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# THE INFLUENCE OF ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP, AND COMPENSATION TO EMPLOYEE ENGAGEMENT AT NON GOVERNMENTAL ORGANIZATION X IN JAKARTA

By

Satria Akbar Nugroho

<sup>1,3</sup>Department of Management, University of Pembangunan Nasional Veteran Jakarta

Email: [satria.office12@gmail.com](mailto:satria.office12@gmail.com)

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## ABSTRACT

Employee engagement in an organization is an important factor in the development of an organization. NGO X which is a non-profit organization is challenged to continue to increase the donations received by NGO X from waqif. The services provided by NGO X during the pandemic were considered by some of the waqif to be inappropriate, it can be seen from the number of waqif who stop donate regularly every month. The purpose of this study is to analyze the effect of organizational culture, transformational leadership, and compensation to employee engagement at NGO X. This research is a quantitative study with data collection method using questionnaire. The population in this study is 220 employees of NGO X. This study uses probability sampling, that is random cluster sampling type, the sample selected is 127 samples. The collected data analyzed using SmartPLS.

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## Corresponding Author:

Satria Akbar Nugroho,

Department of Management,

University of Pembangunan Nasional Veteran Jakarta,

Jalan RS. Fatmawati Raya, Pd. Labu, Kec. Cilandak, Kota Depok, Jawa Barat, 12450

Email: [satria.office12@gmail.com](mailto:satria.office12@gmail.com)

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## 1. INTRODUCTION

Human resources are one of the important factors of companies, organizations, institutions, and agencies. Human resources have a strong role to determine the success of an organization. All potential human resources affect the organization's efforts in achieving goals. Employee engagement in an organization is an important factor in the development of an organization. Employee engagement is defined as dedication to the employer and the values that are favored by the organization. An engaged employee tends to be motivated and focused on achieving the goals set in the organization and motivates his colleagues by doing the same. An emotionally engaged employee is positively connected to his work, his performance is naturally of high quality, and very often even exceeds the assigned tasks (Reissova and Papay, 2021).

Each organization has its own organizational culture. Robbins and Judge (2019) states that organizational culture is a system of shared meanings shared by members that distinguishes an organization from other organizations. This system of shared meaning includes the values, beliefs, and assumptions that characterize the organization. Organizations also need strengths that create the capacity among groups of people to do something different or better. This better thing can be reflected in more creative results or higher levels of performance, therefore organizations need a leader (McKenna, 2020). Leadership is considered very important because it relates to efforts to achieve organizational goals through influencing other people in the organization. One leadership style that is believed to be able to balance the mindset of reflecting a new paradigm in the era of globalization is formulated as transformational leadership (Wijaya et al., 2020). Another factor that is considered important for carrying out organizational functions is compensation, because compensation is the core of the relationship between employees and top level management

(Kim and Jang, 2020). According to Sundaray (2012) compensation has a great influence and is closely related to employee engagement. Compensation can also take the form of a company's concern for its employees. A good organization must have a good compensation management system and be able to increase employee engagement with the organization.

According to Harmuningsih (2017), non-profit organizations were formed with the aim of alleviating poverty, alleviating suffering, preserving the environment, providing basic social services and carrying out community development activities. Non-profit organizations are at the forefront of social change, through the shift from private interests to public interests. NGO X which is the object of this research, is an institution that moves and becomes a pioneer in waqf innovation. NGO X is a bridge of goodness that connects waqif with the reapers of waqf benefits (mauquf alaih). NGO X also makes it easier for waqif to distribute human needs in unknown areas in the country.

During the Covid-19 pandemic, the company was faced with the challenge of how to survive and even how to keep the company moving forward to increase the company's revenue. NGO X which is a non-profit organization is challenged to continue to increase the donations received by NGO X from waqif. One of the steps taken by NGO X is to improve the quality of NGO X's services to waqif. Providing satisfactory internal resources is an important benchmark in NGO X. One of the internal resources that have an important role in carrying out the service process is NGO X employees.

The services provided by NGO X during the pandemic were considered by some of the wakif to be inappropriate. It can be seen from several waqifs who stop being waqifs who donate regularly every month. To ensure that the NGO X organization can effectively support the achievement of the vision and mission as well as prepare for change, NGO X realizes the importance of maintaining Employee Engagement. From the employee engagement measurement, NGO X management can find out the opinions and perspectives of its employees on management areas that need to be improved.

