

The Influence of Organizational Culture, Self-Confidence, and Gender on Employee Performance with Employee Involvement as a Mediator

Dodik Jamika¹, Muhammad Nurdin¹

²Sekolah Tinggi Ilmu Manajemen Indonesia Banjarmasin, Indonesia

dodik_jamika@yahoo.com

* corresponding author

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ABSTRACT

This study investigates the impact of organizational culture, self-confidence, and gender on employee performance, with employee engagement serving as a mediating variable. The research employs a quantitative approach, collecting data through questionnaires distributed to employees of financing companies registered with the Financial Services Authority (OJK) in Purwakarta Regency, resulting in a sample of 257 respondents. Path analysis is used to examine the direct and indirect relationships between variables. The findings reveal that organizational culture has a significant positive impact on both employee performance and employee engagement. A robust organizational culture fosters a supportive work environment, enhancing motivation, a sense of community, and engagement through effective communication and shared positive values. Self-confidence also positively influences employee performance; however, it does not directly affect employee engagement, highlighting the role of other factors like organizational culture and workplace relationships. Gender positively impacts both performance and engagement, showcasing the benefits of diverse perspectives, collaboration, and inclusivity in the workplace. Furthermore, employee engagement significantly enhances employee performance, as emotionally and professionally engaged employees tend to perform at higher levels. As a mediating variable, employee engagement strengthens the influence of organizational culture, self-confidence, and gender on employee performance, underscoring the critical role of fostering diversity, motivation, and workplace support to drive better outcomes.

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1. Introduction

Organization can be understood as a system involving coordinated human activities to achieve common goals. In this perspective, organization includes collaborative processes involving the division of tasks and functions based on a clear hierarchy of authority and responsibility (Juliawati, 2012). With rational coordination, the organization functions as a container to unite various individual efforts in order to achieve common goals. According to Werdinigsih et al. (2006), an organization is a social unit that is managed consciously, has identifiable boundaries, and continues to operate to achieve certain goals. This definition emphasizes the importance of effectively coordinated patterns of human interaction, including in human resource management. In order for an organization to survive and remain relevant, balance and alignment are needed in relationships between individuals and resource management (Tampubolon, 2016).

To achieve the goals that have been set, an organization needs reliable human resources as one of its main elements. Competent, skilled, and highly dedicated human resources are the key to success in carrying out various organizational functions (Kirana et al., 2023). Employees who have the capabilities and abilities that match the needs of the organization are not only able to carry out their duties effectively, but can also innovate to face challenges and changes in a dynamic environment (Septiana et al., 2023). In addition, good human resource management also plays an important role in creating a conducive work atmosphere and supporting the sustainability of the organization. A selective recruitment process, continuous training, and providing the right motivation can improve individual and team performance (Basuki, 2023).

With great human resources, organizations or companies have great potential to improve the overall performance of their employees. Competent individuals not only bring relevant skills and knowledge, but also have a positive impact in creating a productive and innovative work culture (Chaerudin et al., 2020). Reliable employees tend to be more adaptive to change, able to work collaboratively, and have intrinsic motivation to achieve the best results. When quality human resources are combined with effective management strategies, such as rewards, career development, and ongoing training, individual and team performance will increase significantly (Solong, 2020). This increase in performance not only supports the achievement of organizational targets but also builds the company's reputation as a workplace that supports growth and professionalism, thus attracting more top talents to join.

Employee performance serves as a key measure of both individual and team success in fulfilling tasks and responsibilities within a company. This performance is evaluated through various factors, including the achievement of set targets, maintaining consistent productivity levels, delivering work outcomes that meet quality standards, and demonstrating effective teamwork capabilities (Anggara et al., 2023). High performance reflects employees' dedication, professionalism, and tangible contributions toward achieving organizational objectives. Sustained strong performance not only enhances operational efficiency but also bolsters the company's competitive edge in the market (Halawa et al., 2022). Furthermore, exceptional employee performance lays the groundwork for the organization's long-term success, fostering a workplace that is productive, innovative, and equipped to address continuously evolving challenges.

