

THE EFFECT OF EMPLOYEE ENGAGEMENT, ORGANIZATIONAL CULTURE, EMPLOYEE MOTIVATION ON JOB SATISFACTION, JOB COMPETENCE AND EMPLOYEE PERFORMANCE IN FEMALE PLUS COMMUNITY-BASED INSTITUTIONS IN BANDUNG

PENGARUH EMPLOYEE ENGAGEMENT, ORGANIZATIONAL CULTURE, EMPLOYEE MOTIVATION TERHADAP JOB SATISFACTION, JOB COMPETENCE DAN EMPLOYEE PERFORMANCE PADA LEMBAGA SWADAYA MASYARAKAT FEMALE PLUS DI BANDUNG

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ABSTRACT

Employee performance is a major factor in achieving the goals of a company. However, the female plus non-governmental organization in Bandung feels that employee performance has not increased significantly so that it feels the need for changes in human resource management. The purpose of this study was to determine the effect of Employee Engagement, Organizational Culture, Employee Motivation on Job Satisfaction, Job Competence and Employee Performance at the female plus non-governmental organization in Bandung. In this study, quantitative methods were used to analyze data from questionnaires. This questionnaire was modified based on existing questions from previous literature. These data were collected based on a sample of 44 employee populations and the sampling used a saturated sample technique. The smart PLS program was then used to analyze the results. The results of this study indicate that employee engagement has no effect on employee performance, organizational culture has a positive effect on employee performance, employee motivation has a positive effect on employee performance, employee engagement has no effect on job satisfaction, employee engagement has no effect on job competence, organizational culture has a positive effect on job satisfaction, organizational culture has a positive effect on job competence, employee motivation has a positive effect on job satisfaction, employee motivation has a positive effect on job competence, job satisfaction has a positive effect on employee performance and competence has a positive effect on employee performance.

Keywords: *Employee Engagement, Organizational Culture, Employee Motivation on Job Satisfaction, Job Competence and Employee Performance*

ABSTRAK

Employee performance merupakan faktor utama dalam mencapai tujuan suatu perusahaan. Namun Lembaga swadaya masyarakat female plus di Bandung merasa employee performance tidak mengalami kenaikan yang signifikan sehingga merasa perlu adanya perubahan pengelolaan sumber daya manusia. Tujuan dari penelitian ini yaitu untuk mengetahui pengaruh Employee Engagement, Organizational Culture, Employee Motivation Terhadap Job Satisfaction, Job Competence Dan Employee Performance pada lembaga swadaya masyarakat female plus di Bandung. Dalam penelitian ini, metode kuantitatif digunakan untuk menganalisis data dari kuesioner. Kuesioner ini dimodifikasi berdasarkan pertanyaan-pernyataan yang sudah ada dari literatur sebelumnya. Data-data ini dikumpulkan berdasarkan sampel 44 populasi karyawan dan pengambilan sampelnya menggunakan teknik sampel jenuh. Program smart PLS kemudian digunakan untuk menganalisa hasil penelitian. Hasil penelitian ini menunjukkan bahwa employee engagement tidak berpengaruh terhadap employee performance, organizational culture berpengaruh positif terhadap employee performance, employee motivation berpengaruh positif terhadap employee performance, employee engagement tidak berpengaruh terhadap job satisfaction, employee engagement tidak berpengaruh terhadap job competence, organizational culture berpengaruh positif terhadap job satisfaction, organizational culture berpengaruh positif terhadap job competence, employee motivation berpengaruh positif terhadap job satisfaction, employee motivation berpengaruh positif terhadap job competence, job satisfaction berpengaruh positif terhadap employee performance dan competence berpengaruh positif terhadap employee performance.

Kata Kunci: *Employee Engagement, Organizational Culture, Employee Motivation Terhadap Job Satisfaction, Job Competence dan Employee Performance.*

INTRODUCTION

One of the main sources of the gap phenomenon is the difference in perception between management and employees. Management may have high expectations for employee performance, while employees may perceive the standards differently (Aulia, 2021).

