

THE IMPACT OF TRAINING AND ORGANIZATIONAL CULTURE ON MARKETING EMPLOYEE PERFORMANCE WITH ENGAGEMENT AS A MEDIATING VARIABLE AT PT MENTARI BOOKS INDONESIA, JAKARTA

Dedi Damhudi¹, Theresia Pradiani², Fathorrahman³

^{1, 2, 3} Institut Teknologi dan Bisnis ASIA, Malang, Indonesia

¹ dedinyatu@gmail.com, ² theresia.pradiani@asia.ac.id, ³ faturrahman@asia.ac.id

Abstract

Performance is an important factor in achieving the goals of an organization, including a company. Good employee performance will lead to significant growth and help achieve company goals, such as increasing sales, expanding market share, and providing customer satisfaction. Good employee performance will support every company activity and broadly impact all stakeholders involved. This research aims to examine the effect of training and organizational culture on the performance of the marketing workforce with engagement as a mediating variable at PT Mentari Books Indonesia Jakarta. The sampling method used is the saturated sampling or census method, where all 58 employees in the marketing division of PT Mentari Books Indonesia Jakarta are used as samples for this study. The research results show that (1) training does not have a significant effect on the performance of the marketing workforce, (2) organizational culture does not significantly affect the performance of the marketing workforce, (3) training has a positive and significant effect on the engagement of the marketing workforce, (4) organizational culture has a positive and significant effect on the engagement of the marketing workforce, (5) engagement does not significantly affect the performance of the marketing workforce, (6) training does not affect performance through the engagement of the marketing workforce, and (7) organizational culture does not affect performance through the engagement of the marketing workforce.

Keywords: Training, Organizational Culture, Engagement, and Performance.

Abstrak

Kinerja merupakan faktor penting dalam mencapai tujuan sebuah organisasi begitu juga dengan perusahaan. Kinerja karyawan yang baik akan meningkatkan pertumbuhan signifikan dan membantu mencapai tujuan perusahaan seperti meningkatkan penjualan, memperluas jangkauan pangsa pasar dan memberikan kepuasan kepada pelanggan. Kinerja karyawan yang baik akan menopang setiap aktivitas perusahaan dan memberikan dampak yang luas terhadap seluruh stakeholder yang ada. Tujuan Penelitian untuk mengetahui pengaruh pelatihan dan budaya organisasi terhadap kinerja tenaga pemasaran dengan engagement sebagai variable mediasi pada PT Mentari Books Indonesia Jakarta. Metode pengambilan sampel adalah metoda sampling jenuh atau sensus, dimana keseluruhan 58 karyawan bagian tenaga pemasaran yang ada pada perusahaan PT. Mentari Books Indonesia Jakarta dijadikan sampel pada penelitian ini. Hasil penelitian menunjukkan bahwa (1) pelatihan tidak berpengaruh secara signifikan terhadap kinerja tenaga pemasaran, (2) Budaya organisasi tidak berpengaruh signifikan terhadap kinerja tenaga pemasaran, (3) pelatihan berpengaruh positif dan signifikan terhadap engagement tenaga pemasaran, (4) Budaya organisasi berpengaruh positif dan signifikan terhadap engagement tenaga pemasaran, (5) engagement tidak berpengaruh signifikan terhadap kinerja tenaga pemasaran, (6) pelatihan tidak berpengaruh terhadap kinerja melalui engagement tenaga pemasaran, (7) budaya organisasi tidak berpengaruh terhadap kinerja melalui engagement tenaga pemasaran.

Kata Kunci: Pelatihan, Budaya Organisasi, Engagement dan Kinerja



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INTRODUCTION

Performance is an important factor in achieving the goals of an organization, as well as a company. Good employee performance will drive significant growth and help achieve company goals such as increasing sales, expanding market share, and providing customer satisfaction. Good employee performance will support every activity within the company and broadly impact all existing stakeholders. Performance is the outcome of an employee's work, in terms of quality and quantity, based on the tasks carried out by their responsibilities (Mangkunegara, 2017). The company is responsible for ensuring every employee performs well by providing regular training programs, establishing a good organizational culture, and involving employees.

PT Mentari Books Indonesia requires marketing staff who can perform optimally to help achieve the company's goals. To measure the marketing staff's performance, the company uses quantitative and qualitative approaches formulated in the KPIM (Key Performance Indicator and monitoring). KPIM consists of two assessment categories: sales target achievement and ASK (attitude, skill, and knowledge). Sales target achievement focuses on reaching sales targets based on categories per publisher (publishers working exclusively with Mentari). To assess ASK (attitude, skill, and knowledge), the company conducts a presentation exam analyzing case studies provided by the leaders every quarter. For the attitude component, the leaders conduct a VMC (vision, mission, and organizational culture) survey monthly.

The biggest challenge faced by the education consultants at PT Mentari is the inability to meet the indicators outlined in the KPIM fully. High skills and knowledge are required because of the complexity of the products and programs that must be offered to schools using an integrated approach. The second aspect, which involves the VMC survey, presentation tests, and case study analysis by the leaders and management, has not shown results that are aligned with the targets, as shown in the following table:

Tahun	Nilai rata-rata per periode					Target Nilai KPIM
	Tahap 1 (Oktober - Desember)	Tahap 2 (Januari - Maret)	Tahap 3 (April - Juni)	Tahap 4 (Juli - September)	TOTAL	
2023	73,3	79,5	78,2	80,9	78,0	85
2024	82,1	80,5	80,8		81,1	85
Rata - rata Nilai KPIM					79,6	85

Data Source: KPIM Data of Marketing Staff PT Mentari Jakarta (2023 – 2024)

PT Mentari has implemented various programs for marketing staff, including training programs. To enhance the marketing staff's capacity, product knowledge training, presentation

techniques, and communication using a storytelling approach are provided, along with daily role-playing programs aimed at honing objection handling, negotiation, and closing skills. The company also provides the MauPintar Teachable platform, a self-learning tool for education consultants, with various materials and topics to support and improve their performance.

