

The Influence of Organizational Culture and Organizational Support on Employee Engagement among Civil Servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak

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ABSTRACT

This study examines the influence of organizational culture and organizational support on employee engagement among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak. Using an associative quantitative approach, data were collected from 30 respondents through questionnaires and analyzed using multiple linear regression. The results show that organizational culture and organizational support positively and significantly affect employee engagement, both partially and simultaneously. Organizational support has a stronger influence than organizational culture. These findings imply that hospital management should strengthen organizational values, supervisor support, recognition, employee welfare, and adequate working conditions to improve employees' enthusiasm, dedication, and involvement in their work.

INTRODUCTION

Human resources are a determining element in ensuring the continuity of organizational activities because they are closely related to an organization's ability to achieve its established goals. Human resource management is directed toward optimizing employees' capabilities through various strategic measures in order to improve organizational performance (Edison et al., 2017). In public sector organizations, employee attachment to work is also influenced by organizational conditions that shape work behavior, such as organizational culture and organizational support. Organizational culture describes the beliefs, attitudes, and values that develop within an organization (Sedarmayanti, 2019), whereas organizational support reflects employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Robbins & Judge, 2019). Employee engagement is viewed as a condition in which employees demonstrate involvement, enthusiasm, and willingness to invest time and effort in their work (Febriansyah & Ginting, 2020). Employee engagement reflects the level of employee involvement in work that contributes to the quality of services provided to the community (Usni & Mahdi, 2025).

Hospitals are health service institutions that provide promotive, preventive, curative, and rehabilitative services as regulated in Law of the Republic of Indonesia Number 17 of 2023 concerning Health. In addition to providing comprehensive health services, hospitals also function as facilities for health workforce education and medical research (World Health Organization). One referral hospital in West Kalimantan Province is Dokter Soedarso Regional General Hospital Pontianak, which provides various supporting services, including the Nutrition Installation, which is responsible for menu planning, food procurement, food production, and food distribution for patients. Based on data from Dokter Soedarso Regional General Hospital Pontianak in 2026, the Nutrition Installation has 64 employees, consisting of 30 civil servants, 5 government employees with work agreements (PPPK), and 29 non-state civil apparatus employees. This study focuses on the 30 civil servants working in the unit. In carrying out its duties, the implementation of organizational culture is conducted through the internalization of organizational values, leadership role modeling, and periodic evaluation of employees' work behavior (Sari & Mahdi, 2025).

Organizational culture at Dokter Soedarso Regional General Hospital Pontianak is directed toward supporting the transformation of modern public services, in line with its status as a national referral hospital in West Kalimantan. In an effort to strengthen the internalization of this culture, management proactively conducts socialization through various strategic channels, including the placement of posters in service areas, direct briefings during morning assemblies, the use of digital media, and collective activities such as mass exercise. In addition, the reinforcement of organizational values is also integrated into the Hospital Management Information System (SIMRS) to ensure that every operational line functions in accordance with established service standards.

As a hospital under the Government of West Kalimantan Province, Dokter Soedarso Regional General Hospital Pontianak also refers to Circular Letter of

the Minister of Administrative and Bureaucratic Reform Number 20 of 2021 concerning the Implementation of the Core Values of State Civil Apparatus, namely BerAKHLAK, which consists of Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative values. The Service-Oriented value is reflected in the commitment to providing excellent service, including the implementation of the 5S culture, namely smile, greet, address, polite, and courteous behavior. The Accountable value is demonstrated through responsibility for the trust given, including time discipline and transparency at work. The Competent value is realized through the willingness to continuously learn and improve expertise, including through ongoing medical and technical training. The Harmonious value is reflected in the attitude of respecting differences in the backgrounds of patients and fellow colleagues. Meanwhile, the Loyal, Adaptive, and Collaborative values are realized through employees' willingness to adapt to new medical technologies and to cooperate across units in supporting the smooth delivery of hospital services.

The implementation of organizational culture at Dokter Soedarso Regional General Hospital Pontianak has been carried out through the strengthening of positive core values that are in accordance with the hospital's mission and role as a public service institution. In addition to the socialization channels previously mentioned, the hospital also regularly conducts training and seminars aimed at creating a supportive work environment, improving work efficiency, and ensuring the achievement of organizational goals collectively. The survey conducted at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak showed that there were no serious or significant violations. However, several minor violations were still detected, so this needs to be considered in efforts to improve employees' attachment to their work and organization.

