coefficient of determination, simultaneous tests, and partial tests. Instrument tests consist of validity tests and reliability tests, while classical assumption tests include normality tests, linearity tests, and multicollinearity tests. Multiple linear regression analysis is used to determine the influence of Organizational Culture and Motivation on Employee Engagement, while simultaneous and partial tests are used to determine the influence jointly and individually at a significance level of 0.05 (Ghozali, 2018; Siregar, 2018; Purnomo, 2016).

Research Hypotheses

H1: Organizational Culture (X1) has a positive and significant effect on Employee Engagement (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of West Kalimantan Province.

H2: Work Motivation (X2) has a positive and significant effect on Employee Engagement (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of West Kalimantan Province.

H3: Organizational Culture (X1) and Work Motivation (X2) simultaneously have a positive and significant effect on Employee Engagement (Y) of Civil Servants at the Office of the Ministry of Religious Affairs of West Kalimantan Province.

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

Validity testing is conducted by correlating the score of each questionnaire item with the total score to ensure the instrument is able to measure the construct being studied. The calculated r value is then compared with the r table value of 0.171 obtained from $df = 130$ at a significance level of 0.05. The test results are presented in Table 1.

Table 1.

Validity Test Results				
Variable	Indicator	r-count	r-table	Description
Organizational Culture (X1)	X1.1	0.547	0.171	Valid
	X1.2	0.687		
	X1.3	0.482		
	X1.4	0.494		
	X1.5	0.443		
	X1.6	0.554		
	X1.7	0.605		
	X1.8	0.475		
	X1.9	0.530		
	X1.10	0.585		
	X1.11	0.644		
	X1.12	0.478		
	X1.13	0.518		
	X1.14	0.693		
	X1.15	0.585		
Motivation (X2)	X2.1	0.576	0.171	Valid
	X2.2	0.531		
	X2.3	0.591		
	X2.4	0.662		
	X2.5	0.608		
	X2.6	0.633		
	X2.7	0.558		
	X2.8	0.622		
	X2.9	0.612		
	X2.10	0.695		
Employee Engagement (Y)	Y.1	0.746	0.171	Valid
	Y.2	0.695		
	Y.3	0.641		

Y.4	0.635
Y.5	0.670
Y.6	0.730

Source: Processed Data, 2026

Based on the results shown in Table 1, each indicator for the variables Organizational Culture (X1), Motivation (X2), and Employee Engagement (Y) has an r-count value greater than the r-table (0.171), so all research instruments are declared valid and feasible to use.

b. Reliability Test

Reliability testing aims to measure the level of consistency and dependability of research instruments; in this study it is conducted using the Cronbach's Alpha method, with a minimum value criterion of 0.60 as the requirement for an instrument to be declared reliable. The reliability test results are presented in Table 2.

Table 2.
Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Organizational Culture (X1)	0,840	15	0.60	Reliable
Motivation (X2)	0,811	10		
Employee Engagement (Y)	0,775	6		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all research variables have Cronbach's Alpha values above 0.60, so all items are declared reliable and feasible to be used as data collection instruments.

Classical Assumption Test

a. Normality Test

The normality test is conducted to determine whether the data are normally distributed; in this study it is tested using the Kolmogorov-Smirnov method with the analysis results presented in Table 3.

Table 3.
Normality Test Results

Test	Value
N (Sample)	132
Test Statistic	.064
Asymp.Sig.(2-tailed)	.200c

Source: Processed Data, 2026

Based on the normality test results in Table 3 above, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the minimum significance value of 0.05. Thus, it can be concluded that the data used in this study are normally distributed.

b. Linearity Test

The linearity test is conducted to determine whether there is a linear relationship between the independent variables and the dependent variable; it is tested using the Test for Linearity method, with the analysis results presented in Table 4.

Table 4.
Linearity Test Results of Organizational Culture and Employee Engagement

Organizational Culture * Employee Engagement		Sig.	Description
Between Groups	(Combined)	.000	Linear
	Linearity	.000	
	Deviation from Linearity	.185	

Source: Processed Data, 2026

From Table 4, it can be seen that the relationship between Organizational Culture (X1) and Employee Engagement (Y) is declared linear because the Deviation from Linearity significance value is $0.185 > 0.05$ and Sig. Linearity value is $0.00 < 0.05$. Furthermore, the linearity test results between Motivation (X2) and Employee Engagement (Y) are presented in Table 5.