PT Mentari also fosters an organizational culture based on universal values, expressed through the VMC curriculum (Vision, Mission, and Organizational Culture), which includes C3A (smart, quick, alive), BMS (brave, willing, capable), and KB (good character). All employees, including the education consultants, must embrace these values. Internalization training and VMC projects are conducted to support this program and ensure that all employees understand and implement these values daily. The company also provides a "sharing" platform to give appreciation to fellow employees for implementing VMC. Every morning and afternoon, there is a "circle time" activity aimed at giving appreciation and encouragement to employees through face-to-face interactions.

To improve education consultants' engagement, the company also undertakes initiatives such as creating task forces called "Champions" to help achieve sales targets based on publishers. These task forces involve education consultants and offer opportunities for personal transformation. PT Mentari also allows education consultants to participate as committee members in various external training events, such as teacher training. Morning and afternoon briefings between leaders and education consultants are held daily to ensure intensive communication, mutual encouragement, and appreciation.

Previous researchers have conducted many studies related to performance, such as the study by Indah et al.¹ and research by Hesti and Rahmawati², which concluded that employee engagement significantly positively impacts employee performance. In contrast, a study by Muhammad Naazhir Dzul Faqqor³ concluded that employee engagement does not affect performance quality with a p-value of 0.247. However, employee engagement affects organizational culture with a p-value of 0.000.

¹ H.R. Indah et al., "Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi (Studi Kasus pada Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia)," *Ekonomi, Keuangan, Investasi dan Syariah (EKUITAS)* 3, no. 3 (2022), <https://doi.org/10.47065/ekuitas.v3i3.1190>.

² A.N. Hesti and S. Rahmawati, "Pengaruh Budaya Organisasi dan Employee Engagement terhadap Kinerja Karyawan Seller Indonesia," *Jurnal Pijar Studi Manajemen dan Bisnis* 1, no. 2 (2023): 104–9.

³ Muhammad Naazhir Dzul Faqqor and Akhmad Yunan Atho'illah, "Pengaruh Employee Engagement Dan Knowledge Sharing Terhadap Kualitas Kinerja Karyawan Dengan Budaya Organisasi Sebagai Variabel Mediasi," *Journal GEEJ* 7, no. 2 (2020), <https://ejournal.kopertais4.or.id/tapalkuda/index.php/lantabur/article/view/5978>.

Another study by Rimba et al.⁴ concluded that training positively and significantly affects the productivity of marketing staff (education consultants). Siswoyo⁵ also concluded that training positively and significantly affects the performance of regional secretariat employees in Jembrana District. In contrast, a study by Septiyana⁶ concluded that training does not affect employee performance, but it does affect employee engagement. Fakhri et al.⁷ concluded that training is the most appropriate strategy to improve employee performance, and compensation is the most suitable strategy to improve employee engagement.

Based on previous research, the influence of organizational culture has yielded different conclusions. Hesti and Rahmawati⁸ concluded that organizational culture does not significantly affect employee performance, while Indah et al.⁹ concluded that organizational culture directly and significantly impacts employee performance. Another study by Hermawan¹⁰ concluded that organizational culture and job satisfaction positively impact employee engagement. In contrast, Indah et al.¹¹ concluded that organizational culture has a direct but insignificant impact on employee engagement.

The researcher chose these three variables because they are interconnected and provide a comprehensive view of the dynamics within the organization. The combination of training, organizational culture, and engagement can help the researcher understand how the organization can create a conducive work environment for individual growth and overall organizational success.

Based on the above description, the researcher is interested in investigating the “Influence of Training and Organizational Culture on the Marketing Employee Performance with Engagement as a Mediating Variable at PT Mentari Books Indonesia, Jakarta.”

⁴ A. Rimba et al., “Pengaruh Pelatihan, Motivasi dan Kompensasi terhadap Produktivitas Kerja Tenaga Pemasaran (Konsultan Pendidikan) PT. Mentari Indonesia Jakarta,” *Jurnal Ilmiah Riset Aplikasi Manajemen* 1, no. 2 (2023): 4–9, <https://doi.org/10.32815/jiram.v1i2.30>.

⁵ A. Siswoyo, *Pengaruh Pelatihan dan Kompetensi terhadap Kinerja Pegawai melalui Employee Engagement sebagai Variabel Mediasi pada Sekretariat Daerah Kabupaten Jembrana* (Prosiding, 2024).

⁶ B. Septiyana, “Pengaruh Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Intervening (Studi Kasus pada Karyawan Kantor Pusat Lembaga XYZ,” *Suparyanto dan Rosad* 5, no. 3 (2022): 248–53.

⁷ R.F. Fakhri et al., “Analisa Pengaruh Kompensasi dan Pelatihan terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Intervening (Studi pada PT Ciomas Adisatwa Unit Pabelan,” *Diponegoro Journal of Economics* 9 (2020): 59–78.

⁸ Hesti and Rahmawati, “Pengaruh Budaya Organisasi dan Employee Engagement terhadap Kinerja Karyawan Selleri Indonesia.”

⁹ Indah et al., “Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi (Studi Kasus pada Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia.”

¹⁰ S.A. Hermawan, “Pengaruh Organizational Culture dan Kepuasan Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi di PT. Lucky Textile Semarang,” 2023.

¹¹ Indah et al., “Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi (Studi Kasus pada Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia.”

LITERATURE REVIEW

The first study used as a reference is a journal titled "The Influence of Organizational Culture and Work Motivation on Employee Performance with Employee Engagement as a Mediating Variable (Case Study at the Indonesian National Police's Education and Training Institute)" by Indah et al.¹² The results of the data analysis show that (1) Organizational culture has a significant direct effect on employee performance, (2) Work motivation has a significant direct effect on employee performance, (3) Organizational culture has a direct but not significant effect on employee engagement, (4) Work motivation has a significant direct effect on employee engagement, (5) Organizational culture and work motivation have an indirect effect on employee performance through employee engagement as a mediating variable at Lemdiklat Polri, and (6) Employee engagement has a significant effect on employee performance.

The second study used as a reference is a journal titled "The Influence of Organizational Culture and Employee Engagement on Employee Performance at Selleri Indonesia" by Hesti & Rahmawati¹³. Based on SEM analysis, organizational culture positively and significantly influences employee engagement. Furthermore, employee engagement positively and significantly affects employee performance. However, organizational culture does not have a significant effect on employee performance.

