JAFM: Journal of Accounting and Finance Management
E-ISSN: 2721-3013
P-ISSN: 2721-3005
https://dinastires.org/JAFM dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jafm.v6i4

The Influence of Organizational Culture and Work Engagement on Service Performance Through Service Quality at the West Tanjung Jabung District Health Office

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Abstract: This study aims to describe the implementation of organizational culture, work engagement, service quality, and employee performance at the Tanjung Jabung Barat District Health Office. It also aims to determine and analyze the influence of organizational culture and work engagement through service quality on employee performance. This study was conducted at the Tanjung Jabung Barat District Health Office. The population was 1,021 health workers within the Tanjung Jabung Barat District Health Office with civil servant status in 2024. The sample size used Slovin's theory with a 10% margin of error, resulting in 92 health workers with civil servant status. This study used a quantitative approach with a survey method and Partial Least Square (PLS) data analysis. The results showed that organizational culture and work engagement have an influence on performance, both directly and indirectly through service quality at the Tanjung Jabung Barat District Health Office. This indicates that the Tanjung Jabung Barat District Health Office is able to build a strong organizational culture and is able to proactively involve itself in work, which will be able to improve the quality of service and performance of the Tanjung Jabung Barat District Health Office.

Keywords: Organizational Culture, Work Engagement, Service Quality, Performance

INTRODUCTION

Public services are a crucial foundation in governance because they serve to meet the basic needs of the community and guarantee the rights of citizens. In the context of Indonesia as a developing country, the quality of public services is a key determinant of successful development and improved public welfare. As stated by Denhardt and Denhardt (2015), public services are not merely administrative activities, but rather a form of strategic interaction between the government and citizens in creating a just, sustainable, and satisfaction-oriented social order.

One of the most urgent public service sectors is the health sector. Healthcare services encompass more than just curing illnesses, but also part of a social protection system that guarantees the public's right to a healthy life. Therefore, local governments, through the Health Office, play a crucial role in providing high-quality, accessible services that address dynamic

needs. This role makes the Health Office a strategic institution in achieving optimal public health (Handoyo, 2020).

The increase in the number of healthcare workers in West Tanjung Jabung Regency over the past five years demonstrates the local government's commitment to strengthening public service capacity. However, the availability of sufficient human resources does not automatically guarantee the achievement of excellent service quality. Without a strong organizational culture and high employee engagement, healthcare workers are likely to underperform. Robbins and Judge (2017) emphasize that a healthy organizational culture can serve as a bond between shared values and goals, ultimately enhancing employee loyalty and performance.

Internal data from the Health Office shows positive trends in employee attendance and compliance with SOPs, but issues such as internal conflict, work ethic violations, and a small number of employees failing to comply with procedures remain (Schein, 2010). This indicates that core organizational cultural values, such as integrity, collaboration, and open communication, have not been fully internalized in daily work behavior. In other words, the organizational culture is not yet optimal in creating a conducive work environment and supporting quality public services.

Besides organizational culture, employee engagement is also an important factor to consider. Employee engagement describes a positive psychological state characterized by enthusiasm, dedication, and complete focus on work (Schaufeli et al., 2002). Saks (2006) explains that employee engagement is influenced by perceptions of organizational support, fairness, and the alignment of personal values with organizational values. In the context of healthcare, high employee engagement will increase employee responsibility, innovation, and responsiveness in serving the community.

However, the results of a performance evaluation of the West Tanjung Jabung Regency Health Office in 2024 indicated that employee engagement remained weak. Participation in service innovation was only 48%, attendance at evaluation meetings only reached 62%, and delays in activity reporting remained high (Regional Inspectorate, 2025). This indicates that emotional engagement and a sense of belonging to the organization remain low, directly impacting the effectiveness of promotive, preventive, and service innovation programs.

