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THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE ENGAGEMENT IN UD EMPLOYEES. HEALTHY BEAUTY GORONTALO

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Abstract

This study was conducted to examine the extent of the relationship between organizational culture and employee engagement in employees at UD. Sehat Indah Gorontalo by using a quantitative approach through the correlational method. All employees totaling 60 people were used as a research sample using the total sampling technique. Data analysis was carried out through normality tests, linearity tests, and Pearson Product Moment correlation with the help of SPSS software version 20. The results showed that there was a positive and significant relationship between organizational culture and employee engagement with a correlation coefficient value of 0.419 at a significance level of p equal to 0.000 which is smaller than 0.05. These findings confirm that the quality of organizational culture makes a real contribution to employee engagement levels. The novelty of this research lies in the disclosure of the strength of the relationship between organizational culture and employee engagement in the context of local medium-sized business organizations which has been limited to empirical research. In addition, the results of the categorization showed that as many as eight employees or around 13.1 percent were in the medium category in the perception of organizational culture. These findings show that there is a gap in the internalization of organizational culture among employees. This condition has an impact on the overall decline in the level of employee engagement, where the employee engagement rate that was originally expected to reach one hundred percent decreased to 86.9 percent. These findings provide a new understanding that differences in perceptions of organizational culture, albeit in relatively small proportions, can affect the achievement of collective work engagement. This research not only confirms the relationship between organizational culture and employee engagement, but also makes a new contribution by affirming the importance of consistency and fairness in the implementation of organizational culture as key factors

INTRODUCTION

Currently, organizational culture is an increasingly urgent issue to be studied, both among academics and business practitioners and managers, because it has proven to play an important role in maintaining organizational stability, encouraging development, and improving adaptability to environmental changes. However, in practice, not all organizations are able to manage organizational culture effectively, so a culture that is supposed to create work comfort and support performance has the potential to reduce individual work ability if it is not aligned with the organization's goals. Organizational culture is an integral part of the study of human resource management and organizational theory, the success of which depends heavily on the quality of human resources as the main driver of organizational activities. In the context of increasingly fierce competition, organizations are required to have ideal, competent, and adaptive human resources, but in reality, efforts to improve the quality of human resources have not been fully optimal. This condition confirms that strengthening organizational culture in harmony with human resource development is an urgent need to improve organizational performance and competitiveness in a sustainable manner (Di et al., 2024; Wahyuddin, 2022; Puspitasari & Budiana, 2022).

In an organization, human resources (HR) are the main components that play an important role in carrying out all organizational activities to achieve the goals that have been set. The success of an organization is highly determined by the quality of its human resources, so organizations need ideal, competent, and adaptive human resources to be able to compete with other organizations. To deal with these conditions, the development and improvement of the quality of human resources needs to be carried out on an ongoing basis so that organizational performance can run optimally. One of the important indicators in HR management is the level of employee engagement, which is a psychological condition when individuals feel fully involved in their work, which is characterized by the emergence of positive feelings, job satisfaction, and commitment to make the best contribution to the organization. Human resources who have a high level of engagement tend to be able to create a competitive advantage for the organization. Various studies show that there is a very strong and significant relationship between organizational culture and employee engagement, where a positive organizational

culture has a direct effect on increasing employee engagement, as well as forming positive and sustainable relationships in the work environment (Puspitasari & Budiana, 2022; Akbar et al., 2021).

Resources that engaged or having an attachment to their work and organization, means having a commitment to provide a competitive advantage for the company. To be able to create employee engagement. Employee engagement is A psychological condition in which individuals feel fully engaged in their work, which is characterized by positive feelings and satisfaction at work. Based on the research conducted by the research, it is proven that a very strong and significant relationship is obtained between organizational culture variables and employee engagement This study also found that the relationship between organizational culture variables and employee engagement Laksmi Muslimah employees are positive (Akbar et al., 2021).

