
**THE IMPACT OF TRAINING AND ORGANIZATIONAL CULTURE ON
EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT AS AN
INTERVENING VARIABLE IN PT TELKOM AKSES**

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Kata Kunci

Pelatihan, Budaya
Organisasional, Kinerja
Karyawan, Employee
Engagement.

Abstrak

Judul penelitian ini adalah analisis pengaruh pelatihan dan budaya organisasional terhadap kinerja karyawan melalui employee engagement sebagai variabel intervening pada PT Telkom Akses Yogyakarta. Penelitian ini bertujuan untuk mengetahui pengaruh mediasi employee engagement dalam hubungan antara budaya organisasional dan pelatihan terhadap kinerja karyawan. Penelitian ini dilakukan secara kuantitatif dan menggunakan kuesioner sebagai metode pengumpulan data. Populasi sebanyak 339 karyawan dan sampel yang digunakan sebanyak 80 karyawan. Oleh karena itu, pengambilan sampel menggunakan metode rumus slovin. Metode analisis penelitian menggunakan uji t, analisis regresi linear sederhana dan berganda. Hasil penelitian ini menunjukkan bahwa pelatihan dan budaya organisasional memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, pelatihan dan budaya organisasional memiliki pengaruh positif dan signifikan terhadap employee engagement. employee engagement dapat memediasi hubungan antara pelatihan dan budaya organisasional terhadap kinerja karyawan.

Keywords

*Training, organizational
culture, employee
performance, employee.*

Abstract

The title of this research is the impact of training and organizational culture on employee performance through employee engagement as an intervening variable in PT Telkom Akses Yogyakarta. The study aims to determine the influence of employee engagement mediation in the relationship between organizational culture and training on employee performance. This research is performed quantitatively and uses questionnaires as data collection methods. Population of 339 employees. Research samples used as much as 80 employees. Therefore, sampling uses the slovin's formula method. Methods of research analysis using T-Test, simple and multiple linear regression analysis. The results showed that training and organizational culture were positively and significantly influential for employee engagement, training and organizational culture were positively and significantly impacted by employee performance. There is a significant mediation influence from employee engagement in organizational cultural relationships to employee performance. There is a significant mediation influence of

*employee engagement on the training relationship to the
employee's performance.*

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PENDAHULUAN

Employee performance in a company is the result of the collaboration of individuals working together to achieve planned goals and objectives. It demonstrates that organizational culture supports leadership styles, training, work processes, and commitment, which in turn have a positive impact on employee performance. Organizations are formed from a complex system that involves activities aimed at achieving specific targets. Every organizational entity, including companies, strives to improve the performance of its employees to achieve the company's goals. Employees who are happy and satisfied with their work will perform their tasks to the best of their abilities to achieve the same or greater satisfaction, ultimately positively impacting their job performance (Bahri & SE, 2018).

Finding employees with high performance for an organization is not an easy task because many factors must be considered and contributed by employees to the organization. To assess the extent of an employee's success in their job, companies typically use a performance appraisal system. Employees are actors who help achieve goals, have thoughts and desires that can influence their attitude towards work. Employee engagement and work participation can influence employee performance (Sucahyowati & Hendrawan, 2020).

Employee performance is the actual behavior exhibited by each employee, resulting in the desired job performance in line with their tasks within the company. Various methods are used by companies to improve employee performance, such as through training, education, creating a friendly work climate, and more. Employee performance is influenced by several factors, both related to the workforce itself and the organizational environment of an organization, one of which is employee training (Marlinda, 2021).

Training is the process of teaching the skills needed for new employees to perform their jobs. Training programs for employees are activities in transferring new skills, knowledge, or attitudes so that employees become more capable of performing their tasks and skills and are responsible for carrying out their work according to the rules that exist. The desired outcome of a training program is the creation of competent human resources who can perform their tasks even better. Meanwhile, for those who have not received training, it is feared that it will take a long time to adapt and complete the tasks assigned to them. Optimization in carrying out performance can be determined by the training system carried out in the company. Training is described as an activity that trains new employees or existing employees, basic skills they need to do their jobs. Training is an effort to optimize the quality of human resources in a specific field of work (Darmawan & Widodo, 2017)

Employees who have undergone training generally have superior performance and achievements. They also have broader skills and knowledge. On the other hand, employees who have not undergone training often show lower performance. This is reflected in the number of errors made in completing tasks and completing work that often exceeds the set deadline. Poor performance like this can have a negative impact on the employee's performance.