The quality of public services is also an important indicator in assessing organizational performance. The SERVQUAL model by Parasuraman et al. (2008) emphasizes that the dimensions of reliability, responsiveness, assurance, empathy, and tangibles are the main measures of service quality. Unfortunately, evaluation reports indicate that the completion rate of healthcare worker licensing services is only 76%, and healthcare worker satisfaction with administrative services has only reached 69% (Regional Inspectorate, 2025). This problem is reinforced by the results of the Public Satisfaction Index (IKM), where the aspect of "resolved time" is still in the poor category (PermenPAN-RB No. 14 of 2017).

The urgency of this research becomes clearer when we observe that the performance of employees at the West Tanjung Jabung District Health Office has indeed improved over the past five years, but this does not yet fully reflect optimal performance. There is still room for improvement in the level of service timeliness, compliance with standard operating procedures (SOPs), and participation in innovation. Yet, in modern public service, the success of government agencies is largely determined by their ability to provide fast, accurate, and user-focused services (Osborne, Radnor, & Nasi, 2013).

Thus, this research is relevant both academically and practically. Academically, it adds to the literature on the influence of organizational culture and work engagement on employee performance, with service quality as a mediating variable. Practically, this research can provide strategic recommendations for the West Tanjung Jabung Regency Health Office in formulating performance improvement policies based on strengthening organizational culture, work engagement, and improving service systems.

Based on the description, the problem formulation in this study is focused on: how does organizational culture and work involvement influence the performance of employees of the West Tanjung Jabung District Health Office with service quality as a mediating variable.

METHOD

This research was conducted at the Tanjung Jabung Barat District Health Office as one of the local government agencies that has a major responsibility in providing health services. The research object focused on organizational culture, work engagement, service quality, and employee performance, with the research subjects being health workers with Civil Servant status totaling 1,021 people in 2024. The selection of this object was based on the important role of health workers as the spearhead of public services, especially in the health sector (Supranto, 2014).

To obtain the necessary data, several data collection techniques were used. First, a literature review was conducted by reviewing books, journals, and other documents relevant to the research variables to strengthen the theoretical foundation. Second, a field study was conducted through direct observation, employee interviews, and questionnaires. Observations enabled researchers to understand the real-world conditions, while interviews helped to gather more in-depth information. The questionnaire used a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," to measure respondents' perceptions of the research variable indicators (Sugiyono, 2017).

The population in this study was all healthcare workers within the Tanjung Jabung Barat District Health Office, totaling 1,021 individuals. From this population, the sample size was determined using the Slovin formula with a 10% margin of error, resulting in a sample size of 92 individuals. This sample determination aligns with Arikunto's (2018) opinion, which states that a sample is a portion of a population considered representative of the entire population, allowing for generalizability of the research results.

Data analysis was conducted through two approaches: descriptive analysis and verification analysis. Descriptive analysis was used to describe the condition of each research variable based on respondents' answers. Meanwhile, verification analysis was conducted to test the hypothesis regarding the influence of organizational culture and work engagement on employee performance with service quality as a mediating variable. The analysis method used was Partial Least Squares-Structural Equation Modeling (PLS-SEM). According to Hair et al. (2017), PLS-SEM is an appropriate analysis technique used to test the relationship between latent variables with a relatively small sample size and does not require strict data distribution assumptions.

In PLS-SEM, the research model consists of two parts: the outer model (measurement model) and the inner model (structural model). The outer model serves to test the validity and reliability of indicators in measuring constructs, while the inner model is used to test the strength and significance of the relationship between latent variables. Evaluation of the outer model is carried out through convergent validity, discriminant validity, Average Variance Extracted (AVE), and composite reliability tests. Meanwhile, evaluation of the inner model is carried out by looking at the R-square value, predictive relevance (Q^2), effect size (f^2), and path coefficient to measure the direct and indirect influences between variables (Hair et al., 2014).