The third study used as a reference is a journal titled "The Influence of Training and Competence on Employee Performance through Employee Engagement as a Mediating Variable at the Regional Secretariat of Jembrana Regency" by Siswoyo¹⁴. The results show that (1) Employee engagement at the Regional Secretariat of Jembrana is positively and significantly influenced by training, (2) Employee engagement is positively and significantly influenced by competence, (3) Employee performance at the Regional Secretariat of Jembrana is positively and significantly influenced by training, (4) Employee engagement is positively and significantly influenced by competence, (5) Employee engagement positively and significantly affects employee performance at the Regional Secretariat of Jembrana, and (6) Employee engagement can mediate the relationship between training and employee performance at the Regional Secretariat of Jembrana.

The fourth study used as a reference is a journal titled "Analysis of the Influence of Compensation and Training on Employee Performance with Employee Engagement as an

¹² Indah et al., "Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi (Studi Kasus pada Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia.)"

¹³ Hesti and Rahmawati, "Pengaruh Budaya Organisasi dan Employee Engagement terhadap Kinerja Karyawan Selleri Indonesia."

¹⁴ Siswoyo, *Pengaruh Pelatihan dan Kompetensi terhadap Kinerja Pegawai melalui Employee Engagement sebagai Variabel Mediasi pada Sekretariat Daerah Kabupaten Jembrana.*

Intervening Variable (Study at PT Ciomas Adisatwa, Pabelan Unit)" by Fakhri et al.¹⁵ The study finds that compensation, training programs, and employee engagement have a positive and significant effect on employee performance, with employee engagement mediating the relationship between compensation and training on employee performance. Training is the most effective strategy for improving employee performance, while compensation is the most effective strategy for enhancing employee engagement.

The fifth study used as a reference is a journal titled "The Influence of Organizational Culture and Job Satisfaction on Employee Performance with Employee Engagement as a Mediating Variable at PT Lucky Textile Semarang" by Hermawan¹⁶. The results show that organizational culture and job satisfaction positively affect employee engagement. Further findings indicate that organizational culture, job satisfaction, and employee engagement positively and significantly affect employee performance.

The sixth study used as a reference is a journal titled "The Influence of Training and Career Development on Employee Performance with Employee Engagement as an Intervening Variable" by Septiyana¹⁷. The results show that (1) Training influences employee engagement, (2) Career development influences employee engagement, (3) Both training and career development influence employee engagement simultaneously, (4) Training does not directly affect employee performance, (5) Career development does not directly affect employee performance, (6) Employee engagement affects employee performance, and (7) Training, career development, and employee engagement affect employee performance simultaneously. The Sobel test results indicate that employee engagement indirectly affects training, career development, and employee performance.

The seventh study used as a reference is a journal titled "The Influence of Training and Organizational Culture on Employee Performance at PT Lintas Aman Andalas Medan" by Girsang et al.¹⁸ The results show that training significantly influences employee performance (3.380, $p < 0.05$), organizational culture significantly influences employee performance (2.393, $p < 0.05$), and both training and organizational culture together significantly influence employee performance (9.564, $p < 0.05$).

¹⁵ Fakhri et al., "Analisa Pengaruh Kompensasi dan Pelatihan terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Intervening (Studi pada PT Ciomas Adisatwa Unit Pabelan.)"

¹⁶ Hermawan, "Pengaruh Organizational Culture dan Kepuasan Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi di PT. Lucky Textile Semarang."

¹⁷ Septiyana, "Pengaruh Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Intervening (Studi Kasus pada Karyawan Kantor Pusat Lembaga XYZ.)"

¹⁸ L. Girsang et al., "Pengaruh Pelatihan dan Budaya Organisasi terhadap Kinerja Karyawan PT. Lintas Aman Andalas Medan," *Jurnal Ilmiah Manajemen dan Bisnis (JIMBI)* 2, no. 1 (2021): 1–8, <https://doi.org/10.31289/jimbi.v2i1.460>.

The eighth study used as a reference is a journal titled "The Influence of Training, Motivation, and Compensation on Work Productivity of Marketing Personnel (Education Consultants) at PT Mentari Indonesia Jakarta" by Rimba et al.¹⁹ The results show that training, motivation, and compensation all positively and significantly affect work productivity, both individually and collectively.

The ninth study used as a reference is a journal titled "The Influence of Organizational Culture and Competence on Employee Performance with Work Motivation as an Intervening Variable (Study at PT AEL Indonesia Site KPC East Kalimantan)" by Sultan S. Saade and Theresia Pradiani²⁰. The results conclude that: (1) Organizational culture positively influences work motivation, (2) Competence positively influences work motivation, (3) Organizational culture positively influences employee performance, (4) Competence positively influences employee performance, (5) Work motivation positively influences employee performance, (6) Indirectly, organizational culture through work motivation does not significantly affect employee performance, and (7) Indirectly, competence through work motivation does not significantly affect employee performance.

The tenth study used as a reference is a journal titled "The Influence of Employee Engagement and Knowledge Sharing on Employee Performance Quality with Organizational Culture as a Mediating Variable" by Muhammad Naazhir Dzul Faqqor²¹. The study found that employee engagement influences organizational culture with a p-value of 0.000, knowledge sharing influences organizational culture with a p-value of 0.0001, employee engagement does not affect employee performance quality with a p-value of 0.247, knowledge sharing influences employee performance quality with a p-value of 0.006, organizational culture mediates the relationship between employee engagement and employee performance quality with a p-value of 0.009, and organizational culture also mediates the relationship between knowledge sharing and employee performance quality with a p-value of 0.021.

¹⁹ Rimba et al., "Pengaruh Pelatihan, Motivasi dan Kompensasi terhadap Produktivitas Kerja Tenaga Pemasaran (Konsultan Pendidikan) PT. Mentari Indonesia Jakarta."

²⁰ Sultan S. Saade and Theresia Pradiani, "The Influence of Organizational Culture and Competence on Employee Performance with Work Motivation as an Intervening Variable (Study at PT AEL Indonesia Site KPC East Kalimantan)," *Jurnal Administrasi Dan Manajemen* 13, no. 3 (2023): 217–27.

²¹ Faqqor and Atho'illah, "Pengaruh Employee Engagement Dan Knowledge Sharing Terhadap Kualitas Kinerja Karyawan Dengan Budaya Organisasi Sebagai Variabel Mediasi | LAN TABUR."