Achieving optimal employee performance requires cultivating an organizational culture that aligns with the characteristics and needs of its members. Organizational culture encompasses patterns of behavior, attitudes, norms, values, and beliefs that guide how individuals interact and work within the organization. As a unique identity, this culture serves as a defining feature, distinguishable even without in-depth knowledge of the organization's origins (Amanda et al., 2017). Organizational culture plays a vital role in shaping performance by fostering shared beliefs, core values, and behavioral patterns among members. By establishing clear norms and collectively accepted guidelines, it simplifies decision-making processes, promotes a harmonious work environment, and enhances collaborative productivity (Mustafid, 2017). A supportive organizational culture increases employee engagement and motivation, ultimately driving both individual and organizational success.

In addition, self-confidence is a crucial factor in improving employee performance. Employees who trust their abilities are more likely to take initiative, tackle challenges effectively, and deliver high-quality results (Oktavia et al., 2021). Self-confidence encourages individuals to be more proactive in finding solutions, dare to make decisions, and continue to learn and develop. This also contributes to increased work efficiency and effectiveness, because confident employees usually have a positive mentality and the ability to stay focused even under pressure (Kaat et al., 2022). In addition, self-confidence can strengthen teamwork relationships, because individuals who are confident in their potential find it easier to communicate, collaborate, and share ideas with coworkers. Organizations need to create a work environment that supports employee confidence through training, rewards, and constructive feedback to encourage productivity and mutual success (Winata, 2022).

Along with the progress of the times, the way society and organizations view gender issues has undergone significant changes. Gender refers to the apparent differences between men and women, which are shaped by the social and cultural values inherent in each sex (Marmawi, 2009). These differences not only reflect biological aspects, but also affect the roles and characteristics associated

with men and women in various contexts, including leadership. In the organizational world, leadership characteristics are often influenced by gender, where male and female leaders tend to exhibit different leadership styles (Baiduri et al., 2023). For example, male leaders may be more focused on tasks and results, while female leaders are often more oriented towards interpersonal relationships and collaboration. These differences create a diversity of approaches to decision-making, team management, and achieving organizational goals, which can ultimately enrich the dynamics of organizations in the modern era.

A distinctive aspect of this study compared to earlier research is the inclusion of employee engagement as a mediating variable. Employee engagement represents the degree of enthusiasm, dedication, and emotional connection employees have toward their work and the organization (Nabila & Ratnawati, 2020). Highly engaged employees are typically more driven to contribute their best efforts, enhance productivity, and achieve superior outcomes. They go beyond merely fulfilling their duties, perceiving themselves as integral to the organization's overall success (Mujiasih, 2015).

The financing industry has experienced rapid development from year to year, marked by the emergence of more and more new competitors competing in the market. This condition poses increasingly complex challenges for companies in maintaining competitiveness and facing future business dynamics. To answer these challenges, companies need superior, competent, and highly competitive human resources. Quality human resources are not only important assets, but also function as strategic capital for companies in driving innovation, increasing productivity, and creating competitive advantages. With effective human resource management, companies can build solid and adaptive work teams, so that they are able to face various challenges in the future with more confidence and efficiency.

Building on the described phenomena, this research aims to explore employee performance within financing companies registered with the Financial Services Authority (OJK) in Purwakarta Regency. The study examines how factors such as organizational culture, self-confidence, gender, and employee engagement influence individual performance in the workplace. A well-established organizational culture fosters a supportive and productive environment, while self-confidence significantly contributes to employees' initiative and decisiveness. Furthermore, gender-related differences in characteristics may shape work styles and approaches to tasks. Employee engagement serves as a mediating variable, enhancing the connections between these factors and overall performance.

Literature Review

Employee performance

According to Adhari (2020), employee performance refers to the outcomes achieved from performing specific job functions or activities within a given timeframe, reflecting both the quality and quantity of work. Rerung (2019) describes employee performance as observable and measurable behavior exhibited in task execution, representing an individual's contribution to achieving organizational objectives. Similarly, Sinaga et al. (2020) define performance as the results of an individual's work functions or activities within an organization, influenced by various factors to meet organizational goals within a set period. From these perspectives, it can be concluded that employee performance represents an individual's capability to fulfill job requirements, including meeting targets within deadlines, while aligning with the company's moral and ethical standards. High performance enables employees to make meaningful contributions to the organization's success.