RESULTS AND DISCUSSION

Respondent Profile

The description of the respondents' profiles in this study includes gender, age, education level, and occupation. This information was obtained through the distribution of questionnaires to the public, specifically healthcare workers within the West Tanjung Jabung Regency Health Office. Identifying the respondents' profiles is intended to provide a general overview of their

backgrounds and serve as a basis for further analysis of the research findings. A description of the respondents' characteristics is presented below.

Table 1. Respondent Profile

No	Respondent Profile	Amount	Percentage (%)
1	**Gender**		
	Man	40	47,8
	Woman	48	52,2
2	**Age Group (Years)**		
	< 30	12	13
	30 – 40	63	68,5
	41 – 50	11	12
	> 50	6	6,5
3	**Education**		
	Diploma	35	38
	Bachelor	53	57,6
	Master	4	4,3

Source: Questionnaire data processing results (2025).

Description of Research Variables

The descriptive statistical analysis in this study aims to describe the observed variables through a Likert-scale questionnaire. The study covers four main variables: organizational culture, work engagement, service quality, and performance at the West Tanjung Jabung District Health Office. Each indicator within these variables is designed to represent the actual conditions within the agency, with each question item having a specific classification that captures the real situation on the ground.

Table 2. Description of Research Variables

No	Hipotesis	Score	Range	Results
1.	X1_Organizational culture	4.127	3.754 – 4.636	Good
2.	X2_Work Engagement	3.063	2.814 – 3.475	Tall
3.	Y_Quality of Service	4.417	4.067 – 5.023	Good
4.	Z_Performance	4.062	3.753 – 4.635	Good

Source: Questionnaire data processing results (2025).

Data Analysis Results

a. Measurement Model Analysis (Outer Model)

The outer model assessment in PLS-SEM analysis using SmartPLS 3.0 covers three main aspects: convergent validity, discriminant validity, and composite reliability. Convergent validity in the reflective indicator measurement model is evaluated through the correlation between item/component scores generated by SmartPLS 3.0. An indicator is considered to meet the criteria if it has a loading factor value of at least 0.70 against the measured construct. In this study, the loading factor threshold value was set at 0.70 as the evaluation standard. The test results show the following findings:

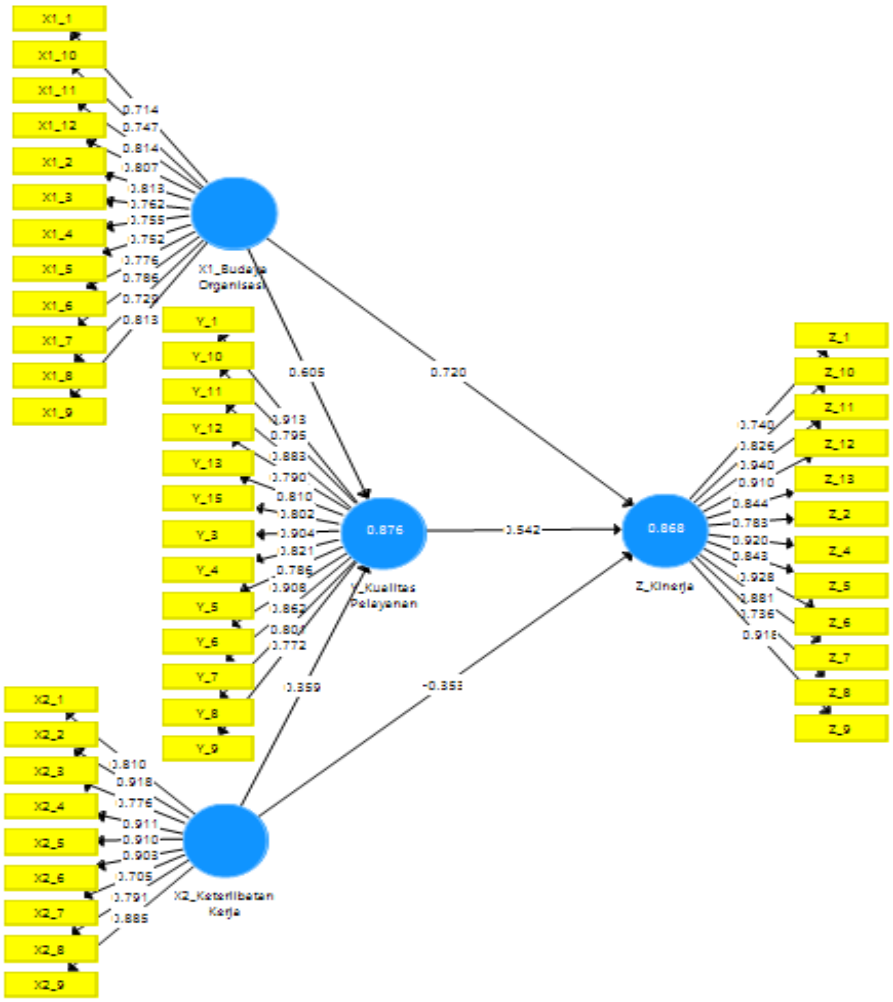

Figure 1. Outer Model

The results of the PLS modeling analysis presented in Figure 1 reveal that all research indicators meet convergent validity standards, with all outer loading values above the minimum limit of 0.70. Conceptually, an outer loading value exceeding 0.70 indicates a close relationship between the indicator and the construct being measured, thus meeting the criteria for convergent validity with good qualifications. In this study, the lowest outer loading value was found in indicator X1_1 (0.714), while the highest value was achieved by indicator Z_11 (0.940). These results prove that all research instruments are valid and allow for proceeding to the next phase of analysis.

Furthermore, the Construct Reliability results showed Cronbach's Alpha values for each variable ranging from 0.939 to 0.967, exceeding the recommended minimum threshold of 0.7. Similarly, Composite Reliability values ranged from 0.947 to 0.971, well above the required threshold of 0.7. These findings indicate that all measurement instruments have very strong internal consistency.

b. Structural Model Analysis (Inner Model)

After all constructs in this study successfully met the requirements of convergent validity, discriminant validity, and composite reliability, the analysis stage continued by evaluating the structural model. This evaluation process includes two main aspects: (1) testing the coefficient of determination (R-Square) to measure the predictive power of the model, and (2) effect size analysis (F-Square) to assess the contribution of each predictor variable to the dependent variable.

1) R–*Square* (*Coefficient of determination*)

The results of the calculation of the coefficient of determination for this research model are presented in the following table:

Table 3. R Square Value

	R Square	Adjusted R Square
Y_Quality of Service	0,876	0,874
Z_Performance	0,868	0,864

Source: SmartPLS 3.0 output (2025).

Based on Table 3, this research model shows excellent predictive power, as reflected by the high R-Square and Adjusted R-Square values for both endogenous variables. For the service quality variable, the R-Square value is 0.876 and the Adjusted R-Square value is 0.834. This figure indicates that 87.4%–87.6% of the variance in Service Quality can be explained by exogenous constructs (Organizational Culture and Work Engagement), this value is considered strong based on the criteria of Hair et al. (2017) ($R^2 > 0.75$).

Meanwhile, for the performance variable, the R-Square value was 0.868 (86.8%), and the Adjusted R-Square value was 0.864. This means that 86.4%–86.8% of the Performance variance is predicted by the exogenous constructs (Organizational Culture and Work Engagement) including Service Quality as a mediator. This value is considered very strong ($R^2 > 0.75$).

The implications of this research result indicate that the structural model has very high explanatory power for the dependent variables, especially for Performance. The Adjusted R-Square value is almost the same as the R-Square, indicating that the model does not contain overfitting. This finding also supports the hypothesis that the exogenous constructs (X1, X2, and Y) collectively contribute significantly to the endogenous variables (Y and Z).