Furthermore, employees with poor performance tend not to internalize the organizational culture. They may not comply with organizational rules well and may not use their time efficiently to complete their tasks. If an employee is happy or satisfied, it will positively impact the organizational culture and their job performance (Tarlis, Iskandar, & Hetti, 2021).

Organizational culture refers to the shared beliefs, attitudes, and norms that develop within an organization, guiding the behavior of its members. Furthermore, organizational culture can be described as a set of philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes, and norms that unite an organization and are upheld by its employees. Organizational

culture encompasses the unique relationship between norms, values, beliefs, and behaviors that describe how groups or individuals in the organization complete tasks and interact.

Organizational culture also contains values that must be understood, adopted, and implemented collectively by all individuals or groups involved in the organization. Therefore, individuals with diverse backgrounds or different positions within the organization are expected to have a uniform understanding of this organizational culture. A strong organizational culture deeply rooted in a company can be a crucial factor in the company's success in achieving its goals. This culture serves as a guide for employees in regulating their behavior and actions (Jufrizen & Intan, 2021).

In addition, organizational culture can also provide a significant boost to employee performance because it generates high motivation for them to give their best effort in taking advantage of the opportunities provided by the company. The shared values in this culture will create a comfortable working environment and inspire a high commitment to improving performance, job satisfaction, and maintaining competitive advantage (Dunggio, 2020).

To create conditions where employees are actively engaged, one method is to build a positive organizational culture in the company. A good organizational culture can be established when there is good interaction and communication, both vertically (between leaders and subordinates) and horizontally (among colleagues) within the organization. In this case, the role of a leader with good leadership is crucial.

A strong organizational culture can be recognized when employees adopt the core values of the organization. The more employees internalize and accept these core values, the stronger the organizational culture, and the greater its influence on employee behavior.

In maintaining employee attachment to the company, employee engagement plays an important role for organization members and their jobs (Santoso & Nugroho, 2021). Employee engagement is a concept that has evolved from positive psychology and positive organizational behavior. This concept describes that actively engaged employees will focus on their work and show care as well as make every effort to complete their tasks as well as possible. They will also contribute their thoughts, energy, feelings, and experiences to achieve optimal results in their work. Furthermore, engaged employees typically work not only to receive appreciation or rewards but also think about how they can perform their tasks as well as possible for the organization's success.

In other words, employee engagement creates a situation in which employees are emotionally connected to their work, have high intrinsic motivation, and strive to do their best in their work without relying too much on external rewards. This can increase productivity, job satisfaction, and the overall performance of the organization (Zahab, 2022).

Employee engagement emerged as an effort to develop previous concepts such as employee job satisfaction, employee commitment, and employee organizational behavior. With engaged employees in the company, it indicates that the company has a positive work system. Employee engagement has several benefits, such as increasing productivity, increasing profits, adding efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing accidents, and minimizing employee complaints (Paramarta & Suastari, 2018).

The success of an organization in improving its employee performance cannot be separated from the positive efforts made as a manifestation of an organization's goals. Organizations have several efforts that can be made to improve employee performance. One of them is to make employees feel attached to the organization and strengthen the organizational culture in the work environment to support the achievement of organizational goals. When employee engagement aligns with organizational culture, it can result in Organizational Citizenship Behavior (OCB), which encourages employees to give their best performance.

Adopting this approach, employee training becomes key. Through training, employees can improve their knowledge, skills, and values that align with the organizational culture. This will help create more competent and skilled employees, as well as those with strong commitment to the organization. Thus, the quality of employee performance can be significantly improved.

It is also important to create equal and comprehensive training for all employees and build a positive organizational culture that motivates and supports employees in achieving organizational goals. The combination of effective training and a positive organizational culture can have a significant positive impact on employee performance.

One of the companies in Indonesia that still maintains its good performance is PT. Telekomunikasi Indonesia, Regional IV Central Java and Yogyakarta Special Region Branch (FEBRIANI, 2022).

PT. Telkom Akses Yogyakarta is one of the business entities that is part of PT. Telekomunikasi Indonesia, Tbk, focusing on the construction and management of network infrastructure. The company was established on December 12, 2012, and has been actively providing construction services for broadband access network development, including the provision of Network Terminal Equipment (NTE), as well as providing Operation and Maintenance (OM) services for broadband access networks. As a result of this situation, there is inequality in performance between employees who have received training and those who have not (Rinaldi, 2022).