RESEARCH HYPOTHESIS

The Effect of Training on Employee Performance

This hypothesis was chosen by considering the results of a previous study conducted by Rimba, Anna, and Theresia Pradiani²² titled *The Effect of Training, Motivation, and Compensation on the Work Productivity of Marketing Staff (Education Consultants) at PT Mentari Indonesia Jakarta*. The study mentions that the training variable positively and significantly affects the work productivity of marketing staff (education consultants) at PT Mentari Indonesia Jakarta.

H1: It is suspected that training has a positive and significant effect on marketing staff's performance at PT Mentari Books Indonesia Jakarta.

The Effect of Organizational Culture on Employee Performance

This hypothesis was selected by considering the results of a previous study conducted by Saade, Sultan S., Theresia Pradiani, and Fathorrahman Fathorrahman²³ titled *The Influence of Organizational Culture and Competence on Employee Performance with Work Motivation as an Intervening Variable (Study at PT AEL Indonesia, Site KPC East Kalimantan)*, which shows that organizational culture has a positive and significant effect on employee performance.

H2: It is suspected that organizational culture has a positive and significant effect on the performance of marketing staff at PT Mentari Books Indonesia Jakarta.

The Effect of Training on Employee Engagement

This hypothesis was chosen by considering a previous study by Siswoyo Arie²⁴ titled *The Effect of Training and Competence on Employee Performance through Employee Engagement as a Mediating Variable at the Secretariat of Jembrana Regency*. The study shows that training positively and significantly influences employee engagement at the Secretariat of Jembrana Regency.

H3: Training is suspected to have a positive and significant effect on employee engagement at PT Mentari Books Indonesia Jakarta.

²² Rimba et al., "Pengaruh Pelatihan, Motivasi dan Kompensasi terhadap Produktivitas Kerja Tenaga Pemasaran (Konsultan Pendidikan) PT. Mentari Indonesia Jakarta."

²³ Saade and Pradiani, "The Influence of Organizational Culture and Competence on Employee Performance with Work Motivation as an Intervening Variable (Study at PT AEL Indonesia Site KPC East Kalimantan)."

²⁴ Siswoyo, *Pengaruh Pelatihan dan Kompetensi terhadap Kinerja Pegawai melalui Employee Engagement sebagai Variabel Mediasi pada Sekretariat Daerah Kabupaten Jembrana*.

The Effect of Organizational Culture on Employee Engagement

This hypothesis was chosen by considering the results of a previous study conducted by Hermawan²⁵, Sebastian Adi (2023) titled *The Effect of Organizational Culture and Job Satisfaction on Employee Performance with Employee Engagement as a Mediating Variable at PT Lucky Textile Semarang*, which states that organizational culture and job satisfaction have a positive effect on employee engagement.

H4: It is suspected that organizational culture positively affects employee engagement at PT Mentari Books Indonesia Jakarta.

The Effect of Engagement on Employee Performance

This hypothesis was chosen by considering the results of a previous study conducted by Septiyana and Bella²⁶ titled *The Effect of Training and Career Development on Employee Performance with Employee Engagement as an Intervening Variable*, which states that employee engagement affects employee performance.

H5: It is suspected that employee engagement affects marketing staff's performance at PT Mentari Books Indonesia Jakarta.

The Effect of Training on Employee Performance Through Engagement

This hypothesis was chosen by considering the results of a previous study titled *The Effect of Training and Organizational Culture on Employee Performance through Employee Engagement as an Intervening Variable at PT. Telkom Akses Yogyakarta*, conducted by Hamam Syiful (2023), concluded that the effect of training on employee performance mediated by employee engagement was not significant simultaneously but was found to be significant in all partial tests.

H6: It is suspected that training does not have a significant simultaneous effect on the performance of marketing staff through engagement at PT Mentari Books Indonesia Jakarta.

The Effect of Organizational Culture on Employee Performance Through Engagement

This hypothesis was selected by considering the results of a previous study conducted by Hafni Ratna Indah, Aryana Satrya, and Etty Puji Lestari²⁷ titled *The Effect of Organizational Culture and*

²⁵ Hermawan, "Pengaruh Organizational Culture dan Kepuasan Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi di PT. Lucky Textile Semarang."

²⁶ Septiyana, "Pengaruh Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Intervening (Studi Kasus pada Karyawan Kantor Pusat Lembaga XYZ)."

²⁷ Indah et al., "Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan dengan Employee Engagement sebagai Variabel Mediasi (Studi Kasus pada Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia)."

Work Motivation on Employee Performance with Employee Engagement as a Mediating Variable (Case Study at the Indonesian National Police Education and Training Institute). The study concludes that organizational culture and work motivation indirectly affect employee performance with employee engagement as a mediating variable.

H7: It is suspected that organizational culture indirectly affects the performance of marketing staff through engagement at PT Mentari Books Indonesia Jakarta.

RESEARCH METHODOLOGY

The researcher uses a quantitative approach to examine the effect of training and organizational culture on marketing staff's performance with engagement as a mediating variable at PT Mentari Books Indonesia Jakarta. Quantitative research is an approach that uses a specific population or sample as the research object, utilizes research instruments for data collection, and employs quantitative data analysis to test the hypotheses that have been established.²⁸ In this study, the author uses an associative research method. According to Sugiyono²⁹, the associative method aims to determine the effect or relationship between two or more variables. This research involves four variables: training as variable X1, Organizational Culture as variable X2, Engagement as variable Z, and Employee Performance as variable Y at PT Mentari Books Indonesia Jakarta.

This research was conducted at PT Mentari's headquarters in Jakarta and at several branch offices located in Surabaya, Semarang, Yogyakarta, Bandung, Bali, Samarinda, Makassar, Banjarmasin, Pontianak, Medan, Pekanbaru, Jambi, Palembang, and Lampung. The subjects of this study are employees in the marketing division. Data was collected in November 2024 through a questionnaire distributed in Google Form format, which the researcher filled out and collected.