2) F–*Square* (f^2 *Effect Size*)

The results of the F-square calculation for this research model are presented in the following table:

Table 4. F-Square Value

	Y_Quality of Service	Z_Performance
X1_Organizational culture	**0,674**	**0,534**
X2_Work Engagement	**0,237**	**0,174**
Y_Quality of Service		**0,276**

Source: SmartPLS 3.0 output (2025).

Based on Table 4, the magnitude of the influence of each exogenous variable on the endogenous construct can be identified as follows:

a) Influence on Service Quality (Y). Organizational Culture (X1) shows an effect size of 0.674 (high influence category). Meanwhile, work engagement (X2) recorded a value of 0.237 (moderate influence category). These results indicate that organizational culture has a more dominant contribution in predicting Service Quality than work engagement.
b) Influence on Performance (Z). Organizational Culture (X1) has a value of 0.534 (large influence), Work Involvement (X2) is 0.174 (medium influence), and Service Quality (Y) shows a value of 0.276 (medium influence). This finding reveals that Service Quality is the strongest predictor of Performance.

The main implication of these results is that organizational culture (X1) has a substantial influence on both service quality and performance. The mediator role of service quality (Y) is crucial in mediating the influence on performance. Meanwhile, work engagement (X2) has a relatively smaller influence, especially on performance.

c. Hypothesis Testing Results

Hypothesis testing is conducted by analyzing the t-statistic and p-value. A hypothesis is declared proven if it meets the following empirical criteria: (1) the p-value is less than 0.05, or (2) the t-statistic exceeds 1.96. In one-tailed testing with a significance level of 5%, the critical t-value used is 1.96. The following figure displays the relationship model between research constructs generated through the bootstrapping method.