Employee attendance data show that the absenteeism rate of civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak fluctuated during the 2022–2024 period, namely 1.05% in 2022, decreasing to 1.01% in 2023, and then increasing to 1.02% in 2024 (Dokter Soedarso Regional General Hospital Pontianak, 2026). Interviews with the Head of the Nutrition Installation also indicated that tardiness and work completion that did not meet the target time were still found. In addition, observations showed that the implementation of the Hospital Management Information System (SIMRS) had not yet run optimally, as some employees still performed duplicate manual recording before entering data into the digital system. Observations also indicated that some employees did not adequately maintain the work facilities provided, resulting in the uneven use of supporting facilities.

Based on an interview with Mrs. Sri Sunarti, S.Tr. Gizi, RD, as the Head of the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak, organizational support in the hospital is realized through the modernization of health infrastructure and the broad digitalization of services. Management is committed to providing high-technology medical equipment, including integrated building facilities for inpatients and a cardiovascular center. This support is expected to help professional health workers perform according

to better clinical standards. In addition, organizational support is also strengthened through the implementation of the Integrated Hospital Management Information System (SIMRS), which enables nurses, doctors, and other health workers to access patient data in real time across all units. The implementation of this system aims to reduce administrative workload and minimize the risk of medical errors.

In line with the improvement of infrastructure and digital systems, Dokter Soedarso Regional General Hospital Pontianak recognizes that optimal service quality is highly dependent on the competence and well-being of its professional staff. In its efforts to develop human resources, the hospital is committed to providing support through scholarship programs and continuing education for nutritionists, so that they can improve their competencies and access specialization or subspecialization fields needed in West Kalimantan. This support reflects the organization's concern for employee development, both in terms of competence, career advancement, and the readiness of health workers to face increasingly complex service demands.

However, despite the commitment and efforts toward modernization, its implementation in the field still faces several challenges. Observations showed that the implementation of SIMRS has not been fully effective because several senior employees or certain staff members still perform double recording for nutritional and medical care. They tend to write data manually on paper first and then enter it into the computer after completing their work. This condition results in delays in updating patient data in real time. On the other hand, adaptation to new physical infrastructure also faces challenges related to work behavior. A lack of sense of ownership among some employees toward the facilities provided is still evident, as reflected in the lack of attention to maintaining the cleanliness and care of the new facilities.

These phenomena are consistent with several previous studies that have linked organizational culture, organizational support, and employee engagement with employees' work behavior. Manurung et al. (2025) stated that organizational culture has a positive effect on performance and helps manage absenteeism rates. Godineau et al. (2022) showed that perceived organizational support plays a role as a factor associated with reduced absenteeism among public sector employees. Meanwhile, Faeq and Saleh (2025) found a negative relationship between employee engagement and absenteeism, indicating that the higher the employee engagement, the lower the tendency of employee absenteeism.

Empirical studies on the relationships among variables have shown consistent results. However, most studies have been conducted in different organizations and with different research objects. Ramadhani (2025) examined the influence of organizational culture on employee engagement in the service industry, while Nuswantoro (2021) examined the influence of organizational culture and organizational support on employee engagement and its implications for employee loyalty at BPR Arto Moro Semarang. Another study by Rahmatunnisa et al. (2025) analyzed the relationship between organizational support and employee engagement, whereas Pande (2024) focused on the

influence of organizational culture on employee engagement. Based on these studies, no research has been found that specifically examines organizational culture and organizational support simultaneously in relation to employee engagement among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak.

This study aims to analyze the influence of organizational culture and organizational support on employee engagement among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak. The analysis was conducted to examine the influence of organizational culture on employee engagement, the influence of organizational support on employee engagement, and the simultaneous influence of organizational culture and organizational support on employee engagement in accordance with the research problems.