The population in this study consists of all marketing employees at PT Mentari Indonesia Jakarta, totaling approximately 58 individuals. The sampling method used is the saturated or census method, where the entire population of 58 marketing employees is considered respondents. In this study, two types of data are used by the researcher: primary data, which is data obtained directly in the field by the researcher; For this study, the primary data collected comes from the respondents' answers to questions posed by the researcher regarding training, organizational culture, engagement, and performance. Secondary Data in this study is taken from various literature sources for the literature review, such as books, previous research journals, websites, and the company's internal data. The researcher used a questionnaire as a data collection technique in this study.

²⁸ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Alfabeta, 2018).

²⁹ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, 11.

The questionnaire will be distributed using Google Forms directly to the WhatsApp of the marketing staff at PT Mentari Indonesia Jakarta using a specific link. The distributed questionnaire is a closed questionnaire containing statements that measure the respondents' perceptions, accompanied by answer choices on a 5-point Likert scale. This is done to facilitate respondents in expressing their perceptions of each item that measures the research variables.

RESULTS AND DISCUSSIONS

A. Description of Research Variables

Training Variable (X1)

Based on the responses from the questionnaire provided to the respondents, the table shows the distribution of the respondents' responses to various statements related to the Training variable. The responses are categorized based on several indicators, such as the type of training, training objectives, training materials, training methods, trainer quality, and training duration. Each category is averaged to provide an overview of the level of satisfaction or effectiveness of the training.

The highest mean is found in the type of training, with an average of 4.52, indicating that respondents are very satisfied or feel that the training is practical in introducing culture, competencies, and work strategies. The highest ratings were given for the effectiveness of the training in introducing company culture and competence development, with a mean of 4.60 on item statement X1.1: "New employees get to know the company culture through the Formula One training." The training helps achieve work targets with a mean of 4.40. The materials provided are considered relevant and practical, with an average mean of 4.33. The methods used, such as hands-on training and role-playing, were deemed appropriate, with a mean of 4.23. The quality of the trainers was appreciated with a mean of 4.37, indicating good mastery of the material and effective delivery skills.

The mean for the training duration indicator was the lowest at 4.06, although it still falls within the positive evaluation category. This indicates that the duration or schedule of the training may require slight improvement to meet participants' needs. For most statements, most respondents gave ratings on the Agree (S) or Strongly Agree (SS) scale. This shows that the training program is generally considered favorable and meets expectations. The lower mean value for this indicator is due to some respondents giving a Disagree (TS) response.

Several respondents provided neutral answers to the training indicators, indicating a tendency not to offer a positive or negative assessment of the training program they received. Respondents with neutral answers may feel that the training did not significantly change their skills or knowledge, or they might feel that the content was not highly relevant to their daily work. This could also reflect

a mismatch between the participants' expectations and the reality they experienced during the training process.

Respondents who chose neutral answers tend to be in a position where they are not yet confident about the effectiveness of the training they attended. This may suggest that, while they did not object to the training, they did not feel strong enough positive impacts to provide a positive assessment. Additionally, respondents in this category may also want more time or opportunities to apply the training materials before making a more precise judgment.

Respondents with neutral answers could be an important indication that areas within the training need further evaluation, whether in terms of content, delivery, or relevance to job needs. Therefore, their feedback could serve as a basis for improvements in implementing future training.

Organizational Culture Variable (X2)

Based on the responses from the questionnaire provided, it is evident that the average item statements in table show excellent results, with the overall mean score for the organizational culture variable being 4.48. This reflects that most employees understand the organizational culture, which aligns with the company's standards. For the indicators of innovation and risk-taking, the average mean score is 4.43. The statement with the highest score is item X2.4, "The company supports me in making bold decisions related to consumers," with a mean of 4.53. This can be interpreted as respondents generally agreeing that the company encourages innovation and bold decision-making.

The average mean score for the indicator of attention to detail is 4.40. Respondents agreed most with the statement X2.7, "The company supports me in living the values of CAKEP, CEPAT, CERDAS, and ALIVE (C3A) in my work," with a mean score of 4.53. This can be interpreted to mean that the company not only sets expectations but also provides support that allows employees to work effectively, efficiently, and enthusiastically, in line with the established organizational culture values.

The average mean score for the indicator of results orientation is 4.53. The statement with the highest mean score is item X2.9, "I am required to achieve 100% sales target per publisher," which received a mean score of 4.66. This can be interpreted as the company prioritizing attention to detail in work, especially in achieving targets. The average mean score for the indicator of individual orientation is 4.68. The statement with the highest mean score of 4.72 is item X2.10: "I always strive to do my work sincerely." This statement can be interpreted as respondents feeling that the company strongly emphasizes the importance of achieving results.

The average mean score for the indicator of group (team) orientation is 4.47. The statement with the highest mean score of 4.76 is item X2.14: "The company encourages me to live by the

value of GOOD CHARACTER (KB) in daily life." This can be interpreted as the organizational culture supporting individual development through positive values.

For the aggressiveness indicator, the average mean score is 4.45. The highest score was obtained for the statement item X2.18, "The company encourages me to live by the value of CEPAT in daily life," with an average mean of 4.60. This can be interpreted as respondents agreeing that the company prioritizes teamwork. Meanwhile, the average mean score obtained for the stability indicator is 4.32. The statement with the highest mean score for this indicator is item X2.19: "I feel calm and sincere in carrying out the roles assigned to me." This can be interpreted as the organizational culture providing a good level of stability, although this dimension is lower than other dimensions.

Engagement Variable (Z)

Based on the responses from the questionnaire provided, it is evident that this table shows engagement measured through three main dimensions: Vigour, Dedication, and Absorption. The average mean for the engagement variable is 4.39. This indicates a very high level of engagement among employees. For the Vigour indicator, the average mean is 4.36. This reflects a high level of work enthusiasm among employees. They tend to be energetic, committed, and persistent in completing their tasks despite facing challenges. The statement Z3, "I give my best effort for the company," received the highest mean score of 4.53, which can be interpreted as employee engagement being reflected in their enthusiasm to put forth optimal effort for the company.

For the Dedication indicator, the mean score is 4.39. This indicator measures how respondents feel a sense of pride, emotional attachment, and high dedication to their work. The statement Z7, "I am proud to be part of the company," received the highest average score of 4.64. As for the last indicator, Absorption, it received a mean score of 4.43. This indicator shows respondents are highly focused, absorbed, and enjoy their work. The statements in items Z10, "I enjoy being involved in work," and Z11, "I feel time passes fast when working," received the highest mean score of 4.47.