Based on the above description, we are interested in conducting research by choosing the title: "The Influence of Training and Organizational Culture on Employee Performance through Employee Engagement as an Intervening Variable at PT. Telkom Akses Yogyakarta."

RESEARCH METHODS

This study uses a quantitative approach which is associative research that seeks to explain the relationship between variables. The research was conducted at PT Telkom Access Yogyakarta. Variable Identification in this study is as follows:

- Independent variable (X1): Training.
- Independent variable (X2): Organizational Culture.
- Dependent variable (Y): Employee Performance.
- Variabel intervening (Z): Employee Engagement.

Each variable has an indicator measured by a Likert scale. The population in this study consisted of 339 employees of PT Telkom Access Yogyakarta with a sample of 80 employees selected using stratified random sampling techniques. Data Type and Data Retrieval Technique using primary data from questionnaires filled out by respondents and secondary data is also used as a complement. This research generally focuses on identifying the effect of training and organizational culture on employee performance by using employee engagement as a mediating variable.

RESULTS AND DISCUSSION

Data Analysis

Research Instrument Test

Validity Test

The validity test is used to evaluate whether the questionnaire distributed to respondents has validity or not. For a questionnaire to be considered valid, the calculated r value must exceed the specified table r value. In this study, the number of samples used was 80 questionnaires, with a confidence level of 95% ($\alpha=5\%$). The r value of the table for 80 samples is 0.220. This validity test was conducted using SPSS Statistic 26 software. The calculation results show that all questions have a Pearson correlation significance that exceeds the r value of the table, which is 0.220 ($r \text{ count} > r \text{ table}$). Therefore, it can be suggested that such question items can be used as measuring tools in future research.

Reliability Test

A reliability test is a procedure that aims to assess the extent to which a measuring device can be considered consistent or reliable. In this study, reliability testing was conducted to determine whether the questionnaires given to respondents met the reliability criteria. A

questionnaire is considered reliable if the Cronbach alpha value exceeds 0.6 or at least 60%. This reliability test was run using SPSS Statistic 26 software. Here are the results of reliability testing:

Tabel 1 Uji Reliabilitas

Variabel	Cronbach's Alpha	Keterangan
Pelatihan (X1)	0,852	Reliabel
Budaya Organisasional (X2)	0,911	Reliabel
Employee Engagement (Z)	0,834	Reliabel
Kinerja Karyawan (Y)	0,843	Reliabel

Source: Primary Data processed, (2023)

Based on table 1 it can be concluded that all variables in this study can be said to be reliable because the *Cronbach alpha* coefficient is greater than 0.6. Therefore, it can be concluded that the question items can be used as instruments for further research.

Classical Assumption Test

Test Heteroscedasticity

The heteroscedasticity test aims to find out whether there is a regression model where there is an inequality of variance from the residue of one observation to another. If the variance from observational residue to other observations is different, it means that there are symptoms of heteroscedasticity in that regression model. The method carried out using the glacier test, the glacier test is to regression between the independent variable and the absolute residual variable, where if the value of $p > 0.05$ then the variable concerned is declared heteroscedasticity. The heteroscedasticity test of this research variable uses the SPSS Statistic 26 application.

Table 2 Stage 1 Heteroscedacity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.343	1.749		3.054	.003
	Pelatihan (X1)	-.048	.068	-.126	-.701	.486
	Budaya Organisasional (X2)	-.019	.031	-.112	-.624	.534

Source: Primary Data processed, (2023)

Based on the results of the heteroscedasticity test in table 2, X1 signification results of 0.486 and X2 of 0.534 are greater than 0.05 so that it means that heteroscedasticity does not occur because the level of significance is more than 0.05.

Table 3 Stage 2 Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.707	1.729		2.722	.008
	Pelatihan (X1)	.025	.070	.069	.362	.718
	Budaya Organisasional (X2)	-.006	.036	-.039	-.179	.858
	Employee Engagement (Z)	-.081	.068	-.242	-1.194	.236

Source: Primary Data processed, (2023)

Based on the results of the heteroscedasticity test in table 3, the signification results of X1 of 0.718, X2 of 0.858 and Z of 0.236 are greater than 0.05 so that it means that heteroscedasticity does not occur because the level of significance is more than 0.05.