Poor communication about employee performance goals and metrics can exacerbate the gap, leading to confusion and frustration on both sides. In addition, under-investment in employee training and development can also contribute to the gap. Employees may not have the skills or knowledge to achieve the performance expectations of management, and thus may not meet management expectations. Organizations that fail to provide adequate resources to enhance employee capabilities will find it difficult to bridge this gap (Kasmir, 2020).

Another important factor is employee motivation. If employees feel inadequately recognized, appreciated, or given adequate incentives, they may not be motivated to perform at their best. Constructive feedback and an effective reward system can help effectively improve employee motivation and reduce employee performance gaps. To address the phenomenon of employee performance gaps, organizations need to adopt a holistic approach. This involves improving organizational culture, increasing training and development, strengthening motivation systems, and ensuring the availability of necessary resources (Ardam & Wljono, 2022).

Aligning management expectations with the reality of employee performance, for organizations to increase productivity, build a healthy performance culture, and achieve strategic goals effectively. In an era of increasingly tight competition, organizations that can overcome the

phenomenon of gaps in employee performance will have a very significant competitive advantage. By understanding the root causes and taking strategic steps, organizations can empower their employees, create a supportive work environment, and achieve sustainable success (Kustlnah, 2024).

Female Plus is a Non-Governmental Organization (NGO) that focuses on empowering women living with HLV and has an office in Bandung City. Female Plus provides assistance to PLWHA/PLWHLV, provides HLV information, provides peer support information, and provides peer support group (KDS) information. Female Plus receives funding from donor agencies from the Global Fund. In carrying out its role, Female Plus has Peer Companions (PS). These PSs receive a salary of the Bandung City UMR.

One of the factors that can affect employee performance is employee engagement. Employee Engagement is a condition in which employees have a positive attitude towards their work and organization, which is characterized by enthusiasm, dedication, and enjoyment in achieving organizational goals. According to Jindain & Gilitwala (2024) and Fidyah & Setiawati (2020) stated that employee engagement has a significant influence on employee performance.

Organizational culture is a binding factor that unites people and fights differences in an organization. No one culture can be said to be better than another, but there are cultures that are more suitable in aligning the requirements and conditions of the company and contribute to its success (Bamidele, 2022). Fidyah & Setiawati (2020) and Gustshella et al. (2024) suggests that organizational culture

significantly influences employee performance.

Employee motivation or employee motivation is an internal drive that influences employees to achieve certain goals in their work. This motivation can come from intrinsic factors such as personal satisfaction and achievement, or extrinsic factors such as rewards and recognition. According to Idris et al. (2024). Baomar & Islam (2024) and Helaudho et al. (2024) in his research he said that employee motivation increased significantly and performance increased significantly.

Improving employee job satisfaction not only benefits the individual, but also contributes to the overall performance and success of the organization. Fidyah & Setiawati (2020) and Almusaddar et al. (2018) in his research he stated that job satisfaction significantly influences employee performance.

According to Ardiana (2024), Competence is the ability to carry out a job based on skills and knowledge supported by the required work attitude. Idris et al. (2024) and Gustshella et al. (2024) stated that competence has a significant influence on employee performance.

RESEARCH METHODS

Penelitian ini dilakukan secara quantitative on employees of Community-based Organizations living in Bandung as many as 44 employees, thus this study is a population study or saturated sample. The independent variables of this study are employee engagement organizational culture and employee motivation with job satisfaction job competence as an intervening variable while the dependent variable is employee performance. The analysis used in this study is Structural Equation Modeling on SmartPLS.

RESULT AND DISCUSSIONS

In this study, male respondents had a percentage of 65.9%, which means there were 29 male respondents. While female respondents had a higher percentage than males, which was 34.1%, with 15 female respondents. The age group of 31 to 40 years had the highest percentage, which was 43.18% or 19 employees. The second largest age group was the 41-50 age group and the 26-30 age group, both of which had a percentage of 27.27%, which was 12 employees. The 18-25 age group had the fourth largest percentage, which was 2.27% or 1 employee. The level of education with the highest percentage was high school, which was 100% or 44 employees. All employees had worked for less than 5 years. Convergent validity testing was carried out by evaluating each construct indicator. According to (Hair et al., 2022), An indicator is considered valid if it has indicator loadings ≥ 0.70 . In addition to outer loading, convergent flow testing also involves measuring the average variance extracted (AVE).