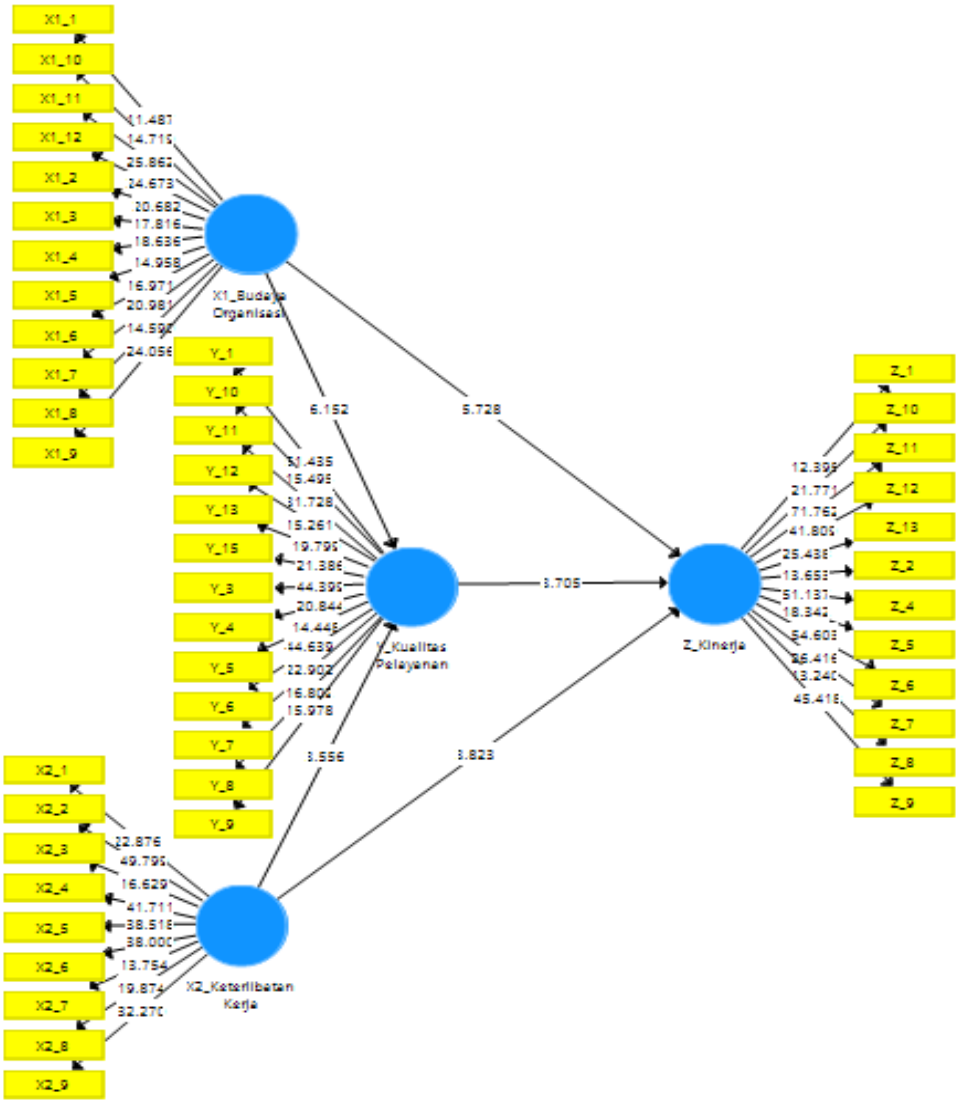

Figure 2. Bootstrapping Result Model

Based on the results of the inter-construct relationship modeling obtained, the next step is to conduct a statistical evaluation using the bootstrapping technique in SmartPLS 3.0. This analysis will comprehensively describe both the direct and indirect influences between the research variables, with the following explanation:

Table 5. Hypothesis Test Result

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Hypothesis
X1_Organizational Culture -> Y_Service Quality	0,605	6,152	**0,000**	**Accepted**
X2_Work Engagement -> Y_Service Quality	0,359	3,556	**0,000**	**Accepted**

X1_Organizational Culture -> Z_Employee Performance	0,720	5,728	**0,000**	**Accepted**
X2_Work Engagement -> Z_Employee Performance	0,353	3,823	**0,000**	**Accepted**
Y_ Service Quality -> Z_ Employee Performance	0,542	3,705	**0,000**	**Accepted**
X1_Organizational Culture -> Y_Service Quality -> Z_Employee Performance	0,328	2,943	**0,003**	**Accepted**
X2_Work Engagement -> Y_Service Quality -> Z_Employee Performance	0,195	2,767	**0,006**	**Accepted**

Source: SmartPLS 3.0 output (2025).

The results of direct and indirect hypothesis testing obtained a T-statistic value > rule of thumb (1.96) and P value < 0.05 (5%), with these results it can be concluded that all direct and indirect influence hypotheses are accepted.

Discussion

The results of the study indicate that organizational culture has a positive effect on service quality at the West Tanjung Jabung District Health Office. This means that the stronger the organizational culture, characterized by integrity, discipline, adherence to standard operating procedures (SOPs), and open communication, the better the quality of public services provided. This finding aligns with Robbins and Judge (2017), who emphasized that organizational culture can bind members' values and behaviors to achieve common goals. This research is also supported by Schein (2010), who stated that a healthy organizational culture can shape consistent work behaviors oriented toward user satisfaction.

Work engagement has also been shown to significantly impact service quality. Fully engaged employees demonstrate dedication, enthusiasm, and a willingness to provide the best possible service to the public. Schaufeli et al. (2002) asserted that job engagement is a positive psychological state that enhances satisfaction and performance. This research finding corroborates the findings of Saks' (2006) study, which found that job engagement is closely related to service quality because engaged employees are more proactive in meeting the needs of service users.

The analysis also shows that organizational culture has a direct influence on employee performance. A work culture that emphasizes discipline, professionalism, and collaboration encourages employees to work more effectively and efficiently. Robbins and Judge (2017) explain that a strong organizational culture increases employee loyalty, thus motivating them to deliver their best performance. Previous research by Handoyo (2020) also supports that the success of public apparatus performance is largely determined by the extent to which organizational cultural values are internalized in daily work activities.