Multicollinearity Test

The purpose of the multicollinearity test is to determine if there is a significant correlation between the independent variables in the regression model. An ideal regression model should not show any correlation between independent variables. To identify multicollinearity, the Variance Inflation Factor (VIF) is used. Research data are considered free of multicollinearity if the VIF value is less than 10. Multicollinearity tests on this research variable have been carried out using SPSS Statistic 26 software.

Tabel 4 Hasil Uji Multikolinearitas Tahap 1

Model	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
Pelatihan (X1)	0,382	2,617
Budaya Organisasional (X2)	0,382	2,617

Source: Primary Data processed, (2023)

Based on the results of the multicollinearity test in table 4, it can be seen that the tolerance and VIF of the variable X1 are 0.382 and 2.617, while the variable X2 is 0.382 and 2.617.

Tabel 5 Hasil Uji Multikolinearitas Tahap 2

Model	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
Pelatihan (X1)	0,343	2,916
Budaya Organisasional (X2)	0,270	3,709
<i>Employee Engagement (Z)</i>	0,304	3,292

Source: Primary Data processed, (2023)

Based on the results of the multicollinearity test in table 4.10, it can be seen that the tolerance and VIF of the variable X1 are 0.343 and 2.916, the variable X2 is 0.270 and 3.709, while the variable Z is 0.304 and 3.292.

Normality Test

The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not. A good regression analysis model should be normally or near normal distributed. The distribution of data is normal, if the probability value > 0.05 . In this study, this normality test used the SPSS *Statistic 26* application. Here are the results of the normality test:

Table 5 Uji Normalitas Tahap 1

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}		Mean
		.0000000
		Std. Deviation
		3.04867000
Most Extreme Differences	Absolute	.083
	Positive	.051
	Negative	-.083
Test Statistic		.083
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Primary Data processed, (2023)

Based on the results of the normality test in table 5, it can be concluded that this regression model is normally distributed, because the resulting probability value of 0.200 is greater than 0.05. Then this regression model is worthy of further analysis.

Table 6 Uji Normalitas Tahap 2

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	2.46809110
Most Extreme Differences	Absolute	.091
	Positive	.060
	Negative	-.091
Test Statistic		.091
Asymp. Sig. (2-tailed)		.158 ^c

Source: Primary Data processed, (2023)

Based on the results of the normality test in table 6, it can be concluded that this regression model is normally distributed, because the resulting probability value of 0.158 is greater than 0.05. Then this regression model is worthy of further analysis.

Hypothesis Test

Analysis Linear Berganda

Analysis has a function as a tool to determine the influence between one or more independent variables on the dependent variable. In this study, it is explained the influence between training variables and organizational culture on employee performance, and training, organizational commitment, and employee engagement on employee performance.

Tabel 7 Hasil Regresi Linear Berganda Tahap 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.513	2.839		1.942	.056
Pelatihan (X1)	.329	.111	.302	2.969	.004
Budaya Organisasional (X2)	.287	.051	.576	5.670	.000

a. Dependent Variable: Employee Engagement (Z)

Source: Primary Data processed, (2023)

The form of the Regression equation is as follows:

$$Z = a + b_1 X_1 + b_2 X_2$$

Information:

Z : Employee Engagement

X1 : Training

X2 : Organizational Culture

a : Constant

b1.. b2 : Regression coefficient

So that the regression results above can be arranged into a regression equation as follows:

$$Z = 5,513 + 0,329 X_1 + 0,287 X_2$$

Based on the regression results above, it can be explained as follows:

a. Constant

A constant value of 5.513 indicates that if there is an increase of 1 level in each unit in the training and organizational culture variable or equal to zero, then the amount of employee engagement is 5.513.

b. Training (X1)

Training (X1) affects *employee engagement* (Z) with a regression coefficient of 0.329. The existence of this positive relationship means that X1 and Z have a unidirectional relationship. The value of this coefficient itself can be interpreted if the variable X1 increases then the magnitude of Z will increase by 0.329.

c. Organizational Culture (X2)

Organizational culture (X2) affects *employee engagement* (Z) with a regression coefficient of 0.287. The existence of this positive relationship means that X2 and Z have a unidirectional relationship. The value of this coefficient itself can be interpreted if the variable X2 increases then the magnitude of Z will increase by 0.287.