## 2. RESEARCH METHOD

This research pursues a quantitative method with a survey as the strategy to obtain necessary data. The questionnaire formed digitally using Google Forms with some statements representing 14 dimensions of variables from organizational culture, transformational leadership, compensation and employee engagement. The likert scale is a selectable measure scale for a questionnaire concerning its usefulness to procure the perception of respondents.

### a. Sample

The type of sampling in this study is probability sampling using random cluster sampling method, which gives each member of the population equal opportunities to become a member. To determine the employees who will be used as data sources, the sample is taken based on the population area (NGO X directorate) that has been determined. It can be concluded that the selection of sample members is carried out in groups and not the selection of individual sample members. The population of each group is known, namely:

- Program Directorate : 16 people
- Marketing Directorate : 26 people
- Directorate of Fundraising : 102 People
- IT Directorate : 18 people
- Operations Directorate : 58 people

To determine the number of samples taken from the population, the researcher used the formula proposed by Slovin with a 90% confidence level with a value of  $e = 10\%$  as follows:

$$\text{Formula : } N / (1 + \sqrt{Ne})^2$$

Information:

$n$  = Sample size/Number of respondents.

$N$  = Population size

$e$  = Percentage of allowance for accuracy of sampling error that can still be tolerated,  $e = 10\%$  or 0.1

So the sample size of this study is calculated by the formula above as follows:

- Program Directorate : 14 people
- Marketing Directorate : 21 people
- Directorate of Fundraising : 50 People
- IT Directorate : 15 people
- Operations Directorate : 37 people



**b. Variable measurements**

Table 1. Organizational Culture

Variable	Dimension	Indicator
Organizational Culture (X1)	Self-awareness	Job satisfaction, Efforts to develop themselves, and Obey the rules
	Aggressiveness	Inisiative and Prepare a plan
	Personality	Mutual respect, Help each other, and Appreciate differences of opinion
	Performance	Put quality first, Innovate, and Work effectively and efficiently
	Team orientation	Synergy and Slove problems

Table 2. Transformational Leadership

Variable	Dimension	Indicator
Transformational Leadership (X2)	Idealized Influence	Dare to take risks, Reliable, Good etiquette
	Inspirational Motivation	Communicate important goals, Focus on the effort
	Intellectual Stimulation	Encourage the creativity of his subordinates
	Individualized Consideration	Understanding individual desires

Table 3. Compensation

Variable	Dimension	Indicator
Compensation (X3)	Financial Compensation	Basic salary and Allowances
	Non Financial Compensation	Reward, Social security, and Job satisfaction

Table 4. Employee Engagement

Variable	Dimension	Indicator
Employee Engagement (Y)	Vigor	Has high energy, Have mental toughness, Give best effort, and Survive adversity
	Dedication	Great enthusiasm, Giving inspiration, Feel proud, and Likes challenges
	Absorption	Have full concentration, Excited to be involved in work

**c. Data analysis technique**

Variables in this study measured by a fivepoint Likert-type scale ranged from "strongly disagree" to "strongly agree". Descriptive analysis in this study uses SmartPLS output based on the loading factor value for the reflective indicator model and the cross loading output for the formative indicator model. The range of loading values of 0.30 to 0.40 including the category has met the minimum level for structural interpretation. A loading value range of 0.50 or more is considered practically significant and a loading value range of 0.70 or more is considered to be a well-defined indication of the structure of each factor analysis.

The item of the questionnaire tested using validity test. Determining whether or not an item will be used, a correlation coefficient significance test is usually carried out at a significance level of 0.05, which means an item is

considered valid if it has a significant correlation with the total score. Also using reliability test, using 2 criteria namely composite reliability and Cronbach's alpha.

Using the coefficient of determination test (R<sup>2</sup> test) to measure the extent to which the independent variable can explain the variation of the dependent variable, either partially or simultaneously. Then hypotheses test, and the last F test, joint effect test is used to determine whether the independent variables simultaneously or jointly affect the dependent variable. The F statistical test in this study uses a significance level or confidence level of 0.05. If in the study there is a significance level of less than 0.05 or the calculated F is greater than the F table, all independent variables simultaneously have a significant effect on the dependent variable.

### 3. RESULTS AND DISCUSSION

This research uses data obtained from questionnaires that have been distributed online via Google form as many as 137 questionnaires to respondents with each directorate, namely the directorate of programs, marketing, IT, operations, and fundraising. The questionnaire was distributed in December 2021. The number of respondents in this study were 137 people. Respondents were asked to answer questionnaires related to the instruments or variables in this study, namely Organizational Culture, Transformational Leadership, Compensation, and Employee Engagement.