THEORETICAL REVIEW

Organizational Culture

Organizational culture is a system of values, norms, beliefs, and meanings shared by members of an organization that serves as the foundation for shaping attitudes, behavior, and ways of working within the organization (Colquitt et al., 2009 in Busro, 2018). Susanto (2011) in Edison et al. (2017) defines organizational culture as a shared pattern of beliefs, assumptions, behavior, and values that influences interactions among organizational members as well as the implementation of work. Adamy (2016) also states that organizational culture is a system of meanings, values, and beliefs that serves as a reference for action and distinguishes one organization from another. Organizational culture is measured using five indicators: self-awareness, aggressiveness, personality, performance, and team orientation (Edison et al., 2017). Ramadhani (2025) stated that organizational culture has a positive and significant effect on employee engagement in the service industry. Similar findings were also reported by Nuswantoro (2021), who found that organizational culture has a positive and significant effect on employee engagement.

H1: Organizational Culture (X1) has an effect on Employee Engagement (Y) among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak.

Organizational Support

Organizational support is employees' perception of the extent to which the organization values their contributions and demonstrates concern for their well-being (Luthans, 2011). Chandra & Adriansyah (2017) explains that organizational support reflects the level of support perceived by employees regarding their contributions and welfare, thereby influencing the support that employees provide to the organization. Robbins and Judge (2019) define organizational support as employees' belief that the organization values their contributions and pays attention to their well-being. Based on Eisenberger et al. (1986), organizational support is measured using the following indicators: recognition or rewards, supervisor support, working conditions, and employee

welfare. Nuswantoro (2021) found that organizational support has a positive and significant effect on employee engagement.

H2: Organizational Support (X2) has an effect on Employee Engagement (Y) among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak.

Employee Engagement

Employee engagement is defined as a positive work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Noe et al. (2017) define employee engagement as the level of employee involvement in work and commitment to the job and organization. Robbins and Judge (2019) describe employee engagement as an individual's involvement, satisfaction, and enthusiasm toward the work performed. The indicators used to measure employee engagement are vigor, dedication, and absorption. Vigor describes the level of energy and mental resilience at work; dedication indicates enthusiasm, inspiration, pride, and involvement in work; while absorption describes full concentration and high involvement while performing work (Schaufeli & Bakker, 2004). In this study, employee engagement is positioned as the dependent variable influenced by organizational culture and organizational support.

H3: Organizational Culture (X1) and Organizational Support (X2) simultaneously affect Employee Engagement (Y) among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak

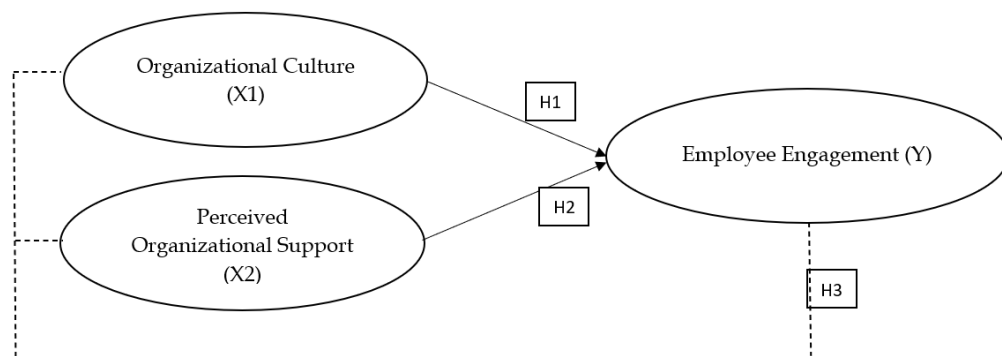


Figure 1. Conceptual Framework

METHODOLOGY

This study used a quantitative approach with an associative research design to analyze the influence of Organizational Culture and Organizational Support on Employee Engagement among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak. Associative research aims to determine the relationship between two or more variables. The data used consisted of primary data obtained through interviews with the Head of the Nutrition Installation and the distribution of questionnaires to all respondents, and secondary data obtained from Dokter Soedarso Regional General Hospital Pontianak in the form of the number of employees by field, work performance scores, and attendance data. The research population consisted of 30 civil

servants, and all members of the population were used as the sample through saturated sampling or a census technique (Sugiyono, 2019).