Research findings indicate that job engagement positively impacts employee performance. Employees with high levels of engagement not only complete tasks on time but also demonstrate responsibility and initiative in their work. This aligns with Kahn's (1990) theory, which states that job engagement reflects the extent to which employees fully engage physically, cognitively, and emotionally in their work. Research by Bakker and Demerouti (2008) also found that high levels of job engagement increase productivity and innovation within an organization.

Service quality has been shown to impact employee performance. When public service standards are implemented effectively, employees become more focused in carrying out their duties, resulting in improved performance. This aligns with the SERVQUAL model (Parasuraman et al., 2008), which emphasizes that service quality is determined by reliability, responsiveness, assurance, empathy, and tangibles. This finding is also consistent with research

by Sedarmayanti (2019), which states that public sector employee performance improves along with improvements in the quality of the services they provide.

This study found that organizational culture indirectly influences employee performance through service quality. This means that a healthy organizational culture creates a work system oriented toward excellent service, which in turn improves employee performance. Schein (2010) states that organizational culture forms a framework of values that encourages consistent service delivery, while Osborne, Radnor, and Nasi (2013) emphasize the importance of a user-centered public service orientation for improving bureaucratic performance.

Job engagement also indirectly impacts employee performance through service quality. Highly dedicated employees are more consistent in providing prompt and responsive service, thereby improving overall organizational performance. Saks (2006) emphasized that strong engagement encourages employees to contribute more to improving service quality. This aligns with research by Bakker and Leiter (2017), which states that job engagement plays a crucial role in building public service quality, positively impacting employee performance.

Overall, the results of this study demonstrate that organizational culture, work engagement, and service quality have a strong reciprocal relationship in influencing employee performance. Organizational culture creates core values, work engagement becomes the driving force, and service quality is a tangible manifestation of employee performance. Therefore, strategies to improve employee performance in the public sector cannot focus solely on one aspect but require an integration of strengthening organizational culture, increasing work engagement, and improving service quality (Osborne et al., 2013).

CONCLUSION

This study shows that organizational culture and work engagement significantly influence employee performance at the West Tanjung Jabung District Health Office, both directly and through the mediating role of service quality. A strong organizational culture encourages employees to work according to values, norms, and procedures, resulting in more consistent public service delivery. On the other hand, work engagement increases employee motivation, dedication, and participation in providing the best service to the public. Service quality is proven to be a crucial factor bridging the relationship between organizational culture and work engagement and employee performance. Overall, this study emphasizes the importance of synergy between these three factors in improving the quality of public services in the health sector.

Theoretically, this research enriches the study of human resource management in the public sector, particularly regarding the relationship between organizational culture, work engagement, service quality, and employee performance. These findings support Robbins and Judge's (2017) theory regarding the role of organizational culture in improving work effectiveness, as well as Schaufeli et al.'s (2002) research on work engagement contributing to service quality. Practically, the research findings provide strategic input for the West Tanjung Jabung District Health Office. First, it is necessary to strengthen the internalization of organizational cultural values through training, socialization, and leadership role models. Second, increase employee work engagement by creating a supportive work environment, fair rewards, and career development opportunities. Third, improve service quality by considering responsiveness, speed, and accuracy of service as key indicators of public satisfaction.

This study has several limitations that should be considered. First, the study was conducted only at one agency, the Tanjung Jabung Barat District Health Office, so the results cannot be generalized to other government agencies. Second, the data used was cross-sectional, so it was unable to capture the dynamics of changes in employee behavior over the long term. Third, the research instrument used a perception-based questionnaire, thus there is the possibility of subjective bias from respondents. Therefore, further research is recommended to use longitudinal methods to observe changes over time, expand the research object to other

agencies, and incorporate qualitative methods to gain more in-depth information regarding the factors influencing public sector employee performance.

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