Research on the level of employee engagement was conducted more deeply by Sheila in (Maria et al 2023), highlighting the study found that each employee from a different generation had a level of employee engagement which are different. The survey showed that employees from generation Y have a Commitment lowest with a percentage of 28% and the Not Engaged the highest by 71%. A positive and strong organization is most likely to contribute to increased employee engagement in their work. However, even though correlations show a strong relationship, keep in mind that correlation doesn't always mean causality, so other factors can also affect employee engagement That is why I am so proud of you." et al., 2023).

On the other hand, the performance contained in human resources is considered the same and cannot be separated from work culture. Organizational culture is the values that are embraced together that are carried out by all members of the organization in carrying out daily activities to realize the goals or ideals desired by an organization. Companies that have a good organizational culture can provide an emotional sense of ownership, responsibility, dedication as well as effort in work. According to Gallup research in 155 countries. Employees between the ages of 23 and 65 years were surveyed and 1,000 representatives from countries showed that employee engagement levels are still low. The results show that 85 percent of employees feel unattached to their company and work, only 19 percent of employees in Southeast Asia feel tied (committed) with what

he does, in this case it also includes the country of Indonesia which shows that only 15 percent of employees feel tied (committed) where they work (Amanda et al., 2023).

The research conducted by Stepany et al., (2021), based on the results of research by stepany and the description that has been submitted, it is concluded that there is a positive and significant relationship between organizational culture and employee engagement to employees in Credit Union (CU) Pancur Solidaritas. This means that the better the organizational culture, the higher it will be employee engagement (Dwitiantiny & Wijono, 2022). Organizational culture plays a very important role in creating a stable and supportive work environment among employees. Research shows that there is a positive and significant relationship between organizational culture and employee engagement, which means that the better the organizational culture, the higher the employee engagement rate. However, while there is a strong correlation, keep in mind that the relationship is not always causal, and other factors can also influence employee engagement. Organizational culture becomes a basic pattern created, discovered, or developed by the exclusive group when learning to deal with cases of external adaptation and internal integration has gone relatively well to be believed to be valid and therefore, to be taught to new members is a way to perceive, think and feel in relation to the case at hand.

Organizational culture is a set of values, beliefs or norms that must be followed by the members of an organization, used as a guideline in behaving and solving problems in the organization. Organizational culture is the habits, traditions, norms, and general way of doing everything that exists in an organization, as an output of what has been done before. Organizational culture is a system of meaning that is embraced together by members that distinguishes one organization from another. Organizational culture explains how to view the elements in the organization and how each of these elements behaves in accordance with the organizational culture. The importance of organizational culture for an organization or institution is related to its role in providing norms, building a tradition, and directing the elements that exist in the organization.

The culture of the organization is created by the founders, leaders, and members and has received regular and continuous improvement. Organizational culture also has a function as a benchmark for boundaries or separators regarding the identity of members

in an organization, can trigger commitment, and increase the readiness of the organization's social system. Based on an initial survey conducted on March 6, 2025 on several employees and general managers (GM). According to employees with admin positions, it is said that, at UD. Sehat Indah there is an unequal treatment of employees. Where the company's leaders differentiate between employees and each other. where, when employee A makes a mistake such as arriving late, the company leader will not reprimand the employee. It is different with other employees when they make mistakes, the company leadership will immediately reprimand firmly. It is an example of unequal treatment of employees. In the next phenomenon based on an interview by one of the employees, it was found that the company was free to lend money to employees. Both old employees and new employees, however, will have difficulty when applying for Compensation Adjustment (salary increase).

Next General Manager (GM) UD. Sehat Indah said that there are some employees who are still often negligent with their respective responsibilities and lack of initiative at work. The meaning of negligence is, employees often forget or are careless in arranging incoming goods, especially warehouse employees. An employee can be said to have good performance if the employee has a sense of attachment (committed) who are close to the company and are able to make a large and optimal contribution to the company. Employees don't just work for a salary, or promotion, but work on behalf of the company's goals (Hesti & Rahmawati, 2023).