Organizational culture

Fahmi (2017) describes organizational culture as a long-standing practice embedded in daily work activities, serving as a key driver for enhancing the performance of employees and managers within a company. According to Susanto, as cited by Uha (2015), organizational or corporate culture consists of a set of values that guide human resources in performing tasks and behaving within the organization. These values define what actions and behaviors are deemed appropriate or inappropriate, forming the foundation for decision-making and conduct. Kilmann, as explained by Sutrisno (2018), characterizes organizational culture as a collection of values, beliefs, assumptions, and norms widely accepted and adhered to by members of an organization, acting as a framework

for decision-making and problem-solving. This culture encompasses shared values, principles, traditions, and work practices that significantly shape members' behavior. In many organizations, these shared practices and values evolve over time, profoundly influencing how the organization functions and adapts to change.

Self-Confidence

According to Goleman (1999), self-confidence is a strong awareness of one's own worth and abilities. Children who have high levels of self-confidence tend to be individuals who are willing to learn, able to act positively, and establish good relationships with others, including adults. Lauster (2008:4) explains that self-confidence is an important aspect of personality or self-concept, because with self-confidence a person is able to actualize their potential. Angelis (2006) defines self-confidence as an individual's capacity to demonstrate their knowledge and skills. Additionally, it reflects a positive attitude that allows a person to evaluate themselves and their circumstances favorably. Liendenfield (1997) describes self-confidence as a sense of self-satisfaction. Combining these perspectives, self-confidence can be understood as an individual's belief and awareness in their ability to handle various challenges and situations effectively.

Gender

In the social sciences, gender refers to the patterns of relationships between men and women shaped by their respective social characteristics. These patterns encompass aspects such as the division of labor, power dynamics, behavior, language use, perceptions, and roles that distinguish men from women (Connell, 2009). Discussions on gender, including concepts of equality and justice, often center on two main theories: nurture and nature. Nurture theory, introduced by Watson (1925), suggests that differences between men and women arise from socio-cultural constructs. These constructs assign distinct roles and responsibilities, often marginalizing women and undervaluing their contributions to family, society, and the state. In this context, social structures frequently position men as the dominant or bourgeois class, while women are relegated to the subordinate or proletarian class. In contrast, nature theory, as described by Thorndike (1921), asserts that differences between men and women stem from inherent biological traits. These natural distinctions suggest that each gender has unique roles and tasks, some of which may overlap, while others are fixed due to biological factors. Over time, the nurture perspective has faced criticism for perpetuating gender injustices, which can disrupt harmony in families and communities. Although gender inequality predominantly affects women, men can also experience its adverse effects in various facets of life..

Employee Engagement

Employee engagement was initially defined as the degree of energy, dedication, and loyalty employees bring to their work. It embodies a positive psychological approach that leverages individual strengths by integrating employees' cognitive, emotional, and physical resources in the workplace. According to Lathabhavan and Balasubramanian (2017), employee engagement reflects how motivated an individual is to contribute to organizational success, often going beyond their expected duties to support company goals. Bhattacharjya et al. (2013) described employee engagement as a reciprocal commitment between the organization and its employees, where the organization fosters employee development, and employees actively support organizational objectives. This engagement represents a passionate dedication, where employees are deeply involved and willing to invest their time and energy toward mutual success. It establishes a balanced relationship, with employees motivated to give their best effort while the organization creates an environment conducive to their growth and well-being.

Conceptual Framework

From all the descriptions above, a research conceptual framework was created. The following is an image of the research framework.