Performance Variable (Y)

Based on the responses from the questionnaire provided, this table presents the analysis of employee performance measured through five indicators: work quality, work quantity, timeliness, effectiveness, and independence. The overall average for the performance variable indicates good results, with a mean of 4.08. For the work quality indicator, the average score obtained is 4.02. This reflects the extent to which employees can produce quality work. The highest score was obtained from the statement Y4, "I achieved a target of at least 85% of the target," with a mean of 4.47,

which shows that most employees can meet their targets well. However, on the other hand, the statement Y3, "I can close a deal within 7 days after following up with the customer," received the lowest average score of 3.24, indicating challenges that need to be addressed. The mean score for this statement is low because some respondents gave responses of Disagree (TS) and Strongly Disagree (STS).

For the work quantity indicator, the average score obtained is 4.03. Work quantity reflects the volume of work completed. The statement Y9, "I work according to the company's working hours regulations," received the highest mean score of 4.57, indicating that employees consistently adhere to the rules. However, for the statement Y8, "I make a school visit schedule for one week and submit it every Friday," related to the consistency of making regular schedules, more attention is needed as it received the lowest average score of 3.83. The mean score for this statement is low because some respondents gave responses of Disagree (TS).

The timeliness indicator has the lowest mean score among all indicators, with a score of 3.77. The lowest mean score was found in the statement Y.13, "I complete the return of samples that have been reviewed by schools to the warehouse 2 weeks after borrowing," with a score of 3.05. This indicates a need for time management efficiency improvement to complete tasks tied to deadlines. The mean score for this statement is low because some respondents gave responses of Disagree (TS) and Strongly Disagree (STS).

For the effectiveness indicator, the average mean is 4.29. The highest mean score was found in the statement Y.17, "I can collaborate with other divisions to support sales," with a mean of 4.66, which can be interpreted as collaboration is a key strength contributing significantly to work outcomes. The independence indicator has an average score of 4.28. This indicator assesses how well employees can work independently. The highest average score was obtained from the statement Y18, "I perform my work functions without the leader's supervision," with a score of 4.52, reflecting good initiative and performance by employees.

B. Data Analysis

Reliability Test

Reliability testing must assess how much a measurement tool can be trusted or relied upon. It uses the comparison of Cronbach's Alpha. The results are considered reliable if the Cronbach's alpha value exceeds the table's r value. Conversely, the results are unreliable if Cronbach's alpha value is smaller than the table's r value. A Cronbach's alpha value is considered ideal if it is above 0.6. The reliability test results for the variables in this study are presented as follows.

Table 2. Reliability Test

Variabel	Nilai <i>Cronbach's Alpha</i>	Keputusan
Pelatihan (X1)	0.978	Reliabel
Budaya Organisasi (X2)	0.940	Reliabel
Engagement (Z)	0.934	Reliabel
Kinerja (Y)	0.795	Reliabel

Source: Data Processed (2024)

Based on Table 2 above, all the variables studied in this research have a Cronbach's Alpha value greater than 0.6, meaning that each statement used in this study is reliable and dependable. This indicates that the results will be consistent if the statements are presented repeatedly.

Normality Test

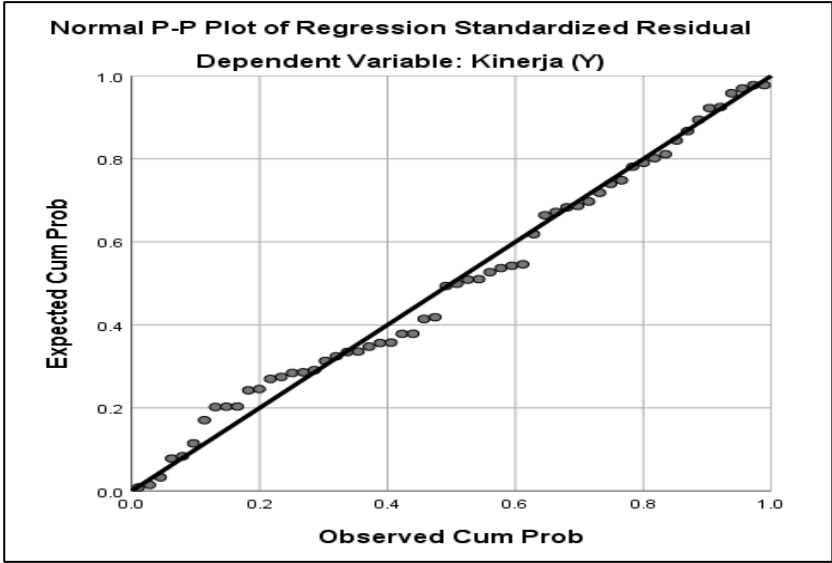
The normality test aims to assess whether the data distribution of a group or variable follows a normal distribution. Below are the results of the normality test in this study, which can be seen through the Kolmogorov-Smirnov table and the P-Plot graph as shown below:

Table 3. Normality test

		<i>Unstandardized Residual</i>
<i>N</i>		58
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	0.0000000
	<i>Std. Deviation</i>	5.22651365
<i>Most Extreme Differences</i>	<i>Absolute</i>	0.082
	<i>Positive</i>	0.082
	<i>Negative</i>	-0.081
<i>Test Statistic</i>		0.082
<i>Asymp. Sig. (2-tailed)</i>		.200 ^{c,d}

Source: Data Processed (2024)

Figure 1



Based on Table 3 and Figure 1 above, it can be concluded that all the data for the variables studied in this research are normally distributed.

Multicollinearity Test

The multicollinearity test examines whether there is a correlation among the independent variables in the regression model. A good regression model should not have correlations between the independent variables.³⁰ Multicollinearity can be detected by analyzing the correlation matrix of the independent variables or by observing the tolerance value and the Variance Inflation Factor (VIF) values. A low tolerance value is equivalent to a high VIF value, as $VIF = 1/\text{tolerance}$, indicating a high degree of collinearity.