Employee engagement rates vary between generations, with the lowest levels of engagement shown. In addition, the initial survey at UD. Sehat Indah revealed that there is an unequal treatment of employees, which can affect their motivation and involvement. Employees who have an emotional attachment to the company tend to contribute more and optimally to the organization's goals. Therefore, it is important for companies to create an inclusive and equitable organizational culture to improve employee engagement and overall performance. In this case, it makes researchers more interested in the phenomenon that exists in the company about organizational culture and employee engagement. So the researcher chose to conduct a study entitled "The Relationship between Organizational Culture and Employee Engagement in UD Employees. Healthy Beautiful.

RESEARCH METHODS

This type of research uses quantitative methods. The main objective of this method is to test theories through the measurement of the relationship between variables and research instruments so as to produce statistically analyzed numerical data.(Creswell, 2016). This research was carried out at UD. Sehat Indah Gorontalo which is located at Jl. Melati No. 1, Gorontalo City, Gorontalo Province, from March to June 2025. The population in this study is all UD employees. Sehat Indah Gorontalo has a total of 60 people, so a nonprobability sampling technique is used with a total sampling method, where all populations are used as samples. The research variables consisted of organizational culture as an independent variable (X) and employee engagement as a bound variable (Y). The conceptual definition of organizational culture refers to the patterns of values, norms, and beliefs that affect work interactions, while employee engagement is defined as the level of employee involvement, commitment, and enthusiasm towards work and the organization.

The operational definitions of the two variables are poured into indicators, including the organizational culture dimension according to Robbins et al. (2015) such as innovation, result orientation, teamwork, stability, aggressiveness, and attention to detail, as well as employee engagement dimensions according to Schaufeli et al. (2002) such as vigor, dedication, and absorption. The research instrument was in the form of a closed questionnaire using the Likert scale with favorable and unfavorable item scores, compiled based on variable indicators, and tested for validity using product moment correlation, with valid criteria if r is calculated $> r$ table (0.361). The results of the validity test showed 33 valid items out of 48 organizational culture statements and 13 valid items out of 18 employee engagement statements. The reliability of the instrument was tested using Cronbach's Alpha with organizational culture results of 0.868 and employee engagement of 0.715, so both were declared reliable.

Data collection was carried out by distributing questionnaires to all respondents. The collected data were analyzed using univariate analysis to describe the frequency distribution of each variable and bivariate analysis to test the hypothesis with the Pearson Product Moment correlation test, after previously conducting prerequisite tests in the form of normality tests (Kolmogorov-Smirnov) and linearity tests. The zero

hypothesis (H_0) states that there is no significant relationship between organizational culture and employee engagement, while the alternative hypothesis (H_1) states that there is a significant relationship between the two. This research process is carried out through stages: Preparation, including initial observation, problem identification, and instrument preparation; (2) try out to test the instrument; Implementation of data collection; and Data processing using SPSS version 20 for Windows.

RESEARCH RESULTS AND DISCUSSION

4.1. The Results Of The Analysis Of The Relationship Between Organizational Culture And *Employee Engagement* In UD Employees. Healthy Indah Gorontalo. Univariate Analysis And Statistical Descriptive Test

Univariate is used to describe or describe the data that has been collected as it is without intending to make conclusions for the general public or generalizing. The characteristics of the respondents in this study include the gender of the results in this study will be explained as follows;

Table 1.
Sex characteristics

Gender	Frequency	Percentage
Women	36	60%
Male	24	40%

Based on the table above, from the results of the study, it is known that the characteristics of respondents based on gender categories are 24 male respondents and 36 female respondents. Furthermore, at the stage of statistical descriptive testing related to the analysis of organizational culture data with *employee engagement* through the SPSS application version 20, statistical data was obtained which is displayed in the table below:

Table 2.
Descriptive Test Results

Variable	Min	Max	Red	Std.Dev
Organizational Culture	97	114	105.68	4.119
<i>Employee Engagement</i>	42	50	46.83	1.852