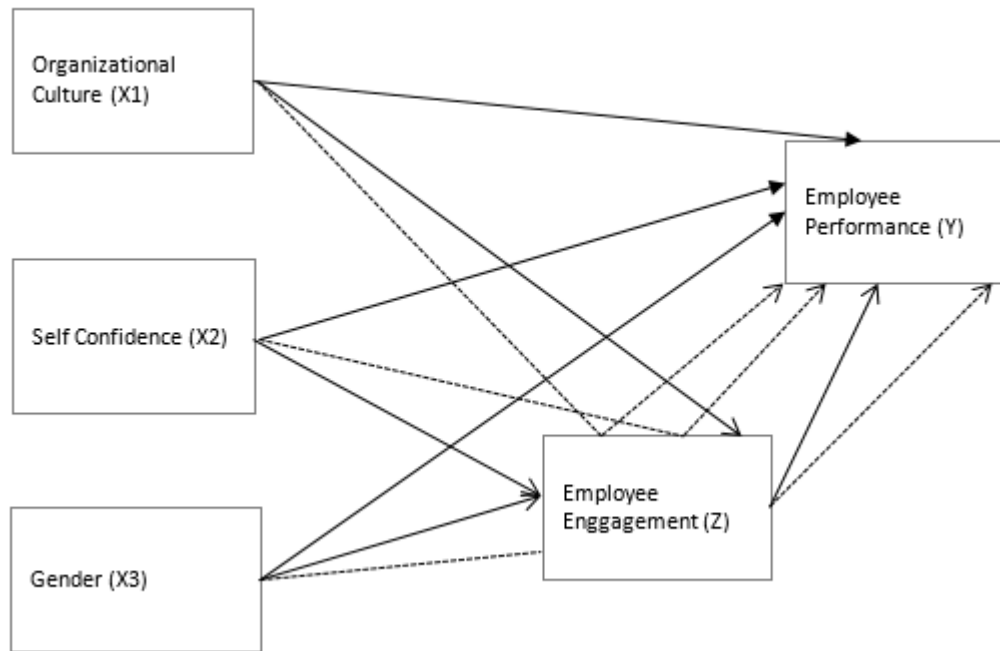


Fig. 1. Conceptual Framework

Hypothesis

1. It is suspected that there is an influence of organizational culture on employee performance
2. It is suspected that there is an influence of self-confidence on employee performance
3. It is suspected that there is a gender influence on employee performance
4. It is suspected that there is an influence of organizational culture on employee engagement
5. It is suspected that there is an influence of self-confidence on employee engagement
6. There is Suspected Gender Influence on Employee Engagement
7. It is suspected that there is an influence of Employee Involvement on Employee Performance
8. It is suspected that there is an influence of organizational culture on employee performance which is mediated by employee involvement.
9. It is suspected that there is an influence of self-confidence on employee performance mediated by employee involvement.
10. It is suspected that there is a gender influence on employee performance mediated by employee involvement.

2. Method

2.1 Research Approach

This study uses quantitative methodology to examine the impact of organizational culture, self-confidence, and gender on employee performance, with employee engagement as a mediating factor. Sugiyono (2016) explains that quantitative research requires extensive use of numerical data at several stages, including data collection, data interpretation, and presentation of findings.

2.2 Population and sample

A population refers to a group characterized by specific traits or features that researchers select to draw conclusions. This group can consist of humans, inanimate objects, or other natural elements, encompassing both the quantity and attributes of these subjects or objects. In this study, the population included all permanent employees at financing companies registered with the Financial

Services Authority in Purwakarta Regency, totaling 719 individuals. The sampling method employed was proportional random sampling, with the Slovin formula applied to determine a sample size of 257 respondents.

2.3 Data collection

The author carried out a survey by distributing questionnaires online via the Google Form application. The questionnaire utilized a Likert scale, where respondents were asked to indicate their level of agreement with various statements on a scale from 1 to 5, with 1 representing strong disagreement and 5 representing strong agreement.

2.4 Data analysis

The data from the questionnaire were analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS). SEM is a statistical method used to model the linear relationships between observed variables (indicators) and latent variables, which cannot be directly measured (Prihandini & Sunaryo, 2011). PLS, a technique within SEM, addresses issues in multiple regression data and helps identify correlations between latent variables. The goal of PLS is to estimate the relationships between variables X and Y and to describe the underlying structure of both.

3. Results And Discussion

3.1. Testing the Measurement Model (Outer Model)

1) Validity test

The validity test is determined by the loading factor value and Average Variance Extracted (AVE). A construct is considered valid if the loading factor is above 0.7 and the AVE is above 0.5. Items with loading factors below these thresholds should be removed and retested until valid results are achieved, as shown in Table 1.