The respondents involved in this study were mostly female, aged 17-25 years, with faculties in economics and business and classes from 2020 to 2024 who used Qris apps. The first test in this study was the outer loading test which tested the convergent validity, discriminant validity and reliability of each research indicator.

Table 1. Convergent Validity

Variabel	Kode	Loading Factor	AVE
Employee Engagement	EE1	0,513	0,388
	EE2	0,535	
	EE3	0,515	
	EE4	0,524	
	EE5	0,519	
	EE6	0,520	
	EE7	0,509	
	EE8	0,520	
	EE9	0,506	
	EE10	0,522	
	EE11	0,534	
	EE12	0,531	
	EE13	0,503	

<i>Organizational Culture</i>	OC1	0,514	0,376
	OC2	0,496	
	OC3	0,508	
	OC4	0,513	
	OC5	0,514	
	OC6	0,495	
	OC7	0,524	
	OC8	0,526	
	OC9	0,507	
	OC10	0,508	
	OC11	0,501	
	OC12	0,524	
<i>Employee Motivation</i>	EM1	0,509	0,369
	EM2	0,526	
	EM3	0,501	
	EM4	0,490	
	EM5	0,496	
	EM6	0,503	
	EM7	0,531	
	EM8	0,501	
	EM9	0,502	
	EM10	0,494	
	EM11	0,517	
<i>Job satisfaction</i>	JS1	0,583	0,406
	JS2	0,532	
	JS3	0,522	
	JS4	0,499	
	JS5	0,524	
	JS6	0,535	
	JS7	0,508	
	JS8	0,563	
	JS9	0,546	
	JS10	0,520	
	JS11	0,505	
<i>Job Competence</i>	JC1	0,556	0,397
	JC2	0,531	
	JC3	0,509	
	JC4	0,549	
	JC5	0,523	
	JC6	0,514	
	JC7	0,509	
	JC8	0,503	
	JC9	0,497	
	JC10	0,508	
	JC11	0,501	
	JC12	0,524	
<i>Employee Performance</i>	EP1	0,563	0,414
	EP2	0,542	
	EP3	0,513	
	EP4	0,544	
	EP5	0,539	
	EP6	0,527	
	EP7	0,576	
	EP8	0,545	
	EP9	0,513	
	EP10	0,547	
	EP11	0,536	
	EP12	0,519	
	EP13	0,501	

The next step is to compare the correlation between variables with the root of AVE ($\sqrt{\text{AVE}}$). The discriminant validity measurement model is considered good if the value ($\sqrt{\text{AVE}}$) of each variable is higher than the correlation between variables. The value

($\sqrt{\text{AVE}}$) can be found from the output of the Fornell Larcker Criterion.

Table 2. Discriminant Validity

	EE	EM	EP	JC	JS	OC
EE	0,519					
EM	-0,343	0,506				
EP	-0,209	0,490	0,536			
JC	-0,336	0,490	0,557	0,525		
JS	-0,274	0,490	0,574	0,588	0,531	
OC	-0,063	0,343	0,524	0,427	0,407	0,511

Information:

EE = *Employee Engagement*

JS = *Job satisfaction*

OC = *Organizational Culture*

JC = *Job Competence*

EM = *Employee Motivation*

EP = *Employee Performance*

Based on table 4 above, it can be concluded that the square root of the average variance extracted (AVE) for each construct is greater/higher compared to the correlation between one construct and another construct in the model. To ensure that there are no problems in measurement, the last stage carried out in the evaluation of the outer model is to test its reliability. Reliability testing is carried out using composite reliability and Cronbach's alpha indicators. If the latent variable value has a composite reliability and Cronbach's alpha value ≥ 0.70 .