Test T (Parsial)

a. Training (X1) on Employee Performance (Y)

1. Hypothesis 1

Ho : There is no significant effect of training on employee performance

Ha : There is a significant effect of training on employee performance

2. Rikteria

If the research sig < 0.05 then Ho is rejected and Ha is accepted

If the research sig > 0.05 then Ho is accepted and Ha is rejected

3. Result

Hypothesis testing showed a significance of $0.028 < 0.05$ so Ho was rejected and Ha was accepted.

4. Conclusion

Based on the calculation above, it can be concluded that the first hypothesis that reads, There is a significant positive influence of training variables on employee performance.

Hypothesis 1: **PROVEN**

b. Organizational Culture (X2) to Employee Performance (Y)

1. Hypothesis 2

Ho : There is no significant influence of organizational culture on employee performance

Ha : There is a significant influence of organizational culture on employee performance.

2. Rikteria

If the research sig < 0.05 then Ho is rejected and Ha is accepted

If the research sig > 0.05 then Ho is accepted and Ha is rejected

3. Result

Hypothesis testing showed a significance number of $0.003 < 0.05$ so Ho was rejected and Ha was accepted.

4. Conclusion

Based on the calculation above, it can be concluded that the first hypothesis that reads, There is a significant positive influence of organizational culture variables on employee performance.

Hypothesis 2: **PROVEN**

c. Training (X1) on Employee Engagement (Z)

1. Hypothesis 3

Ho : There is no significant effect of training on employee engagement

Ha : There is a significant effect of training on employee engagement.

2. Rikteria

If the research sig < 0.05 then Ho is rejected and Ha is accepted

If the research sig > 0.05 then Ho is accepted and Ha is rejected

3. Result

Hypothesis testing showed a significance of $0.004 < 0.05$ so Ho was rejected and Ha accepted.

4. Conclusion

Based on the calculation above, it can be concluded that the first hypothesis that reads, There is a significant positive influence of training variables on employee engagement.

Hypothesis 3: **PROVEN**

d. Organizational Culture (X2) to Employee Engagement (Z)

1. Hypothesis 4

Ho : There is no significant influence of organizational culture on employee engagement

Ha : There is a significant influence of organizational culture on employee engagement.

2. Rikteria

If the research sig < 0.05 then Ho is rejected and Ha is accepted

If the research sig > 0.05 then Ho is accepted and Ha is rejected

3. Result

Hypothesis testing showed a significance of $0.000 < 0.05$ so Ho was rejected and Ha accepted.

4. Conclusion

Based on the calculation above, it can be concluded that the first hypothesis that reads, There is a significant positive influence of organizational culture variables on employee engagement.

Hypothesis 4: **PROVEN**

e. Employee Engagement (Z) on Employee Performance (Y)

1. Hypothesis 5

Ho : There is no significant effect of employee engagement on employee performance

Ha : There is a significant effect of employee engagement on employee performance.

2. Rikteria

If the research sig < 0.05 then Ho is rejected and Ha is accepted

If the research sig > 0.05 then Ho is accepted and Ha is rejected

3. Result

Hypothesis testing showed a significance of $0.000 < 0.05$ so Ho was rejected and Ha accepted.

4. Conclusion

Based on the calculation above, it can be concluded that the first hypothesis that reads, There is a significant positive influence of the employee engagement variable on employee performance.

Hypothesis 5: **PROVEN**

Coefficient of Determination (R²)

The coefficient of determination test in this study is used to measure how far the dependent variables are. If the resulting R2 value is greater, it can be said that the greater the ability of the independent variable or independent variable in explaining the dependent variable or dependent variable. The results of the R2 value in this study are presented in tables 6 and 7

Table 8 Results of Coefficient of Determination (R2) Stage 1

Model	R	R Square	Adjusted R Square	td. Error of the Estimate
1	.837 ^a	.700	.692	2.592

Source: Primary Data processed, (2023)

Based on the table above, it can be seen that the value of the coefficient of determination or R *square* is 0.700 or 70.0%. The value of R *square* is obtained from the squared correlation number, which is 0.837 multiplied by 0.837. Based on this analysis, it can be seen that training, and organizational culture simultaneously affect 70.0% of employee performance while the rest (100%-70.0% = 30.0%) are influenced by other variables outside the equation or variables that are not studied.