Table 1. Convergent Validity

Variables	Measurement Items	Loading Factor	Status
Organizational Culture (X1)	X1.1	0.804	Valid
	X1.2	0.870	Valid
	X1.3	0.843	Valid
	X1.4	0.813	Valid
	X1.5	0.751	Valid
	X1.6	0.856	Valid
	X1.7	0.715	Valid
Self Confidence (X2)	X2.1	0.889	Valid
	X2.2	0.826	Valid
	X2.3	0.849	Valid
Gender (X3)	X3.1	0.888	Valid
	X3.2	0.826	Valid
	X3.3	0.896	Valid
	X3.4	0.914	Valid
Employee Performance (Y)	Y1	0.888	Valid
	Y2	0.875	Valid
	Y3	0.876	Valid
Employee Engagement (Z)	Z1	0.899	Valid
	Z2	0.861	Valid
	Z3	0.814	Valid

Sources processed by researchers in 2024

Table 1 presents the results of the validity test for the five instruments, all of which have loading factor values greater than 0.7, indicating validity. The five variables also have outer loading values above 0.7, as shown in the table. Therefore, the indicators related to these variables can be retained and considered valid for the next phase of the research. Outer loading values that meet these criteria demonstrate a strong connection between the indicator and its variable, confirming the validity of the concept being measured.

2) Reliability Test

The next step is to perform an internal consistency reliability test, using composite reliability (ideally between 0.6 and 0.7) and Cronbach's Alpha (above 0.7). Reliability tests how consistent and stable the questionnaire is as an indicator of a variable or construct. A questionnaire is considered reliable if respondents' answers are consistent over time. This test evaluates the accuracy, precision, and consistency of the measurements for the studied variables or constructs. The results of the composite reliability and Cronbach's Alpha are provided below.:

Table 2. Results of Cronbach Alpha and Composite Reliability Tests

Variables	Cronbach's alpha	Composite Reliability	Status
Organizational Culture (X1)	0.866	0.898	Reliable
Self Confidence (X2)	0.742	0.885	Valid
Gender (X3)	0.904	0.932	Valid
Employee Performance (Y)	0.731	0.847	Valid
Employee Engagement (Z)	0.821	0.893	Valid

^a. Sources processed by researchers in 2024

Based on Table 2, it is known that the Cronbach's Alpha and Composite Reliability of each construct are more than 0.7 so that the instrument of each variable is declared reliable and can be used in research.

3.2. Structural Model Testing (Inner Model)

1) Coefficient of Determination Test (R²)

The impact of exogenous latent variables (independent) on endogenous latent variables (dependent) can be assessed using the R-square value, which shows the extent to which the independent variable explains the dependent variable. Ghozali and Latan (2015) classify the model as strong, moderate, or weak based on R-square values of 0.75, 0.5, and 0.25, respectively. Below are the results of the Determination Coefficient (R²) test:

Table 3. Results of Determination Coefficient Test

Variables	R-Square	Adj. R Square
Employee Performance (Y)	0.842	0.834
Employee Engagement (Z)	0.702	0.693

^b. Sources processed by researchers in 2024

Table 3 shows that the employee engagement variable has an R-squared value of 0.702, meaning that organizational culture, self-confidence, and gender explain 70.2% of the variation in employee engagement, with the remaining 29.8% influenced by factors outside the study model. Meanwhile, the R-squared value for employee performance is 0.842, indicating that organizational culture, self-confidence, gender, and employee engagement account for 84.2% of the variation in employee performance, while the remaining 15.8% is influenced by other independent variables not included in the model.

2) Q-Square Test

The Q-square value assesses how well the model's predicted values and estimated parameters align with the actual data. If the Q-square value is greater than zero, it indicates that the exogenous variable has predictive relevance to the endogenous variable.

Table 4. Q-Square Test Results

Variables	Q ²
Organizational culture	
Confidence	
Gender	
Employee Engagement	0.342
Employee performance	0.286

^c. Sources processed by researchers in 2024

According to the data in Table 4, the Q-square value is greater than zero, suggesting that the exogenous variables have a significant predictive effect on the endogenous variables. A positive Q-square value demonstrates the important role of exogenous factors in forecasting the endogenous variables. This confirms that the model accurately explains and predicts the endogenous variables using information from the exogenous variables, thereby validating the predictions made in this study.

3) Direct Effect Patch Test Path Coefficient

The acceptance or rejection of the research hypothesis is based on the analysis of the T-statistic and P-value. The hypothesis is considered valid if the T-statistic is greater than 1.96 and the P-value is less than 0.05. On the other hand, if the T-statistic is less than 1.96 and the P-value exceeds 0.05, the hypothesis is deemed invalid.