Table 3. Reliability Test

Variabel	Cronbach's Alpha	rho_A	Composite Reliability
<i>Employee Engagement</i>	0,650	0,671	0,655
<i>Employee Motivation</i>	0,633	0,635	0,643
<i>Employee Performance</i>	0,655	0,656	0,660
<i>Job Competence</i>	0,647	0,650	0,653
<i>Job satisfaction</i>	0,645	0,647	0,652
<i>Organizational Culture</i>	0,642	0,649	0,649

Based on the values presented in table 4, the results of the SmartPLS program show that the composite reliability and Cronbach's alpha tests meet the specified criteria. All latent variables provide reliable results, with composite reliability and Cronbach's alpha greater than or equal to 0.70. After the model is tested and the results have

met the criteria for the outer model, further testing is carried out to test the structural model or can also be called the inner model. Inner model testing is carried out to analyze the influence between independent and dependent variables on the research model. Testing of the structural model (inner model) is carried out with several stages of testing. The following are the results of testing for the inner model.

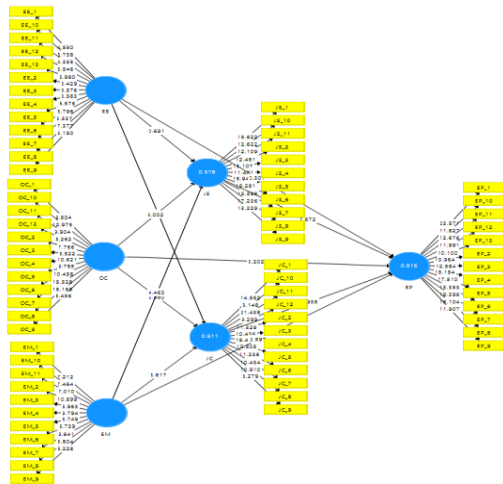


Figure 1. Inner Model Result

Table 4. R Square

Variable	R Square	R Square Adjusted
Employee Performance	0,567	0,550
Job Competence	0,424	0,404
Job satisfaction	0,401	0,380

The adjusted R-square value of 0.550 can be interpreted that the existing employee performance variable can be explained by all independent variables (Employee Engagement, Employee Motivation, Job Competence, Job satisfaction and Organizational Culture) of 55.0%. In other words, there is still 45.0% that can be explained by other variables outside this research model. While in this study, the role of the employee performance variable is to be a dependent variable for five hypotheses. The purpose of the effect size or f-square test in this study is to determine the change in the R^2 value when one of the

independent variables is removed from the model. According to Cohen quoted in (Hair et al., 2022), nilai *f-square* akan diklasifikasikan sebagai efek kecil (0,02), efek sedang (0,15), dan efek besar (0,35). Untuk Nilai di bawah 0,02 dapat disimpulkan bahwa tidak ada efek yang signifikan. Berikut adalah hasil pengujian *f-square*

Table 5. F Square

Variable	Employee Performance	Job Competence	Job satisfaction
Employee Engagement	0,003	0,052	0,012
Employee Motivation	0,062	0,370	0,423
Job Competence	0,033		
Job satisfaction	0,190		
Organizational Culture	0,408	0,267	0,185

Q^2 has a value in the range of 0 to 1, where the Q^2 number is more than 0 has been said to have predictive relevance to the endogenous construct being studied. For Q^2 , it is 0.02 (small predictive relevance), For Q^2 0.15 (moderate predictive relevance), and for Q^2 0.35 for large predictive relevance.