#### 3.1. Descriptive data analysis

The PLS output was used in the descriptive analysis of this study to see the mean (average), median (middle value), min (smallest value) and max (largest value) of each item. The following is a descriptive data table :

Table 5. Respondent Descriptive Data

Variable	Mean	Median	Min	Max
Organizational Culture	3.984	4.000	1	5
Transformational Leadership	3.805	3.950	1	5
Compensation	3.268	3.250	1	5
Employee Engagement	3.745	3.950	1	5

The table above shows the results of the descriptive analysis of the NGO X Employees' respondents. For the Organizational Culture variable, it has an average value of 3.984 with a median value of 4. It can be stated that most of the NGO X employees state that their organizational culture is high because they agree with the statements contained in the indicators that have been made. The transformational leadership variable has an average value of 3.805 with a median value of 3.950. It can be stated that the majority of NGO X employees state that transformational leadership is high because they agree with the statements contained in the indicators that have been made. The compensation variable has an average value of 3.268 with a median value of 3.250. It can be stated that the majority of NGO X employees state that compensation is sufficient because they agree with the statements contained in the indicators that have been made. The Employee Engagement variable has an average value of 3.745 with a median value of 3.950. It can be stated that the majority of NGO X employees state that Employee Engagement is high because they agree with the statements contained in the indicators that have been made.

#### 3.2. Measurement model (outer model)

The first step taken in this stage is to test the outer model measurements. Does the loading factor value for each construct the Influence of organizational culture, transformational leadership, and compensation for employee engagement in employees of NGO X meet the validity criteria with the outer model.

According to (Ghozali, 2018), for the first stage of developing a measurement scale with a loading value of 0.50-0.60 it is considered quite valid. This study shows a path diagram made with SmartPLS 3.0, as follows:

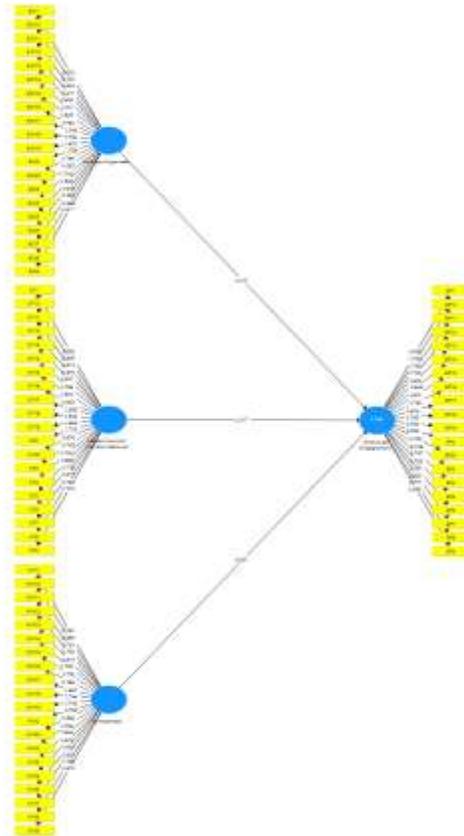


Figure 1. Output results outer model

From the results of the path diagram above it states that each instrument statement on the variable indicators of Influence of Organizational Culture, Transformational Leadership, and Compensation for Employee Engagement at NGO X does not find any obstacles or problems in each indicator because it has a value of  $> 0.5$ . These results prove that the instruments or indicators used in this study fully meet the requirements as valid indicators according to the explanation from (Ghozali, 2018).

Based on the results of the calculations above, the conclusion is that all instruments for each variable, such as organizational culture, transformational leadership, and compensation for employee engagement at NGO X have met the requirements and have been declared valid because all instruments have a loading factor value of  $> 0.5$ . So, it can be concluded that the measurement model or outer model in this study was declared successful and can be continued for the next testing phase.

### 3.2. Validity Test

In a study, researchers need to know the correlation between instruments on indicators and variables, where the correlation of instruments on indicators can be said to be good if it has a loading factor  $> 0.5$ , therefore a convergent validity test is carried out. The results for the highest loading factor value of the four variables are in the KM10 variable with a value of 0.889. Meanwhile, for the category of the lowest loading factor value of the indicators in the variables above, it is found in BO3 with a value of 0.567. This value is indeed the lowest but can still be categorized as a valid indicator and can be accepted for use in further tests because it still has a value of  $> 0.5$ . If there are statements that still have a value  $< 0.5$ , then these statements must be dropped or deleted and cannot be included in further data testing analysis. However, in the results of calculations in this study, out of 80 statements, no statements were found that had a value of  $< 0.5$ . Therefore, with these results there will be no re-estimation of the research model.