Table 5. Direct influence path coefficients

Variable	Original sample	T Values	P Values	Hypothesis
Organizational Culture -> Employee Performance	0.493	10.429	0.000	H1 Accepted
Self Confidence -> Employee Performance	0.186	5.268	0.011	H2 Accepted
Gender -> Employee Performance	0.301	6.014	0.000	H3 Accepted
Organizational Culture -> Employee Engagement	0.509	8.636	0.000	H4 Accepted
Confidence -> Employee Engagement	0.010	0.346	0.183	H1 Rejected
Gender -> Employee Engagement	0.221	3.843	0.016	H2 Accepted
Employee Engagement -> Employee Performance	0.128	1.986	0.038	H3 Accepted

^d. Sources processed by researchers in 2024

Based on table 5, the results of the Path Coefficients Direct Effect show that organizational culture has a positive and significant influence on employee performance. Judging from the test results, the T value is $10.429 > 1.96$ and the P value is $0.000 < 0.05$. Self-confidence has a positive and significant influence on employee performance. Judging from the T value of $5.268 > 1.96$ and the P value of $0.011 < 0.05$. Gender has a positive and significant influence on employee performance. Judging from the T value of $6.014 > 1.96$ and the P value of $0.000 < 0.05$. Organizational culture has a positive and significant influence on employee engagement. Judging from the test results, the T value is $8.636 > 1.96$ and the P value is $0.000 < 0.05$. Self-confidence has no influence on employee engagement. Judging from the T value of $0.346 < 1.96$ and the P value of $0.183 > 0.05$. Gender has a positive and significant influence on employee engagement. Seen from the T value of $3.843 > 1.96$ and the P value of $0.016 < 0.05$. Employee engagement has an influence on employee performance. Seen from the results of the T value of $1.986 > 1.96$ and the P value of $0.038 < 0.05$.

4) Indirect Effect Test Specification

The purpose of this analysis is to assess the indirect effect in this study, specifically testing the intervening variable as a connection between the independent and dependent variables. The results of the intervening variable test are presented in the following table:

Table 6. Specific Indirect Impacts

Variables	Original sample	T Values	P Values	Hypothesis
Organizational Culture -> Employee Engagement -> Employee Performance	0.501	5,784	0.000	H8 accepted
Confidence -> Employee Engagement -> Employee Performance	0.132	2,384	0.009	H9 accepted
Gender -> Employee Engagement -> Employee Performance	0.323	3,876	0.001	H10 accepted

^e. Sources processed by researchers in 2024

Based on the results of Table 6, it shows that organizational culture has a positive and significant influence on employee performance through employee involvement. Seen from the T value of $5.784 > 1.96$ and the P value of $0.000 < 0.05$. Self-confidence has a positive and significant influence on employee performance through employee involvement. Seen from the T value of $2.384 > 1.96$ and the P value of $0.009 < 0.05$. Gender has a positive and significant influence on employee

performance through employee involvement. Seen from the T value of $3.876 > 1.96$ and the P value of $0.001 < 0.05$.

Discussion

The Influence of Organizational Culture on Employee Performance

Organizational culture has a positive and significant impact on employee performance at financing companies in Purwakarta Regency, as evidenced by a T value of 10.429, which is well above the 1.96 threshold, and a P value of 0.000, which is below the 0.05 significance level. These findings suggest that a strong, positive organizational culture fosters a supportive work environment, enhances motivation, and encourages employees to work more productively and effectively. A consistently applied organizational culture also strengthens teamwork, boosts employee loyalty, and aligns with achieving company objectives. Therefore, a positive organizational culture plays a crucial role in maximizing employee potential and improving overall company performance. This study supports previous research by Wahyudi & Tupti (2019) and Jufrizen et al. (2018), which concluded that organizational culture influences employee performance—indicating that a better organizational culture leads to improved employee performance.

The Influence of Self-Confidence on Employee Performance

Self-confidence has been shown to have a positive and significant impact on employee performance at financing companies in Purwakarta Regency. Statistical tests revealed a T value of 5.268, well above the 1.96 threshold, and a P value of 0.011, which is below the 0.05 significance level. This indicates that employees with high self-confidence are more likely to trust in their ability to complete tasks efficiently, make sound decisions, and approach work challenges with a positive outlook. Self-confidence also enhances employee motivation and initiative, helping them adapt to changes in the work environment. In the context of finance companies, self-confidence is a valuable asset that supports employees in delivering excellent service to customers and meeting company objectives. Therefore, implementing training programs or strategies to boost employee self-confidence could be a strategic move to enhance overall company productivity and competitiveness. These findings align with studies by Fitria et al. (2021) and Maharani & Frendika (2023), which concluded that self-confidence significantly impacts employee performance.