Table 5.
Linearity Test Results of Motivation and Employee Engagement

Motivation * Employee Engagement		Sig.	Description
Between Groups	(Combined)	.000	Linear
	Linearity	.000	
	Deviation from Linearity	.063	

Source: Processed Data, 2026

Based on the linearity test results conducted on the Motivation (X2) and Employee Engagement (Y) variables shown in Table 5, the Deviation from Linearity significance value is $0.063 > 0.05$ and Sig. Linearity value is $0.00 < 0.05$, so the relationship between Motivation and Employee Engagement is declared linear.

c. Multicollinearity Test

The multicollinearity test is conducted to ensure there is no high correlation among independent variables that can affect the accuracy and reliability of the regression model. The test results using SPSS are presented in Table 6.

Table 6.
Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Culture	.646	1.549
Motivation	.646	1.549
Dependent Variable: Employee Engagement		

Source: Processed Data, 2026

Based on Table 6 of the multicollinearity test, it can be seen that the Organizational Culture (X1) and Motivation (X2) variables have a VIF value of 1.549 (< 10.00) and a Tolerance value of 0.646 (> 0.10), indicating that there are no multicollinearity symptoms between the Organizational Culture and Motivation variables.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the influence of independent variables on the dependent variable, both simultaneously and partially, as well as to form a predictive model of inter-variable relationships. The regression coefficient results based on SPSS analysis are presented in Table 7.

Table 7.
Multiple Linear Regression Analysis Results

Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.723	6.421	.000
Organizational Culture	.434	6.396	.000
Motivation	.162	2.356	.020

Dependent Variable: Employee Engagement

Source: Processed Data, 2026

Based on Table 7, the multiple linear regression equation obtained is:

$$Y = 1.723 + 0.434X_1 + 0.162X_2$$

- 1) The constant of 1.723 indicates that when Organizational Culture and Motivation are zero, Employee Engagement remains at a value of 1.723.
- 2) The Organizational Culture coefficient of 0.434 is positive, meaning that every one-unit increase in Organizational Culture will increase Employee Engagement by 0.434 units.
- 3) The Motivation coefficient of 0.162 is positive, indicating that every one-unit increase in Motivation will increase Employee Engagement by 0.162 units.

b. Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of relationships between variables, which in this study is analyzed using the Product Moment method, with the results presented in Table 8.

Table 8.

Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660a	.436	.427	.25159

Predictors: (Constant), Motivation, Organizational Culture.

Source: Processed Data, 2026

Based on Table 8, the correlation (R) value is 0.660. This value indicates that the relationship between the Organizational Culture and Motivation variables on Employee Engagement is in the strong category, because it lies in the range of 0.600–0.799.

c. Determination Coefficient (R²)

Based on the coefficient of determination (R²) test results presented in Table 8 above, the R-Square value is 0.436. This value indicates that the Organizational Culture and Motivation variables contribute 43.6% to Employee Engagement. The remaining 56.4% is influenced by other variables not included in this research model.

d. Simultaneous Test (F test)

The simultaneous test (F test) is used to determine whether all independent variables simultaneously have a significant effect on the dependent variable in a study. Based on the results of the simultaneous hypothesis test (F Test) using SPSS, the simultaneous test results can be seen in Table 9.

Table 9.

Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	6.313	3.157	49.870	.000b
Residual	8.166	.063		

Dependent Variable: Employee Engagement

Predictors: (Constant), Motivation, Organizational Culture

Source: Processed Data, 2026

Based on the results of the simultaneous test (F Test) presented in Table 9, it is known that the calculated F value is 49.870, greater than the F table value of 3.07 with a significance of $0.000 < 0.05$, so it can be concluded that Organizational Culture and Motivation simultaneously have a significant effect on Employee Engagement.

e. Partial Test (t test)

The partial test (t test) is used to test the influence of each independent variable on the dependent variable. The results of the partial hypothesis test (t test) using SPSS are presented in Table 10.

Table 10.
Partial Test Results (t test)

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.723	6.421	.000
Organizational Culture	.434	6.396	.000
Motivation	.162	2.356	.020

Dependent Variable: Employee Engagement

Source: Processed Data, 2026

Based on Table 10, the calculated t results will be compared with the t table. The t table value is 1.656. The results of the t test (Partial) in Table 10 can be explained as follows:

- 1) The calculated t value obtained for the Organizational Culture variable (X1) is $6.396 >$ the t table value of 1.656 and the significance value obtained is $0.000 < 0.05$. Thus, it can be concluded that H_0 is rejected and H_a is accepted. Based on these test results, it can be interpreted that partially the Organizational Culture variable has a positive and significant effect on Employee Engagement.
- 2) The calculated t value obtained for the Motivation variable (X2) is $2.356 >$ the t table value of 1.656 and the significance value obtained is $0.020 < 0.05$. Thus, it can be concluded that H_0 is rejected and H_a is accepted. Based on these test results, it can be interpreted that partially the Motivation variable has a positive and significant effect on Employee Engagement.