From the table, it can be concluded that the descriptive statistical data for organizational culture has a Minimum value of 97, a Maximum value of 114, an average value of 105.68 and a Standard Deviation of 4,119 While for the variable *Employee Engagement*, the minimum value is 42, the maximum value is 50, the average value is 46.83 and the Satandar deviation is 1,852. There are also several categorizations including variable categories. The level of Organizational Culture with *Employee engagement* was divided by the researcher into three categories, namely low, medium, and high. This classification is determined after the mean and Standard Deviation (SD) are known. Based on the mean value and Standard Deviation, the researcher then determined the level of the Organizational Culture and *Employee Engagement* category using the following classification standards:

Table 3.
Formula Categorization norms

Categories	Norm Formula
Low	$X < (red - 1SD)$
Medium	$(red - 1SD) \leq X < (red + 1SD)$
Height	$(red + 1SD) \geq X$

Description:

X = Total Score

M = Red

SD = Standard Deviation

Based on the norms of categorization of the respondents, the respondents of this study can be grouped into 3 categories in each variable. The categorization can be seen in the following table:

Table 4.
Categorization Norms

Categorization	Organizational Culture	Employee Engagement
Low	$X < 66$	$X < 26$
Medium	$66 \leq X < 100$	$26 \leq X < 40$
Height	$100 \leq X$	$40 \leq X$

Table 5.
Results of categorization

Categories	Score	Organizational Culture		Employee engagement	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Low	$X < 66$	0	0	0	0
Medium	$66 \leq X < 100$	8	13,1%	0	0
Height	$100 \leq X$	52	85,2%	60	100%
Total		60	100%	60	100%

The table shows that the largest percentage of organizational culture is in the high category and *the largest employee engagement* is in the high category. A total of 52 respondents (85.2%) of the organizational culture scale were in the high category, while in the medium category as many as 8 respondents (13.1%) and *employee engagement* in the high category as many as 60 respondents (100%) while in the medium and low categories 0.

4.2. Bivariate Analysis (Normality, Linearity and Product Moment Correlation Test)

Based on the results of the research, a grouping can be carried out that refers to the categorization criteria based on the assumption that the scores of the research subjects are distributed normally. The results in this study will be explained as follows:

1. Normality Test

The normality test is one of the basic tests that is carried out before conducting further or more data analysis in normal data, often used as a basis in some statistical tests even though all data is not required to be normal. The normality test functions to see the sample data we take or use following or approaching the normal distribution (The

distribution of the data does not tend to be left or right). Distribution refers to quantitative phenomena in the natural sciences or social sciences.

The normality test uses the Kolmogorov-Smirnov Test method with the help of SPSS Version 20 *for windows*. Normally distributed data if the significance value (p-value) is > 0.05 while the data is abnormally distributed if the p-value < 0.05.

Table 6.
Normality Test Results

Variable	Kolmogorov-Smirnov	P	Remarks
Organizational Culture	0,099	0,200	Normal
<i>Employee Engagement</i>	0,129	0,014	Normal

Based on the table, the results of the normality test showed that the kolmogorov-Smirnov score of the organizational culture variable had a score of 0.099 with p= 0.200 (p > 0.05), while the score on *the employee engagement variable* was 0.129 with p = 0.014 (p > 0.05). The significance value obtained from the variables of organizational culture and *employee engagement* > 0.05, so it can be said that the two variables are normally distributed.

2. LINEARITY TEST RESULTS

The test results can be seen from the significance value that can be obtained from the *deviation from linearity test* with the help of the SPSS version 20 program. If the significant value is greater > 0.05, then there is a relationship between the two variables. Conversely, if the significant value is smaller < 0.05, then there is no relationship between the two variables or is non-linear.

Table 7.
Linearity Test Results

Variable	Linearity Coefficients (F)	P	Remarks
Organizational Culture	0,573	0,453	Linear

Employee Engagement

It can be seen from the table, the linear test of organizational culture and *employee engagement* variables produced a significant value of 0.453 with ($p > 0.05$) which means 0.453 is greater than 0.05. This information shows that there is a significant linear relationship between organizational culture variables (X) and *employee engagement* (Y).