Table 6. Q Square

Variable	Nilai $Q^2_Predict$
Employee Performance	0,448
Job Competence	0,358
Job satisfaction	0,326

Based on the data displayed in table 6, it is known that the model used in this study has predictive ability. This is because the Q^2 value for both the mediating variable job competence and the dependent variable employee performance is more than 0 with a high level of predictive relevance because it is more than 0.35. While the Q^2 value for the mediating variable job satisfaction is more than 0 with a moderate level of predictive relevance because it is less than 0.35 and greater than 0.15. This study was conducted with the aim of determining the effect of Employee Engagement, Organizational Culture and Employee Motivation with Job Satisfaction, Job Competence as

intervening variables on Employee Performance at the Famele Plus Non-Governmental Organization This study is a modification of the research model (Fidyah & Setiawati, 2020).

Table 7. Hypothesis Test

Hypothesis	Nilai P Value	Result
H1:Employee Engagement variable has a positive effect on Employee Performance	0,760	Not Supported
H2:Organizational Culture variable has a positive effect on Employee Performance	0,003	Supported
H3: Employee Motivation variable has a positive effect on Employee Performance	0,013	Supported
H4:Employee Engagement variable has a positive effect on Job Satisfaction	0,493	Not Supported
H5:Employee Engagement variable has a positive effect on Job Competence	0,130	Not Supported
H6:Organizational Culture variable has a positive effect on Job Satisfaction	0,004	Supported
H7:Organizational Culture variable has a positive effect on Job Competence	0,005	Supported
H8: Employee Motivation variable has a positive effect on Job Satisfaction	0,000	Supported
H9: Employee Motivation variable has a positive effect on Job Competence	0,001	Supported
H10: Job Satisfaction variable has a positive effect on Employee Performance	0,000	Supported
H11: Job Competence variable has a positive effect on Employee Performance	0,001	Supported

In this study, the first hypothesis, namely "employee engagement has a positive effect on employee performance" is not supported based on the results of the hypothesis test showing that the T-statistic value is $0.307 < 1.97$ (two-way t-table) and the p-value is $0.760 > 0.05$ so that there is no influence of employee engagement on employee performance. The results of this study are in line with the results of research conducted by (M. Sari, 2021) which concludes that Employee engagement does not have a significant effect on employee performance (Employee Performance). This is also in line with research conducted by (Nikmah, 2024) which concludes that employee

engagement does not affect employee performance. The results of this study are different from the two previous hypotheses conducted by (Fauzya & Chaniago, 2022) which concludes that employee engagement and employee performance at PT XYZ Bandung are respectively in "sufficient" and "good" conditions. Then, there is a positive and significant influence of the employee engagement variable on employee performance of 37.2%. This is because at Female Plus employee engagement is built naturally so that whether or not there is a bond, they remain a unit that works together so that employee engagement is not a significant factor for employee performance.

The second hypothesis, namely "Organizational Culture has a positive effect on Employee Performance" is supported based on the results of hypothesis testing showing that the T-statistic value of $3.202 > 1.97$ (two-way t-table) and the p-value of $0.003 < 0.05$ so that organizational culture has a positive effect on employee performance, this indicates that when the organizational culture in the Famele Plus Non-Governmental Organization is getting better, employee performance will increase, and vice versa if the organizational culture in the Famele Plus Non-Governmental Organization is getting worse, employee performance will decrease. The results of this study are in line with the results of research conducted by Raharja & Wijono (2021) which concludes that organizational culture has a significant role in determining employee performance at PT. X. This is also in line with research conducted by Iskanto (2023) which concluded that Organizational culture significant effect on performance. It was found that Organizational Culture contributed 26.6% to employee performance, the remaining 73.4% was

influenced by factors not examined in this study. The results of this study are not in line with the results of previous studies conducted by Layadi & Sahetapy (2022) which concludes that organizational culture does not have a direct effect on employee performance, organizational culture has an effect on organizational citizenship behavior, organizational citizenship behavior has an effect on employee performance and as a mediating variable.