Table 9 Results of Coefficient of Determination (R2) Stage 3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.735	.725	2.681

Source: Primary Data processed, (2023)

Based on the table above, it can be seen that the value of the coefficient of determination or *R square* is 0.735 or 73.5%. The value of *R square* is obtained from the squared correlation number of 0.858 multiplied by 0.858. Based on this analysis, it can be seen that training, and organizational culture simultaneously affect 73.5% of employee performance with the *employee engagement variable as an intervening variable* while the rest (100%-85.8% = 26.5%) is influenced by other variables outside the equation or variables that are not studied.

Discussions

The Effect of Training on Employee Performance

Based on the results of the study shows that there is a positive influence of training on employee performance at PT. Telkom Access Yogyakarta is proven by the results of the t test where the magnitude of the significance number is $0.002 < 0.05$. The results show that the better of the training will affect the performance of the employees. This means that the first hypothesis is accepted.

According to Kaswan in (Safitri 2019), job training is a process of improving employee knowledge and skills. The purpose of job training is to improve employee performance that is unsatisfactory due to lack of skills. Thus making employees work optimally. The results of this study are in line with previous research conducted by (Cay, 2022) which explained that job training factors have a significant effect on employee performance

The Influence of Organizational Culture on Employee Performance

Based on the results of the study, it shows that there is a positive influence of organizational culture on employee performance at PT. Telkom Access Yogyakarta, evidenced by the results of the t test where the magnitude of the significance number is $0.000 < 0.05$. The results show that the better of the organizational culture will affect the performance of the employees. This means that the second hypothesis is accepted.

According to Sule & Saefullah in (Supardi & Aulia Anshari 2022), organizational culture is the values and norms adopted and carried out by an organization related to the environment in which the organization carries out its activities. The compatibility between personal values and company values will improve performance. Organizational culture is what employees perceive and how this perception creates patterns of beliefs, values, and expectations. Employees as part of the company organization will perceive the values of the organizational culture that exists in the company, whether the company's values are in accordance with individual values. The existence of a match between personal values and company values will lead to performance.

The results of this study are in line with research previously conducted by (Jufrizen & Rahmadhani 2020), there is a significant influence of organizational culture variables on employee performance variables. The work environment cannot moderate the relationship between organizational culture variables and employee performance.

The Effect of Training on Employee Engagement

Based on the results of the study shows that there is a positive influence of training on *employee engagement* at PT. Telkom Access Yogyakarta, evidenced by the results of the t test where the magnitude of the significance number is $0.004 < 0.05$. Results show that the better the training affects *employee engagement*. This means that the third hypothesis is accepted.

Hughes and Rog in (Putra & Adriansyah 2022) said that *employee engagement* is a high emotional and intellectual connection that employees have to their work, organization, manager,

or co-workers who exert influence to increase *discretionary effort* in his work. A good relationship with the job he is responsible for, the organization where he works, the manager who is his boss and provides support and advice, or colleagues who support each other allows individuals to give their best efforts that exceed the requirements of a job.

The results of this study are in line with research conducted by (Primadini & Karneli 2023) which shows that job training has a positive and significant effect on Employee Engagement, career development has a positive and significant effect on Employee Engagement, *and job training and career development is significant on Employee Engagement.*

The Influence of Organizational Culture on Employee Engagement

Based on the results of the study shows that there is a positive influence of organizational culture on *employee engagement* at PT. Telkom Access Yogyakarta, evidenced by the results of the t test where the significance number is $0.000 < 0.05$. The results show that organizational culture affects *employee engagement*. This means that the fourth hypothesis is accepted.

According to (Drajat & Maulyan 2020), organizational culture is part of human resource management, seen from behavioral aspects. So that organizational culture is a management behavior adopted by the company to solve problems of internal integration and external adaptation for generations based on corporate philosophy. Organizational culture shows how employees in the company believe, learn, apply and develop the company's distinctive characteristics that can be used as a code of conduct to achieve predetermined company goals.

The results of this study are in line with research conducted by (Soeharso & Nurika, 2020) which shows that organizational culture has a significant effect on *employee engagement*.

The Effect of Employee Engagement on Employee Performance

Based on the results of the study shows that there is a positive influence of *employee engagement* on employee performance at PT. Telkom Access Yogyakarta, evidenced by the results of the t test where the significance number is $0.000 < 0.05$. The results show that organizational culture affects *employee engagement*. This means that the fifth hypothesis is accepted.