The Influence of Gender on Employee Performance

Gender has a positive and significant impact on employee performance at a financing company in Purwakarta Regency, as shown by a T value of 6.014, which exceeds the 1.96 threshold, and a P value of 0.000, below the 0.05 significance level. These findings suggest that gender differences play a crucial role in performance outcomes, potentially through the diverse perspectives, skills, and approaches that male and female employees bring to the workplace. Gender may influence how individuals handle challenges, collaborate in teams, or interact with customers, fostering positive synergy in the work environment. Acknowledging the importance of gender diversity reflects the company's commitment to providing equal opportunities for all employees, regardless of gender. Therefore, creating an inclusive, gender-sensitive workplace could be a strategic approach to enhancing employee performance and cultivating a more productive and harmonious organizational culture. These results align with the studies by Soelistyoningrum (2017) and Wilda et al. (2020), which found that gender impacts employee performance.

The Influence of Organizational Culture on Employee Engagement

Organizational culture has a positive and significant impact on employee engagement in financing companies in Purwakarta Regency, as shown by a T value of 8.636, well above the 1.96 threshold, and a P value of 0.000, which is below the 0.05 significance level. These findings suggest that a strong organizational culture, characterized by core values, effective communication, and management support, motivates employees to become more engaged and committed to their work. This engagement is seen in high morale, productive teamwork, and a strong sense of ownership towards the company's goals. A supportive organizational culture also fosters a positive work environment, where employees feel valued and are motivated to contribute their best efforts. Therefore, reinforcing organizational culture is a critical strategy for enhancing employee engagement, which in turn improves overall company performance. These results are consistent with

the research by Ramadhani & Deka (2023), which found that organizational culture positively influences employee engagement.

The Influence of Self-Confidence on Employee Engagement

Self-confidence does not significantly impact employee engagement in financing companies in Purwakarta Regency, as shown by the statistical test results with a T value of 0.346, below the 1.96 threshold, and a P value of 0.183, which is above the 0.05 significance level. These findings suggest that while self-confidence is a key factor in individual performance, it does not directly influence employee engagement within this organization. Other factors, such as organizational culture, leadership, or work relationships, may play a more dominant role in fostering employee engagement. Therefore, companies should focus on strengthening these elements to enhance overall employee engagement, while recognizing self-confidence as a personal trait that supports other aspects of work productivity. This result contrasts with the research by Yulivan (2022).

The influence of gender on employee engagement

Gender is proven to have a positive and significant influence on employee engagement in finance companies in Purwakarta Regency, as indicated by the T value of 3.843, which far exceeds the threshold of 1.96, and the P value of 0.016, which is below the significance level of 0.05. These results indicate that gender differences can affect how employees engage in their work, including in terms of contribution, team interaction, and commitment to company goals. For example, gender diversity in the workplace can encourage broader perspectives, improve collaboration, and create more inclusive work dynamics. In addition, the existence of a work environment that supports gender equality can make employees feel more appreciated and motivated to actively participate in the organization. Therefore, companies can continue to strengthen their inclusion and gender equality strategies to create more optimal employee engagement, which will ultimately support the achievement of company goals more effectively. The results of this study support previous research conducted by Bella (2012) which stated that there is an influence between gender and employee engagement.

The Influence of Employee Engagement on Employee Performance

Employee engagement has a positive and significant impact on employee performance in financing companies in Purwakarta Regency, as shown by a T value of 1.986, which exceeds the 1.96 threshold, and a P value of 0.038, which is below the 0.05 significance level. These findings suggest that employee engagement is a crucial factor in enhancing individual performance at work. Employees who are emotionally and professionally invested in their roles tend to be more motivated, dedicated, and contribute significantly to achieving organizational goals. This engagement can be fostered through effective communication, strong relationships, and a sense of belonging to the organization. As a result, implementing strategies to boost employee engagement—such as promoting a positive work culture, recognizing achievements, and offering employee development programs—can be a key approach to improving productivity and overall company performance. These results align with previous research by Nugroho & Ratnawati (2021).