The third hypothesis, namely "Employee Motivation has a positive effect on Employee Performance" is supported based on the results of hypothesis testing showing that the T-statistic value is $2.597 > 1.97$ (two-way t-table) and the p-value is $0.013 < 0.05$ so that employee motivation has a positive effect on employee performance, this indicates that when the employee motivation of the Famele Plus Non-Governmental Organization employees is getting better, employee performance will increase, and vice versa if the employee motivation of the Famele Plus Non-Governmental Organization employees is getting worse, employee performance will decrease. The results of this study are in line with the results of research conducted by (Dewi & Widigdo, 2024) which concludes that Motivation has a positive and significant influence on Employee Performance. Then Motivation has a positive and significant influence on Employee Performance through mediation of Work Discipline. This is also in line with research conducted by (Prastyo et al., 2023) which concluded that work motivation has a positive and significant effect on employee performance, work motivation affects employee performance by 27.7% and 72.3% is influenced by variables outside this study.

The fourth hypothesis, namely "employee engagement has a positive effect on job satisfaction" is not supported based on the results of the hypothesis test showing that the T-statistic value is $0.691 < 1.97$ (two-way t-table) and the p-value is $0.493 > 0.05$ so that there is no effect of employee engagement on job satisfaction. The results of this study are in line with the results of research conducted by Atthohiri & Wijayati (2021) which concluded that employee engagement does not have a significant effect on job satisfaction. This is also in line with research conducted by Sari & Yuniawan (2021) which concluded that employee engagement does not have a significant effect on job satisfaction.

The fifth hypothesis, namely "employee engagement has a positive effect on job competence" is not supported based on the results of the hypothesis test showing that the T-statistic value of $1.544 < 1.97$ (two-way t-table) and the p-value of $0.130 > 0.05$ so that there is no effect of employee engagement on job competence. The results of this study are in line with the results of research conducted by Santoso et al. (2022) and Ma'im et al. (2025) which concluded that employee engagement does not have a significant effect on job competence. This research was conducted by

The sixth hypothesis, namely "organizational culture has a positive effect on job satisfaction" is supported based on the results of hypothesis testing showing that the T-statistic value of $3.002 > 1.97$ (two-way t-table) and the p-value of $0.004 < 0.05$ so that organizational culture has a positive effect on job satisfaction", this indicates that when the organizational culture in the Famele Plus Non-Governmental Organization is getting better, job satisfaction will be higher and vice versa

if the organizational culture in the Famele Plus Non-Governmental Organization is getting worse, job satisfaction will be lower. The results of this study are in line with the results of research conducted by Ardam & Wijono (2022) which concludes that there is a significant influence of organizational culture on the job satisfaction of office employees in the company. The influence given by organizational culture on job satisfaction is classified as a positive influence. If this is not given enough attention, then there will be employee job dissatisfaction which may have the opportunity to resign from the company. This is also in line with research conducted by Kustinah (2024) which concludes that organizational culture has a significant positive effect on job satisfaction. The research conducted by the results prove that organizational culture and career development can affect the level of employee satisfaction..

The seventh hypothesis, namely "organizational culture has a positive effect on job competence" is supported based on the results of hypothesis testing showing that the T-statistic value of $2.980 > 1.97$ (two-way t-table) and the p-value of $0.005 < 0.05$ so that organizational culture has a positive effect on job competence", this indicates that when the organizational culture in the Famele Plus Non-Governmental Organization is getting better, job competence or work competence will be better, and vice versa if the organizational culture in the Famele Plus Non-Governmental Organization is getting worse, job competence or work competence will also be worse. The results of this study are in line with the results of research conducted by Fitri (2018) which concludes that organizational culture has been proven to

have a positive and significant influence on employee competence.

In this study, the eighth hypothesis, namely "employee motivation has a positive effect on job satisfaction" is supported based on the results of hypothesis testing showing that the T-statistic value of $4.463 > 1.97$ (two-way t-table) and the p-value of $0.000 < 0.05$ so that employee motivation has a positive effect on job satisfaction", this indicates that when the employee motivation of the Famele Plus Non-Governmental Organization employees is getting better, the job satisfaction will be higher and vice versa if the employee motivation of the Famele Plus Non-Governmental Organization employees is getting worse, the job satisfaction will be lower. The results of this study are in line with the results of research conducted by (Gunawan & Sucipto, 2020) which concludes that employee motivation has an effect on job satisfaction. This is also in line with research conducted by Wardiansyah et al. (2024) which concludes that employee motivation has an effect on job satisfaction.