Average Variance Extracted (AVE) was performed to determine the value of discriminant validity. Where the AVE value can be accepted when it has a value  $> 0.50$  (Ghozali, 2018). The output of SmartPLS 3.0 obtained the AVE value for each variable as follows:

Variable	Average Variance Extracted (AVE)
Organizational Culture	0.539
Employee Engagement	0.588

Transformational Leadership	0.605
Compensation	0.619

It can be concluded that the variables Organizational Culture, Transformational Leadership, and Compensation for Employee Engagement at the NGO X are declared valid because they meet the requirements above 0.50. This means that all statements related to the Influence of Organizational Culture, Transformational Leadership, and Compensation for Employee Engagement at the NGO X are valid or appropriate, and have been able to describe the conditions that you want to measure. The next step after obtaining the results of the validity test is to conduct a reliability test.

**3.3. Reliability Test**

If all the instruments from the statement have been declared valid and feasible, then a reliability test is carried out. The reliability test was used to measure the consistency of the respondents' answers and also to measure the validity of this research. In this case, a variable construct can be said to be reliable if the Composite Reliability and Cronbach's Alpha values are more than 0.7 (Ghozali, 2018). Where this reliability test can be seen from the output of SmartPLS 3.0 and the Composite Reliability (CR) value is obtained as follows:

Table 7. Composite Reliability

Variable	Composite Reliability
Organizational Culture	0.968
Employee Engagement	0.966
Transformational Leadership	0.968
Compensation	0.970

Based on the results of the table above, the composite reliability value for each variable is > 0.7 which proves that all variables are reliable and have good reliability for each construct. The lowest composite reliability value is 0.966 for Employee Engagement and the highest composite reliability value is 0.970 for compensation. Furthermore, the Cronbach's alpha value is as follows:

Table 8. Cronbach's Alpha

Variable	Cronbach's Alpha
Organizational Culture	0.954
Employee Engagement	0.963
Transformational Leadership	0.964
Compensation	0.967

The figure obtained must be > 0.7 and the table above shows the results of all variables having a Cronbach alpha value > 0.7. So, all variables have good reliability and are feasible in their respective constructs. The lowest Cronbach alpha value is found in the Organizational Culture variable, with a value of 0.954 and for the highest value in the Compensation variable, with a value of 0.967. From these results it can be concluded that all instruments and variables used in this study have been declared valid and reliable and meet the requirements for the specified value standard.

Thus these results show that all variables have a very reliable reliability value for research. This means that all statements related to organizational culture, transformational leadership and compensation for Employee Engagement have been consistent even though they were made repeatedly to subjects under the same conditions. Henceforth, if the statement items of all variables have been declared valid, all variables have been declared reliable, the next stage can be carried out, namely testing the structural model of the study with the R square test.

**3.4. Determination Coefficient Test (R2)**

Next is the Coefficient of determination test (R-Square) which functions to measure how far the model's expertise is in explaining variations in the dependent variable in this study (Ghozali, 2018). Below is the output of the SmartPLS 3.0 software for R-Square values, as follows:

Table 9. R-Square

Variable	Rsquare
Employee Engagement	0.704

Based on the results of the SmartPLS 3.0 output, it states that the total R-Square value is 0.704 or 70.4%, which means that the variables of organizational culture, transformational leadership and compensation are able to explain the Employee Engagement variable of 70.4% and the remaining 29.6% is influenced by variables other independents who were not included in this study. These variables such as job satisfaction, employee behavior and others. with the meaning of the research model consisting of Organizational Culture, Transformational Leadership, and Compensation for Employee Engagement variables in NGO X has been declared good because with the addition of variables the decrease in the value of R Square Adjusted is still relatively small.

### 3.5. F Test (Simultaneous)

This test is used to determine whether the independent variables together have a significant effect on the dependent variable, or is used to determine whether the regression model can be used to predict the dependent variable or not. Significant means that the relationship that occurs can apply to the population (can be generalized). To carry out the f test, an f-table value is needed to analyze it. The F test in this study does not use SmartPLS, because PLS can only use a partial test between the independent variable and the dependent variable. The f-table value can be calculated using the formula =FINV(prob;k;n) using the formula in Microsoft Excel =Finv(0,1;4;137) with a result of 1.98. The following is the calculation of the F test using the following formula:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$
$$F = \frac{0.704^2/4}{(1 - 0.704^2)/(137 - 3 - 1)}$$

F= 44,64

If F-table < F-count means that Ho is rejected or the independent variables together have a significant effect on the dependent variable, but if F-table > F-count means that Ho is accepted or the independent variables together have no significant effect on the dependent variable. Based on the data above, there is a calculation of the f test, namely F-table 1.98 < F-count 44.64. Based on this, the variables Organizational Culture, Transformational Leadership, and Compensation together have a significant effect on Employee Engagement at NGO X and it can be said that H4 is accepted.