3. PRODUCT MOMENT CORRELATION TEST

The correlation test technique used by the researcher is the Pearson correlation test through the SPSS 20 *for Windows program*. The following is a table of the results of the correlation test:

Table 8.
Correlation Test Results

Variable	r	r^2	p	Remarks
Organizational culture	0,419	0,065	0,000	Significant
<i>Employee engagement</i>				

Based on the results of the table above, it shows that $p = 0.000$ ($p \leq 0.05$) with a value of $r = 0.419$ ($r^2 = 0.065$). This value shows that about 17.5% of *employee engagement variables* can be explained by organizational culture variables. This indicates that there is a significant correlation or relationship between organizational culture and *employee engagement*. This can be interpreted that when the company's organizational culture increases, the level of *employee engagement* in employees tends to increase as well. Thus the hypothesis can be declared acceptable.

DISCUSSION

4.3. The Relationship Between Organizational Culture and *Employee Engagement* in Ud. Healthy Indah Gorontalo.

Robbin, (2006) stated that organizational culture is a characteristic that exists in a group that guides its behavior and helps distinguish it from other groups. That is, organizational culture is a set of behavioral norms and values that must be understood and followed by a group of people who follow them (Ahmad Fauzi., 2024). According to Sutrisno (2016), organizational culture (*Corporate Culture*) is a set of values, beliefs or norms that are understood and adhered to together, owned by a company, and are used

as a guideline for lifestyle behavior that reflects the beliefs or values embraced by employees in the company. The company has an organizational culture as a guideline to form rules in thinking and acting for employees in order to achieve the goals set by the company (Hesti & Rahmawati, 2023). Hofstede (2020), stated that organizational culture is a belief that is shared by all members of the organization. Organizational culture is a rule that regulates how employees behave in the workplace, so it can be said that organizational culture is a guideline used in carrying out performance activities in an organization (Soeharso & Nurika, 2020).

Other studies Organizational culture is a system that influences the way employees think, understand, and behave towards each other and towards people outside the organization, this system contains shared values, attitudes, behaviors, beliefs, and norms that the organization embraces (Putriamadhana & Mulyana, 2023). Organizational culture actually has a correlation with *employee engagement*. This is because *employee engagement* as a positive, fulfilling and work-related state of mind characterized by passion, dedication, and mindfulness. Employee engagement is not just an attitude like an organization's commitment, but it is the level of an employee who is attentive and integrated with his or her work. Employee engagement is very important because it is a behavior that is a turning point that drives employee performance. (Schaufeli, 2013). The other side *Commitment* or employee attachment is a unity of effort, commitment, responsibility, mind, energy and heart to make optimal contributions earnestly and consciously as a form of desire to stay in the organization sustainably. Meanwhile, according to Robbins, *employee engagement* is an individual employee involvement, satisfaction, and enthusiasm to do their job (Kurnia & Kartika, 2017).

Responding to this description, the results of this study firmly corroborate previous findings that state that organizational culture is one of the determining factors in forming employee attachment. Based on the results of statistical analysis, it was found that there was a significant relationship between organizational culture and employee engagement in UD employees. Healthy Indah Gorontalo. This relationship is evidenced by a correlation coefficient value (r_{xy}) of 0.419 with a significance level of 0.000 ($p < 0.05$), which statistically shows that there is a fairly strong relationship and does not occur by chance. This means that there is a clear tendency that the stronger the organizational cultural values that are applied, the higher the level of employee engagement or

engagement. These findings have important implications. First, organizational culture is not just a formal corporate attribute or identity, but a strategic factor that has a direct impact on employee behavior and motivation. A positive culture is able to create a sense of belonging, security, and motivation to work with enthusiasm. On the contrary, a weak organizational culture has the potential to reduce engagement, which in turn can hinder productivity and work effectiveness. Thus, companies that want to improve the performance of their employees must make strengthening organizational culture a top priority. Second, high employee engagement not only impacts individuals, but also on the sustainability of the organization as a whole. Engaged employees tend to be more productive, more loyal, and have a strong commitment to achieving the company's vision. They not only work to fulfill obligations, but are also emotionally and cognitively involved in their work.