Table 4. Multicollinearity

Variabel	Nilai Multikolinearitas		Keputusan
	<i>Tolerance</i>	<i>VIF</i>	
Pelatihan (X1)	0.362	2.761	Tidak Terjadi Multikolinearitas
Budaya Organisasi (X2)	0.274	3.654	Tidak Terjadi Multikolinearitas
<i>Engagement</i> (Z)	0.313	3.196	Tidak Terjadi Multikolinearitas

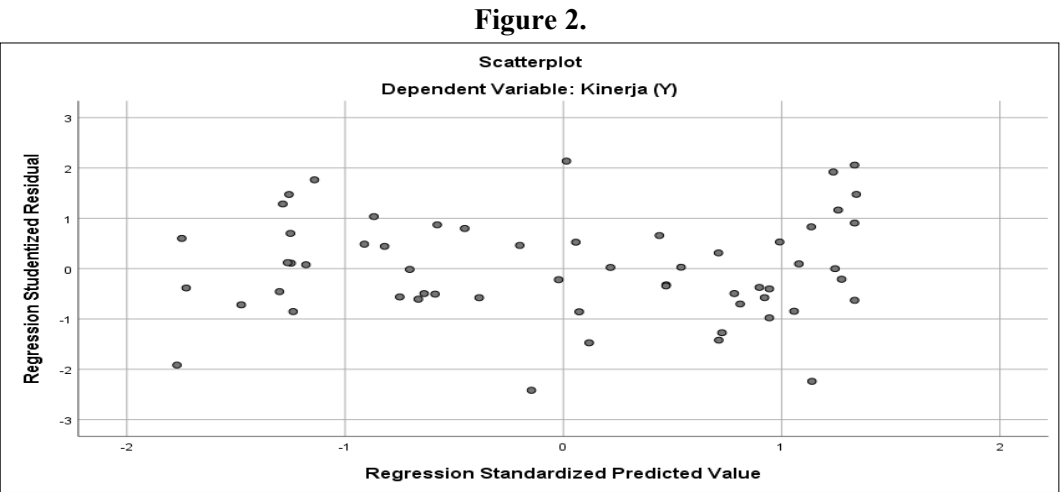
Source: Data Processed (2024)

³⁰ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*.

According to the table above, all three variables have a Tolerance value > 0.10 and a VIF value of less than 10, which indicates that there is no correlation among the independent variables or that the assumption of non-multicollinearity is fulfilled.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether a linear regression model has an unequal variance of residuals from one observation to another. A good regression model should exhibit homoscedasticity, meaning no heteroscedasticity exists (Ghozali, 2009). The presence or absence of heteroscedasticity can be detected by observing whether a specific pattern is formed on the Scatterplot graph. If no clear pattern is observed, and the points are scattered above and below the zero line on the Y-axis, then heteroscedasticity is absent.



Source: Data Processed (2024)

The scatterplot from the heteroscedasticity test shows no clear pattern, and the points are scattered both above and below the zero line on the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity issue in the regression model.

C. Hypothesis Testing and Research Results

t-Testing

Table 5. t-Testing

Variabel	<i>T</i>	<i>Sig.</i>	Hasil	Keputusan
Pelatihan (X1) → Kinerja (Y)	0.832	0.409	Tidak Berpengaruh	H ₁ Ditolak
Budaya Organisasi (X2) → Kinerja (Y)	1.715	0.092	Tidak Berpengaruh	H ₂ Ditolak
Pelatihan (X1) → Engagement (Z)	2.306	0.025	Berpengaruh	H ₃ Diterima
Budaya Organisasi (X2) → Engagement (Z)	4.981	0.000	Berpengaruh	H ₄ Diterima
Engagement (Z) → Kinerja (Y)	0.099	0.921	Tidak Berpengaruh	H ₅ Ditolak

Source: Data Processed (2024)

Based on the t-test results in the table above, it can be observed that hypotheses H3 and H4 have a significant positive effect because they have a significance value < 0.05, and the calculated t-value is greater than the t-table value. Therefore, hypotheses H3 and H4 are accepted. The table also shows that hypotheses H1, H2, and H5 do not have an effect because their significance values are > 0.05, and the calculated t-values are less than the t-table value. As a result, hypotheses H1, H2, and H5 are rejected.

Sobel Testing

Indirect effect analysis is required to test the influence on hypotheses 6 (H6) and 7 (H7). The test needed to answer these hypotheses is path analysis (Sobel test). Path analysis is an extension of regression analysis, where not only direct effects are examined but also indirect effects. The results of the path analysis in this study can be seen in the following graph and tables:

Table 6. Coefficients model 1

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
	Pelatihan (X1)	0.112	0.049	0.276	2.306	0.025
	Budaya Organisasi (X2)	0.397	0.080	0.596	4.981	0.000
a. <i>Dependent Variable: Engagement</i>						

Table 7. Model summary 1

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.829 ^a	0.687	0.676	2.967
a. Predictors: (Constant), Pelatihan, Budaya organisasi				

Source: Data Processed (2024)

Referring to the Regression Model I output in the Coefficients table, the significance values of the two variables, Training (X1) = 0.025 and Organizational Culture (X2) = 0.000, are both smaller than 0.05. This result concludes that Regression Model I, consisting of the variables Training (X1) and Organizational Culture (X2), has a significant effect on Engagement (Z). The R Square value presented in the Model Summary I table is 0.687, indicating that Training (X1) and Organizational Culture (X2) contribute 68.7% to Engagement (Z). In comparison, the remaining 31.3% is attributed to other variables not included in the study.