The research variables consisted of Organizational Culture (X1) and Organizational Support (X2) as independent variables, and Employee Engagement (Y) as the dependent variable (Sugiyono, 2019; Syarifuddin & Al Saudi, 2022). Data were collected using a questionnaire with a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree) (Sugiyono, 2019). Instrument quality was tested through a validity test using Product Moment correlation and a reliability test using Cronbach's Alpha, with the criterion that the reliability coefficient must be greater than 0.60 (Siregar, 2020).

Data analysis was conducted using IBM SPSS version 18.0. The stages of analysis included classical assumption tests consisting of a normality test using the One-Sample Kolmogorov-Smirnov Test, a linearity test using the Test for Linearity, and a multicollinearity test using Tolerance and Variance Inflation Factor (VIF) values (Ghozali, 2018). Hypothesis testing was then conducted using multiple linear regression analysis, correlation coefficient analysis (R), coefficient of determination analysis (R²), simultaneous testing (F-test), and partial testing (t-test) at a 5% significance level to examine the influence of Organizational Culture and Organizational Support on Employee Engagement (Siregar, 2020)

RESULTS & DISCUSSION

Test Research Instruments

a. Validity Test

The validity test was conducted to determine whether each statement item in the questionnaire was able to measure the research variables appropriately. The test was performed by comparing the calculated r-value with the r-table value. The r-table value was determined based on the degrees of freedom (df = n - 2), namely 28 at a significance level of 0.05, resulting in an r-table value of 0.361. The validity test results for all statement items are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Organizational Culture (X1)	X1.1	0.406	0.361	Valid
	X1.2	0.397		
	X1.3	0.377		
	X1.4	0.642		
	X1.5	0.748		
	X1.6	0.629		
	X1.7	0.676		
	X1.8	0.679		
	X1.9	0.382		
	X1.10	0.735		
	X1.11	0.596		
	X1.12	0.674		
	X1.13	0.616		

Organizational Support (X2)	X1.14	0.621	0.361	Valid
	X1.15	0.433		
	X2.1	0.547		
	X2.2	0.643		
	X2.3	0.580		
	X2.4	0.533		
	X2.5	0.650		
	X2.6	0.554		
	X2.7	0.563		
	X2.8	0.476		
	X2.9	0.465		
	X2.10	0.694		
Employee Engagement (Y)	X2.11	0.526	0.361	Valid
	X2.12	0.649		
	Y.1	0.706		
	Y.2	0.552		
	Y.3	0.617		
	Y.4	0.609		
	Y.5	0.504		
	Y.6	0.525		
	Y.7	0.694		
	Y.8	0.572		
	Y.9	0.586		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all statement items for the variables Organizational Culture (X1), Organizational Support (X2), and Employee Engagement (Y) have calculated r-values greater than the r-table value (0.361). Therefore, all research instruments are declared valid and suitable for use as data collection tools.

b. Reliability Test

The reliability test was conducted to measure the consistency of the research instrument using the Cronbach's Alpha method. A variable is declared reliable if it has a Cronbach's Alpha value of at least 0.60. The reliability test results for all research variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Organizational Culture (X1)	0.839	15	0.60	Reliable
Organizational Support (X2)	0.788	12		
Employee Engagement (Y)	0.762	9		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all research variables have Cronbach's Alpha values above 0.60. Therefore, the research instruments are declared reliable and suitable for use as data collection tools.

Classical Assumption Test

a. Normality Test

The normality test was conducted to determine whether the research data were normally distributed. The test used the Kolmogorov-Smirnov method, with the criterion of a significance value of at least 0.05. The normality test results based on SPSS analysis are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	30
Test Statistic	.112
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

The normality test results in Table 3 show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, the research data are declared normally distributed.

b. Linearity Test

The linearity test was conducted to determine the linear relationship between the independent variables and the dependent variable using the Test for Linearity method. A relationship is declared linear if the Sig. Linearity value is less than 0.05 and the Sig. Deviation from Linearity value is greater than 0.05. The linearity test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Employee Engagement * Organizational Culture	.004	.287	Linear
Employee Engagement * Organizational Support	.007	.827	

Source: Processed Data, 2026

The linearity test results in Table 4 show that the relationship between Organizational Culture (X1) and Employee Engagement (Y), as well as the relationship between Organizational Support (X2) and Employee Engagement (Y), meets the linearity criteria. This is indicated by Sig. Linearity values below 0.05 and Sig. Deviation from Linearity values above 0.05 for both relationships between variables.

c. Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a high correlation among the independent variables in the regression model. This test aimed to ensure that the regression model was free from multicollinearity symptoms and could therefore produce reliable estimates. The multicollinearity test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Organizational Culture	.993	1.007
	Organizational Support	.993	1.007
a. Dependent Variable: Employee Engagement			

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, the variables Organizational Culture (X1) and Organizational Support (X2) have a Tolerance value of 0.993 (> 0.10) and a VIF value of 1.007 (< 10.00). These results indicate that the regression model does not experience multicollinearity symptoms.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the influence of the independent variables on the dependent variable, both simultaneously and partially, and to form a model of the relationship among variables. The regression coefficient results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.794	.519		3.460	.002
	Organizational Culture	.221	.097	.336	2.288	.030
	Organizational Support	.319	.089	.526	3.580	.001
a. Dependent Variable: Employee Engagement						

Source: Processed Data, 2026

Based on the results of the multiple linear regression analysis in Table 6, the following regression equation was obtained:

$$Y = 1.794 + 0.221X_1 + 0.319X_2$$

The interpretation of the regression equation is as follows:

- 1) The constant of 1.794 indicates that when Organizational Culture (X1) and Organizational Support (X2) are equal to zero, Employee Engagement (Y) has a value of 1.794.
- 2) The regression coefficient of Organizational Culture (b1) of 0.221 indicates that every one-unit increase in Organizational Culture will increase Employee Engagement by 0.221 units.
- 3) The regression coefficient of Organizational Support (b2) of 0.319 indicates that every one-unit increase in Organizational Support will increase Employee Engagement by 0.319 units.

b. Correlation Coefficient Analysis (R)

Correlation coefficient analysis was used to measure the strength and direction of the relationship among variables using the Product Moment method. The correlation coefficient test results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.421	.378	.32025

Predictors: (Constant), Organizational Support, Organizational Culture.

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, the correlation coefficient (R) was 0.649. This value indicates that the relationship between Organizational Culture and Organizational Support with Employee Engagement is in the strong category because it lies within the interval of 0.60-0.799.

c. Determination Coefficient (R²)

Based on the coefficient of determination (R²) analysis presented in Table 7, the coefficient of determination (R²) value of 0.421 indicates that Organizational Culture and Organizational Support are able to explain 42.1% of the variation in Employee Engagement, while the remaining 57.9% is influenced by other variables outside the research model.

d. Simultaneous Test (F Test)

The simultaneous test (F-test) was conducted to examine the effect of all independent variables on the dependent variable jointly. The F-test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	2.011	1.005	9.802	.001 ^b
Residual	2.769	.103		

Dependent Variable: Employee Engagement

Predictors: (Constant), Organizational Support, Organizational Culture.

Source: Processed Data, 2026

Based on the simultaneous test (F-test) results in Table 8, the calculated F-value was 9.802, which is greater than the F-table value of 3.37, and the

significance value was 0.001 (< 0.05). These results indicate that Organizational Culture and Organizational Support simultaneously have a significant effect on Employee Engagement: therefore H_3 is accepted.

e. Partial Test (t Test)

The partial test (t-test) was conducted to examine the effect of each independent variable on the dependent variable individually. The t-test results are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.794	.519		3.460	.002
	Organizational Culture	.221	.097	.336	2.288	.030
	Organizational Support	.319	.089	.526	3.580	.001
a. Dependent Variable: Employee Engagement						

Source: Processed Data, 2026

Based on the partial test (t-test) results in Table 9, the calculated t-values were compared with the t-table value of 1.701. The partial test results are explained as follows:

- 1) The Organizational Culture variable (X1) has a calculated t-value of 2.288 (> 1.701) with a significance value of 0.030 (< 0.05). This result indicates that Organizational Culture has a significant effect on Employee Engagement; therefore H_1 is accepted.
- 2) The Organizational Support variable (X2) has a calculated t-value of 3.580 (> 1.701) with a significance value of 0.001 (< 0.05). This result indicates that Organizational Support has a significant effect on Employee Engagement; therefore H_2 is accepted.