According to (Chaerunissa & Pancasasti 2021), employee involvement as the psychological presence of employees during doing their work and suggests two important components of engagement, such as attention and labor absorption. Therefore, *employee engagement* is defined as the psychological aspect of attendance at a particular work role that involves attention and absorption. In addition, employee engagement as a combination of cognitive and emotional work experience and work activity that makes individuals behave while performing work.

The results of this study are in line with (Noviardy & Aliya's 2020) research which shows that employee engagement and organizational commitment simultaneously have a significant influence on employee performance at PT. Suryabumi Agrolanggeng.

The Effect of Training on Employee Performance through Employee Engagement

Based on the results of multiple linear regression analysis conducted by researchers, it was found that the Z value for the effect of training on employee performance through employee engagement was 1.783. This value exceeds the established indicator of 1.667. Therefore, the sixth hypothesis in this study can be stated as true. Evidenced by the results of the t test where the magnitude of the significance number is $0.079 > 0.05$. Results showed that employee engagement did not mediate job training on employee performance where the indirect relationship was smaller than the direct relationship ($0.079 > 0.05$). This means that the sixth hypothesis is rejected. Providing training to employees can improve their performance in the company, as they become more competent in carrying out their duties and responsibilities, and they will strive to achieve the best results. Effective training has a positive impact on employees in carrying out their jobs. The better the training provided, the higher the level of employee engagement with the company. Employee engagement is one of the factors that influence employee behavior and has the potential to affect their performance and company performance. This means that employees will work more efficiently, achieve set targets, and meet company performance standards. Through employee training, companies can create quality human resources and have a strong commitment

to the company, which will ultimately have a positive impact on employee performance and the company as a whole.

The results of this study are in line with previous research conducted showed that the effect of training through employee engagement did not have a significant effect on employee performance. However, in contrast to research conducted by (Afroz, Shafiullah, Urme, & Higgins, 2018), (Halawi & Haydar, 2018) Providing training to employees is certainly done with the aim that the company's performance can run well, the implementation of training carried out without initiative or enthusiasm from employees will certainly not provide good training results, factors that cause employees to have no training motivation can be such as ineffective training or The company does not run training that is in accordance with the potential of employees.

The Influence of Organizational Culture on Employee Performance through *Employee Engagement*

Based on the results of multiple linear regression analysis that has been conducted by researchers, it can be seen that the magnitude of the Z value of the influence of organizational culture variables on employee performance through employee *engagement variables* is 3.357. This result is greater than the magnitude of the predetermined indicator of $3.357 > 1.667$. That is, the hypothesis of these seven studies is accepted. Evidenced by the results of the t test where the magnitude of the significance number is $0.001 < 0.05$. The results show that employee engagement is able to influence organizational culture on employee performance where indirect relationships are smaller than direct relationships ($0.001 < 0.05$). This means that the sixth hypothesis is accepted

Organizational culture shows the way employees in the company believe, learn, apply and develop distinctive characteristics of the company that can be used as a code of behavior. The compatibility between personal values and company values will improve employee performance. *Employee engagement* as a level where someone has a commitment to an organization so that it can determine how employees perform towards the company. Corporate Organizational Culture that is in accordance with the personality of employees will make good performance and achieve organizational goals, namely providing the best service quality.

The results of this study are in line with previous research conducted by (Lestari, Sakdiyah, Soleha, & Wahidah, 2022) stating that the influence of organizational culture on employee performance through *Employee Engagement* has a positive influence. Another research conducted by (Santoso & Nugroho, 2021) explains how the influence of human resource practices (including training and development) on employee performance through organizational commitment.

CONCLUSION

Based on the results of the analysis in the previous chapter, the following conclusions can be drawn: 1. Training has a positive and significant effect on employee performance at PT. Telkom Access Yogyakarta. 2. Organizational culture has a positive and significant effect on employee performance at PT. Telkom Access Yogyakarta. 3. Training has a positive and significant effect on employee engagement at PT. Telkom Access Yogyakarta. 4. Organizational culture has a positive and significant effect on employee engagement at PT. Telkom Access Yogyakarta. 5. Employee engagement has a positive and significant effect on employee performance at PT. Telkom Access Yogyakarta. 6. Training (X1) has an indirect influence on employee performance (Y) through employee engagement as an intervening variable (Z) at PT. Telkom Access Yogyakarta. 7. Organizational Culture (X2) has an indirect influence on employee performance (Y) through employee engagement as an intervening variable (Z) at PT. Telkom Access Yogyakarta.

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