The Influence of Organizational Culture on Employee Performance through Employee Involvement as a Mediator

Organizational culture positively and significantly impacts employee performance through employee engagement as a mediating factor, as demonstrated by a T value of 5.784, well above the 1.96 threshold, and a P value of 0.000, which is below the 0.05 significance level. These findings suggest that a strong organizational culture not only directly influences the performance of employees at financing companies in Purwakarta Regency but also enhances their engagement, which further boosts overall performance. A positive organizational culture fosters a supportive work environment, cultivates a sense of belonging, and motivates employees to actively contribute to achieving company objectives. Employee engagement amplifies this effect by encouraging employees to work more efficiently and consistently, making the influence of organizational culture on performance even more pronounced. Therefore, focusing on building a healthy organizational culture and fostering employee engagement is a highly effective strategy for achieving optimal and lasting performance outcomes.

The Influence of Self-Confidence on Employee Performance through Employee Involvement as a Mediator

Self-confidence is shown to have a positive and significant impact on employee performance, with employee engagement serving as a mediating variable. This is supported by a T value of 2.384, exceeding the 1.96 threshold, and a P value of 0.009, which is below the 0.05 significance level. These findings suggest that self-confidence not only directly enhances performance but also promotes employee engagement in finance companies in Purwakarta Regency, strengthening the link between self-confidence and performance. Employees with high self-confidence are more proactive, trust in their ability to complete tasks, and are highly motivated to contribute their best efforts. Through greater engagement, these employees become more focused, dedicated, and take full responsibility for their work outcomes. Therefore, organizations can boost employee performance by fostering a supportive environment that develops self-confidence and encourages greater employee engagement in company activities.

The Influence of Gender on Employee Performance through Employee Engagement as a Mediator

Gender has a positive and significant impact on employee performance through employee engagement in finance companies in Purwakarta Regency, as demonstrated by a T value of 3.876, which exceeds the 1.96 threshold, and a P value of 0.001, which is below the 0.05 significance level. These findings suggest that gender not only influences performance directly but also enhances employee engagement in work activities. Gender diversity brings varied perspectives, work styles, and task completion approaches, all of which contribute to improved team collaboration and effectiveness. Additionally, a more inclusive and gender-balanced work environment boosts employee engagement, fostering a greater sense of responsibility, commitment, and motivation. Therefore, finance companies in Purwakarta Regency can leverage these insights to promote gender equality, enhance employee engagement, and ultimately improve organizational performance.

4. Conclusion

Based on the research results, there are several main findings that show the following:

1. Organizational Culture has a positive and significant effect on Employee Performance. A strong and positive organizational culture significantly improves employee performance by creating a conducive work environment, high motivation, and a sense of togetherness.
2. Self-Confidence has a positive and significant effect on Employee Performance. Employee self-confidence contributes significantly to performance by increasing confidence, initiative, and adaptation in completing tasks.
3. Gender has a positive and significant effect on Employee Performance. Gender has a significant effect on performance by utilizing the diversity of perspectives and approaches to work.
4. Organizational Culture has a positive and significant effect on Employee Engagement. A good organizational culture increases employee engagement through effective communication, positive values, and management support.
5. Self-Confidence has no effect on Employee Engagement. Self-confidence does not directly affect employee engagement, indicating the importance of other factors such as organizational culture and work relationships.
6. Gender has a positive and significant influence on Employee Engagement. Gender has a significant impact on employee engagement through increased collaboration, commitment, and inclusive work interactions.
7. Employee Engagement has a positive and significant impact on Employee Performance. Employees who are emotionally and professionally engaged show better performance through high motivation and dedication.
8. Organizational Culture has an influence on Employee Performance through Employee Engagement as a mediator. A strong organizational culture increases employee engagement, which ultimately strengthens its impact on performance.
9. Self-confidence influences Employee Performance through Employee Engagement as a mediator. Employee self-confidence contributes to performance by increasing their engagement in work.
10. Gender influences Employee Performance through Employee Engagement as a mediator. Gender significantly influences performance by increasing engagement through diversity and inclusivity in the work environment.

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