The ninth hypothesis, namely "employee motivation has a positive effect on job competence" is supported based on the results of the hypothesis test showing that the T-statistic value is $3.617 > 1.97$ (two-way t-table) and the p-value is $0.001 < 0.05$ so that employee motivation has a positive effect on job competence", this indicates that when the employee motivation of the Famele Plus Non-Governmental Organization employees is getting better, the job competence or work competence will be better, and vice versa if the organizational culture in the Famele Plus Non-Governmental Organization is getting worse, the job competence or work competence will also be worse. The results of this study are in line with

the results of research conducted by (Slamet & Elyana, 2021) which concludes that work motivation has a positive and insignificant influence on work competence.

The tenth hypothesis, namely "Job Satisfaction has a positive effect on Employee Performance" is supported based on the results of hypothesis testing showing that the T-statistic value of $4.463 > 1.97$ (two-way t-table) and the p-value of $0.000 < 0.05$ so that job satisfaction has a positive effect on employee performance, this indicates that when the job satisfaction felt by employees of the Female Plus Non-Governmental Organization is getting better, employee performance will increase, and vice versa if the job satisfaction felt by employees of the Female Plus Non-Governmental Organization is getting worse, employee performance will decrease. The results of this study are in line with the results of research conducted by (Marchyta, 2021) which concludes that job satisfaction influences employee performance.

The eleventh hypothesis, namely "Job Competence has a positive effect on Employee Performance" is supported based on the results of hypothesis testing showing that the T-statistic value is $3.617 > 1.97$ (two-way t-table) and the p-value is $0.001 < 0.05$ so that job competence has a positive effect on employee performance, this indicates that when the job competence possessed by the employees of the Female Plus Non-Governmental Organization is getting better, employee performance will increase, and vice versa if the job competence possessed by the employees of the Female Plus Non-Governmental Organization is getting worse, employee performance will decrease. The results of this study are in line with the results of research conducted by (Katili & Hutami, 2017) which concludes that employee

competence has an impact on employee performance.

CONSLUSION AND SUGGESTION

This study was conducted using 6 variables Employee Engagement, Organizational Culture, Employee Motivation on Job Satisfaction, Job Competence and Employee Performance at the Female Plus Non-Governmental Organization in Bandung. This study uses quantitative research by taking a population of 44 respondents, the respondents obtained are employees of the Female Plus Non-Governmental Organization. After getting the results of the discussion and conclusions obtained, there are several suggestions and policy implications that can be applied to develop company policies in improving employee performance. First, the employee engagement indicator that has the lowest value is "I have the opportunity to continue to develop myself in my work". So the institution should provide opportunities for employees to develop themselves by providing seminars or training to employees at the Female Plus Non-Governmental Organization so that employee performance becomes more optimal. The organizational culture indicator that has the lowest value is "The company provides opportunities in the learning and growth process so that career development is clear and measurable". So the institution should implement career development for employees at the Female Plus Non-Governmental Organization, for example, such as promotions to introduce positions to employees who have good performance and continue to improve. The employee motivation indicator that has the lowest value is "I feel that my superiors give sufficient recognition for achievements". So the institution should have a transparent and

objective performance monitoring system so that it can see the performance of each employee and is willing to provide awards for every performance that has been given by employees.

The lowest value job satisfaction indicator is about "I feel satisfied with this job overall". So the institution should always give awards to employees who succeed in achieving targets or making significant contributions. The lowest value job competence indicator is "I actively continue to grow and develop by participating in various activities that support my career". So the institution should not only provide routine training to support the work but also need to provide opportunities and advise employees to seek various abilities outside those organized not by institutions such as training centers or the government. The lowest value employee performance indicator is "I feel that the training received helps improve performance". So the institution must be more observant in providing training, even if necessary, bring in experts from outside if the institution lacks an expert in providing training from its side..

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