DISCUSSION

The Influence of Organizational Culture on Employee Engagement

The analysis results show that Organizational Culture (X1) has a positive and significant effect on Employee Engagement of Civil Servants at the Ministry of Religious Affairs Office of West Kalimantan Province. This is evidenced by a regression coefficient value of 0.434, a calculated t value of 6.396 which is greater than the t table (1.656), and a significance level of $0.000 < 0.05$. These findings indicate that the better the organizational culture implemented, the higher the level of employee attachment to the organization. The results of this study are in line with Akbar (2013), who states that organizational culture has a positive and significant influence on employee engagement. This similarity of results shows that organizational culture applied consistently and well understood by organizational members can increase employee attachment to the organization. Thus, Akbar (2013) strengthens this study's findings that strengthening organizational culture is an important factor in building employee engagement.

A strong organizational culture is reflected through values, norms, and work behavior patterns that are accepted and consistently implemented by employees. This condition is able to create a conducive work environment, increase a sense of belonging, and encourage

employees to contribute optimally. Employee engagement in this context is not only reflected in employee involvement in carrying out tasks, but also in emotional commitment and willingness to support organizational goals. Thus, the results of this study confirm that organizational culture is an important factor in building employee engagement in government institutions, particularly at the Ministry of Religious Affairs Office of West Kalimantan Province.

The Influence of Motivation on Employee Engagement

The partial test results show that Motivation (X2) has a positive and significant effect on Employee Engagement. This is indicated by a regression coefficient value of 0.162, a calculated t value of 2.356 which is greater than the t table (1.656), and a significance value of $0.020 < 0.05$. These findings indicate that an increase in employee work motivation will directly impact the increase in employee attachment to the organization. The results of this study are in line with Putri (2017), who concludes that motivation has a positive and significant effect on employee engagement. The study shows that good motivation levels can encourage employee attachment to their work, reflected in increased satisfaction, energy, and work enthusiasm. This similarity of results confirms that motivation is an important factor in building employee engagement, thus providing empirical support for the results of this study.

Employees who have high motivation tend to show enthusiasm at work, have a desire to develop, and strive to provide their best performance for the organization. This condition strengthens employee attachment both psychologically and emotionally to the institution where they work. Thus, work motivation becomes an important determinant in increasing employee engagement of Civil Servants at the Ministry of Religious Affairs Office of West Kalimantan Province.

The Influence of Organizational Culture and Motivation on Employee Engagement Simultaneously

Based on the simultaneous test (F Test), the calculated F value is 49.870, which is greater than the F table value of 3.07 with a significance level of $0.000 < 0.05$. This result shows that Organizational Culture and Motivation together have a positive and significant effect on Employee Engagement. These findings confirm that employee engagement is a multidimensional construct influenced by a combination of organizational and individual factors. This result is in line with Anggreana et al. (2015), who conclude that organizational culture, when supported by work driving factors, has an important role in increasing employee engagement; thus, the combination of constructive organizational culture and adequate work motivation becomes a key factor in building sustainable employee engagement. Therefore, strengthening organizational culture supported by increasing work motivation is a relevant strategy to improve employee attachment in government institutions.

CONCLUSION

This study aims to analyze the influence of organizational culture and motivation on employee engagement of Civil Servants at the Regional Office of the Ministry of Religious Affairs of West Kalimantan Province. The results of multiple linear regression analysis produce the equation $Y = 1.723 + 0.434X_1 + 0.162X_2$, which shows that organizational culture and motivation have a positive influence on employee engagement. The correlation coefficient of 0.660 indicates a strong relationship between the organizational culture and motivation variables with employee engagement. Furthermore, the coefficient of determination value of 43.6% shows that employee engagement can be explained by

organizational culture and motivation, while the remainder is influenced by other variables outside the research model. Simultaneous testing (F Test) and partial testing (t Test) also prove that organizational culture and motivation both together and separately have a positive and significant influence on employee engagement.

Theoretically, these findings strengthen the concept that constructive organizational culture and adequate work motivation are important determinants in shaping employee engagement, especially in the context of public sector organizations. This study provides an empirical contribution by integrating organizational culture indicators, motivation dimensions, and employee engagement aspects in one research model relevant for civil apparatus. Practically, the results of this study confirm the importance of strengthening organizational culture and managing work motivation systematically as a strategy to increase employee engagement. Organizations are expected to create a fair work environment, support competency development, and provide proportional rewards to encourage sustainable employee attachment. Future research is suggested to include other variables such as leadership, work environment, or job satisfaction, and to expand the research object to other government institutions so that the research results can be generalized more broadly.

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