### 3.6. Analysis

The results of testing the Organizational Culture variable on Employee Engagement show an original sample value of 0.417 or 41.7% t-count value compared to t-table of 3,370 > 1.656 with a significance value of 0.001 < 0.1. So it can be interpreted that Organizational Culture has a significant effect on Employee Engagement at NGO X with a relationship size of 41.7%. This is in line with research conducted by Wang (2021), which states that organizational culture influences employee engagement in non-profit companies. Companies are required to maintain internal communication and a supportive culture so that employees feel comfortable living in the company where they work.

The "synergy" indicator has the greatest value in supporting the influence of organizational culture on employee engagement. This means that if employees of each division synergize with each other, they will strengthen employee engagement in NGO X. Vice versa, if NGO X employees do not synergize with each other or it is difficult to work together it will have an impact on employee engagement, employees do not feel bound to NGO X. The same thing happened to the indicator "respect differences of opinion", employees of each division respect each other even though there are differences of opinion.

The results of testing the Transformational Leadership variable on Employee Engagement show an influence value of 27.7% and is reinforced by the t-count value compared to the t-table of 1.646 < 1.656 with a significance value of 0.100 > 0, 1. So it can be interpreted that Transformational Leadership has no significant effect on Employee Engagement at the NGO X. This is supported by statements on indicators that have weak validity values from transformational leadership variables, namely the indicator "dare to take risks" with the statement "ready to accept work from leaders even though it is outside my job desc", "I am happy when the leader entrusts his job responsibilities to me" and "my leader dares to take steps if there is something that is not in accordance with the company's values".

The results of testing the variable Compensation for Employee Engagement show a t-count value compared to t-table of 3,524 > 1.656 with a significance value of 0.000 < 0.1. So it can be interpreted that compensation has a significant effect on Employee Engagement at NGO X with a relationship of 29.1%, this is in line with research conducted by Antony (2018) which states that compensation has a positive and significant effect on Employee Engagement.

This is supported by the superior compensation indicators used in this study, namely the "benefits" indicator with the statement "the benefits I receive make me loyal to the organization". The "benefits" indicator has the greatest value in supporting the effect of compensation on employee engagement, this means that employees in each division feel that the benefits provided by NGO X affect employee loyalty to NGO X. So, employees need sufficient benefits so that they feel comfortable and settled in this organization.

Based on the results of the analysis above, there is an f-test calculation, namely F-table 1.98 < F-count 44.64 which means that the variables Organizational Culture, Transformational Leadership, and Compensation have a significant effect on Employee Engagement at NGO X. This shows that organizational culture, transformational leadership, compensation together support Employee Engagement at the NGO X. Thus this is in line with research conducted by Riyanto, Setyo (2020), Thisera and Sewwandi (2018), Drajat Devi and Maulyan Feti (2020) in their

research supporting Organizational Culture, Transformational Leadership, Influenced Compensation on Employee Engagement.

#### 4. CONCLUSION

Organizational Culture has a significant positive effect on Employee Engagement at NGO X. This indicates that the better the organizational culture in the company, the higher the level of employee engagement in NGO X. Having an organizational culture that can make employees feel calm, safe and can believe in existing values, norms and beliefs that can be used as a reference in solving problems will make employees more attached to the company.

Transformational Leadership has no significant effect on Employee Engagement at NGO X. This indicates that employees are not too concerned about the type of leadership adopted by the company (transformational leadership). How leaders / managers motivate employees, are enthusiastic at work, encourage employees to progress is not something that can increase employee engagement in NGO X.

Compensation has a significant positive effect on Employee Engagement at NGO X. This indicates, even though NGO X is a non-profit organization, employees still want compensation that suits them. Compensation that is in accordance with the background, employee needs will increase employee engagement in NGO X.

Organizational Culture, Transformational Leadership, and Compensation together have a significant positive effect on Employee Engagement at NGO X. This indicates that by maintaining and even improving organizational culture, transformational leadership and compensation together can increase the level of employee engagement. NGO X need to

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