In other words, engagement is the main driver to achieve a competitive advantage. These results also provide a basis for management to take strategic steps. One step that can be taken is to build an inclusive, transparent, and collaboration-oriented culture. Values such as openness, appreciation for individual contributions, and support for self-development should be part of the organization's DNA. In addition, effective internal communication and inspirational leadership also play a big role in strengthening employee attachment. For this reason, this study emphasizes that a strong organizational culture is not just added value, but is an important foundation in forming strong engagement. Without a good culture, it is difficult for a company to create employees who are passionate, dedicated, and fully committed to their work. Therefore, for UD. Sehat Indah Gorontalo, these findings can be used as a foothold to continue to strengthen the organization's culture through internal policies, training, and visionary leadership in order to increase engagement while achieving company goals in a sustainable manner.

In the literature there are several definitions *employee engagement*. As stated in the *Working Paper* published by *Kingston University*, Kahn (2008) states that: "*Employee engagement as 'the harnessing of organization members' selves to the irworkroles in engagement, people employ and express them selves physically, cognitively, and emotionally during role performances*". *Employee engagement* is defined as the behavior in which people bring their personal selves into their work. (Puspita *et al.*, 2016). Employees who have employee engagement will work and express themselves cognitively and

emotionally in carrying out their roles in the organization. So, according to Khan *employee engagement* means being psychologically present when working and carrying out his role in the company. According to Dessler & Varkkey, (2017) *Employee Engagement* is the extent to which an organization's employees are psychologically engaged, connected, and committed to getting their work done. Meanwhile, according to Allen & McCarthy, (2017) defines *Engage* is to gain and maintain the attention and interest to ask to participate. Involve, help people take action. Motivation, inspiring someone to want to do something (Zamzamy) *et al.*, 2021).

In addition, *employee engagement* is an individual's mental attitude associated with the work of an individual who is positive and highly motivated in relation to work, also characterized by a high level of energy and a strong identification with one's work (Abrianto & Srimulyani, 2021). *Employee engagement* It is a form of individual involvement and satisfaction as well as a form of enthusiasm in doing work. *Employee engagement* It is an important thing in improving employee performance, which is an attachment as energy or motivation from employees to help the organization achieve its goals, so that employees have a sense of belonging to the organization or agency. (Nurdinah & Kurniawan, 2019). Other articulations *Employee engagement* It can be in the form of a willingness to advocate on behalf of the company's premises, this includes the willingness to promote the company, buy and even invest in the company. whereas, according to Handoyo & Setiawan, 2017 *Employee engagement* as the level of commitment and attachment the employees have to the organization and the values applied in the organization (Taqiyuddin *et al.*, 2022).

Basically, *employee engagement* is a state or behavior that encourages employees to be passionate about their work so that they give their heart, energy and mind to the work. Schaufeli presented the *employee engagement* among others; (1) *Vigor*. *Vigor* It is characterized by a high level of energy, a desire to try hard, and not giving up easily. (2) *Dedication*. *Dedication* It is characterized by a feeling of meaning, enthusiasm, pride, inspiration, and challenge in work. Employees consider work to be a valuable, inspiring and challenging experience. (3) *Absorption*. *Absorption* characterized by concentration and deep interest. Employees find it convenient to be occupied by work, immerse in work and have difficulty separating themselves from work (Jasmine, 2014) Meanwhile, according to Schaufeli & Bakker, the aspect of *employee engagement* consists of three,

namely: (1) Job readiness, which is characterized by a high level of mental resilience at work, the desire to strive earnestly at work, persistence in facing difficulties. (2) Willingness to work, this aspect is characterized by a feeling of meaning, enthusiasm, inspiration, pride and challenge in work. (3) Pride of work, refers to the character of employees who have totality by concentrating fully on the work done, feeling happy and dissolved in carrying out their work (During, 2024).