DISCUSSION

The Influence of Organizational Culture on Employee Engagement

The partial test results show that Organizational Culture has a positive and significant effect on Employee Engagement. This is evidenced by a calculated t-value of 2.288, which is greater than the t-table value of 1.701, and a significance value of 0.030 (< 0.05). In addition, the regression analysis results show a regression coefficient of 0.221, indicating that every one-unit increase in Organizational Culture will increase Employee Engagement by 0.221 units. This finding indicates that the better the organizational culture implemented, the higher the level of employee engagement. An organizational culture that is able to form positive values, norms, and behavioral patterns can encourage employee attachment to both their work and the organization. The results of this study are

in line with research conducted by Zahara and Kasmiruddin (2025) and Tabun (2021), which stated that Organizational Culture has a positive and significant effect on Employee Engagement.

The Influence of Organizational Support on Employee Engagement

The partial test results show that Organizational Support has a positive and significant effect on Employee Engagement. This is indicated by a calculated t-value of 3.580, which is greater than the t-table value of 1.701, with a significance value of 0.001 (< 0.05). The regression coefficient of 0.319 also indicates that every one-unit increase in Organizational Support will increase Employee Engagement by 0.319 units. Based on these results, Organizational Support has a greater influence than Organizational Culture in improving Employee Engagement. Organizational support perceived by employees, whether in the form of attention, recognition, or concern for employee welfare, is able to increase employees' attachment to the organization. The results of this study are consistent with the studies conducted by Hawabi (2023) and Nuswantoro (2021), which stated that Organizational Support has a positive and significant effect on Employee Engagement.

The Influence of Organizational Culture and Organizational Support on Employee Engagement

The simultaneous test results show that Organizational Culture and Organizational Support jointly have a significant effect on Employee Engagement. This is evidenced by a calculated F-value of 9.802, which is greater than the F-table value of 3.37, and a significance value of 0.001 (< 0.05). Therefore, the hypothesis stating that Organizational Culture and Organizational Support simultaneously affect Employee Engagement can be accepted. The correlation coefficient analysis produced an R-value of 0.649, indicating a strong relationship between Organizational Culture and Organizational Support with Employee Engagement. In addition, the coefficient of determination (R^2) value of 0.421 indicates that the two variables are able to explain 42.1% of the variation in Employee Engagement, while the remaining 57.9% is influenced by other variables outside the research model. The results of this study are in line with research conducted by Hidayah and Sari (2022), which stated that Organizational Culture and Organizational Support simultaneously have a significant effect on Employee Engagement.

CONCLUSIONS AND RECOMMENDATIONS

Organizational culture and organizational support contribute to strengthening employee engagement among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak. A positive organizational culture encourages employees to understand shared values, develop appropriate work behavior, cooperate with colleagues, and become more involved in achieving organizational goals. Organizational support also strengthens employee engagement by creating employees' perceptions that their contributions are valued and that the organization is concerned about their working conditions and well-being. Among the two variables, organizational

support has a relatively stronger influence, indicating that employees' engagement is closely related to the support they receive from the organization and their supervisors.

Based on these findings, hospital management is recommended to strengthen organizational support through consistent supervisor assistance, appropriate recognition of employee contributions, adequate working conditions, attention to employee welfare, and opportunities for competency development. The implementation of organizational culture should also be reinforced through regular communication of organizational values, leadership role modelling, cooperation among employees, and periodic evaluation of work behavior. In addition, management should encourage employees to use the Hospital Management Information System more consistently and develop a greater sense of responsibility for maintaining the facilities provided. These measures are expected to strengthen employees' enthusiasm, dedication, and involvement in performing their duties. Future studies may examine other factors related to employee engagement and involve broader organizational units to obtain more comprehensive findings.

FURTHER RESEARCH

This study has limitations because it only examines the influence of Organizational Culture and Organizational Support on Employee Engagement among civil servants at the Nutrition Installation of Dokter Soedarso Regional General Hospital Pontianak. The coefficient of determination (R^2) value of 0.421 indicates that 42.1% of the variation in Employee Engagement can be explained by Organizational Culture and Organizational Support, while 57.9% is influenced by other variables outside the research model. Therefore, future researchers are advised to add other variables that may potentially influence Employee Engagement, such as transformational leadership, job satisfaction, organizational commitment, and the work environment, and to expand the research object and location so that more comprehensive findings with broader generalizability can be obtained.

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