Responding to the description of the concept above, it is clear that employee engagement is not just a formal attitude shown by employees, but is a complete involvement both physically, cognitively, and emotionally in carrying out their role in the organization. As explained by Kahn (2008), engagement involves full self-disclosure in the work so that employees not only work mechanically, but also provide energy, attention, and dedication. This opinion is reinforced by Schaufeli and Bakker who view engagement as a positive psychological state characterized by vigor, dedication, and absorption, where vigor reflects mental energy and toughness, dedication shows enthusiasm and a sense of meaning towards work, while absorption describes deep focus and full attachment so that employees feel dissolved in their work. In relation to this study, it was found that there is a significant relationship between organizational culture and employee engagement at UD. Sehat Indah Gorontalo further strengthens this theoretical concept, where the results of statistical analysis show a correlation coefficient value of 0.419 with a significance level of 0.000 ($p < 0.05$) which indicates a strong relationship, meaning that the better the organizational culture that the company instills, the higher the employee attachment.

A positive organizational culture provides space for employees to feel a sense of belonging, trust, and shared value which ultimately becomes the foundation for the emergence of vigor, dedication, and absorption as stated by Schaufeli. These findings are also in line with Dessler and Varkkey's view that employee engagement is the extent to which employees are psychologically connected and committed to their work. When the company is able to create a supportive culture, for example through open communication, appreciation for contributions, and inspirational leadership, employees will be more motivated to work totally and even be willing to become an advocate for the company as described by Handoyo and Setiawan. Thus, this study not only provides empirical

evidence on the importance of organizational culture, but also confirms that engagement is a psychological condition that is greatly influenced by the work environment.

This means that a healthy organizational culture not only increases loyalty and motivation, but also strengthens employee identification with the company, so the implication is that the organization needs to strengthen core values, increase humanistic interactions, and foster a sense of fairness and togetherness so that engagement can grow optimally. Practically, efforts to increase employee engagement through strengthening organizational culture can be done by building transparent internal communication so that employees feel heard and appreciated, providing recognition and appreciation for achievements to trigger motivation and work morale, developing programs to strengthen organizational values so that each member understands the company's vision and mission, encouraging active employee participation in decision-making to improve the sense of Possessing, as well as preparing inspirational leaders who are able to be role models and drivers of positive culture, with this strategy the company not only creates a comfortable work environment, but is also able to foster emotional attachment that is the key to long-term success.

CONCLUSION

The results of the study concluded that there is a significant relationship between *organizational culture* and *employee engagement* in UD employees. Sehat Indah Gorontalo, which is proven through the results of statistical analysis with a positive correlation coefficient value of 0.419 and a significance level of 0.000 ($p < 0.05$). This value shows that the relationship that occurs is not only coincidental, but has a fairly strong and statistically trustworthy strength. This means that the better *the organizational culture* that is implemented in the company, the higher the level of employee attachment to the organization. These findings confirm that building a healthy and positive organizational culture is not just an added value, but an important foundation for the company's sustainability. In practice, a good organizational culture is able to create a conducive work environment, increase loyalty, and motivate employees to contribute more optimally in achieving company goals. In addition, the results of this study also reveal organizational culture categorization data at UD. Sehat Indah Gorontalo, where as many as 13.1% are in the medium category. This shows that out of

60 employees, there are 8 employees who disagree with the organizational culture that is applied, especially related to certain aspects such as the difficulty of the company increasing employee salaries and the difference in treatment of employees.

Meanwhile, the remaining 86.9% rated the organization's culture to be in the high category, which means that most employees have a positive view of the existing culture. This difference gives the impression that although most employees are satisfied, there are still areas that need to be improved so that the organizational culture is more inclusive and equitable in its implementation. Furthermore, *an organizational culture* that is inclusive, fair, and supportive of individual development has proven to be a significant factor in increasing *employee engagement*. This is reflected in the various indicators used in measurement, such as results-orientedness, teamworkability, and organizational stability, all of which play a major role in shaping employees' perception of their work environment. As such, companies need to continue to develop cultural values that encourage fairness, collaboration, and support for individual development. If this is achieved consistently, the level of employee engagement will increase, which ultimately has a positive impact on productivity, loyalty, and long-term success of the company.

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