Table 8. Coeffivients model 2

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
	Pelatihan (X1)	0.077	0.092	0.163	0.832	0.409
	Budaya Organisasi (X2)	0.297	0.173	0.385	1.715	0.092
	Engagement (Z)	0.024	0.243	0.021	0.099	0.921
a. <i>Dependent Variable: Kinerja</i>						

Table 9. Model Summary 2

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.504 ^a	0.254	0.213	5.349
a. Predictors: (Constant), Budaya organisasi, Pelatihan				

Source: Data Processed (2024)

Based on the Regression Model II output in the Coefficients table, the significance values for the three variables, Training (X1) = 0.409, Organizational Culture (X2) = 0.092, and Engagement (Z) = 0.921, are all greater than 0.05. This result leads to the conclusion that Regression Model II, consisting of the variables Training (X1), Organizational Culture (X2), and Engagement (Z), does not have a significant effect on Performance (Y). The R Square value shown in the Model Summary II table is 0.254, indicating that the contribution or influence of X1, X2, and Z on Y is 25.4%. The remaining 74.6% is attributed to other variables that were not studied. The results of the path analysis can be seen in the following diagram and table:

Figure. 3 Path Analysis (sobel)

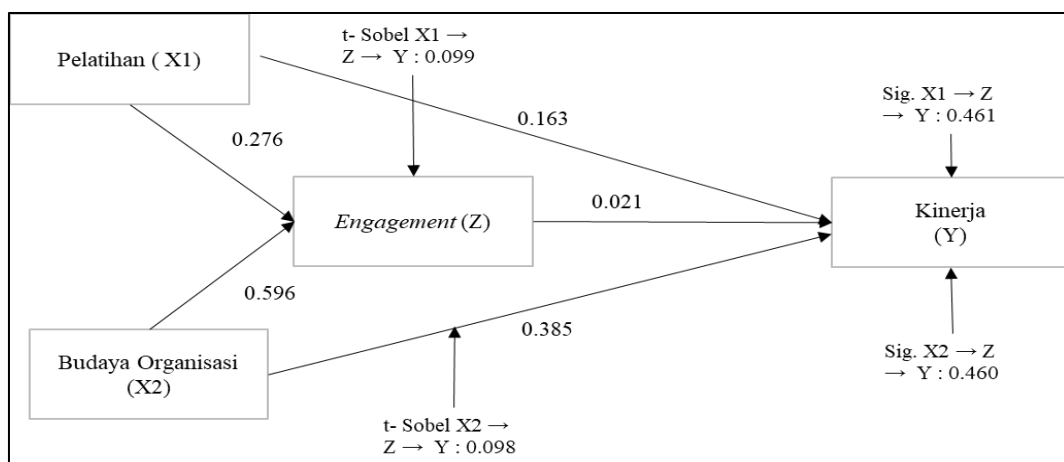


Table 10. The Result of path Analysis

Variabel	<i>t</i>	<i>Sig.</i>	Hasil	Keputusan
Pelatihan (X1) → Kinerja (Y)	0.832	0.409	Tidak Berpengaruh	H ₁ Ditolak
Budaya Organisasi (X2) → Kinerja (Y)	1.715	0.092	Tidak Berpengaruh	H ₂ Ditolak
Pelatihan (X1) → Engagement (Z)	2.306	0.025	Berpengaruh Positif Signifikan	H ₃ Diterima
Budaya Organisasi (X2) → Engagement (Z)	4.981	0.000	Berpengaruh Positif Signifikan	H ₄ Diterima
Engagement (Z) → Kinerja (Y)	0.099	0.921	Tidak Berpengaruh	H ₅ Ditolak
Pelatihan (X1) → Engagement (Z) → Kinerja (Y)	0.316	0.752	Tidak Memediasi	H ₆ Ditolak

Budaya Organisasi (X2) → Engagement (Z) → Kinerja (Y)	0.329	0.742	Tidak Memediasi	H ₇ Ditolak
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Source: Data Processed (2024)

Based on the results in Table 10 above, it can be observed that the direct effect of Training (X1) on Performance (Y) is 0.163 (see the Beta Value in Table 5.22). Meanwhile, the indirect effect of Training (X1) on Performance (Y) through Engagement (Z) is calculated by multiplying the beta value of Training (X1) on Engagement (Z) by the beta value of Engagement (Z) on Performance (Y), which is: $0.276 \times 0.021 = 0.006$. Therefore, the total effect of Training (X1) on Performance (Y) is the sum of the direct and indirect effects: $0.163 + 0.006 = 0.168$. Based on the calculations above, it is known that the direct effect value is 0.163 and the indirect effect value is 0.168, meaning that the indirect effect is more significant than the direct effect. However, the obtained t-sobel value is 0.316, smaller than the t-table value of 2.003. The significance value of 0.752 is more significant than 0.05. Therefore, the result shows that Training (X1) does not have a significant effect on Performance (Y) through Engagement (Z).

Meanwhile, for the analysis of the effect of Organizational Culture (X2) through Engagement (Z) on Performance (Y), it is known that the direct effect of Organizational Culture (X2) on Performance (Y) is 0.385. The indirect effect of Organizational Culture (X2) through Engagement (Z) on Performance (Y) is the multiplication of the beta value of Organizational Culture (X2) on Engagement (Z) with the beta value of Engagement (Z) on Performance (Y), which is: $0.596 \times 0.021 = 0.012$. Therefore, the total effect of Organizational Culture (X2) on Performance (Y) is the sum of the direct and indirect effects: $0.385 + 0.012 = 0.398$. On the other hand, the obtained t-sobel value is 0.329, which is smaller than the t-table value of 2.003. The significance value of 0.742 is more significant than 0.05. These results show that Organizational Culture (X2) does not affect Performance (Y) through Engagement (Z).

The Effect of Training (X1) on Performance (Y)

The research results indicate that training (X1) does not significantly affect performance (Y). This is evidenced by the t-value of 0.832, which is smaller than the t-table value of 2.003. Additionally, the obtained significance value is 0.409, more significant than 0.05. Furthermore, the frequency distribution table shows that some respondents still answered Strongly Disagree (STS) and Disagree (TS), which may affect the significance of the variable. Therefore, it can be concluded that the first hypothesis is rejected.

The Effect of Organizational Culture (X2) on Performance (Y)

The results of this study indicate that organizational culture (X2) does not significantly affect performance (Y). This is evident from the t-value of 1.715, which is smaller than the t-table value of 2.003. Additionally, the significance value is only 0.092, less than 0.05. Furthermore, the frequency distribution table shows that some respondents still answered Strongly Disagree (STS) and Disagree (TS), which may affect the significance of the variable. According to Schein (2010), organizational culture creates values and norms influencing employee behavior. Therefore, it can be concluded that the second hypothesis is rejected.

The Effect of Training (X1) on Engagement (Z)

The results of this study indicate that the training variable (X1) has a positive and significant effect on the engagement variable (Z). This is evident from the t-value of 2.306, which is greater than the t-table value of 2.003, and the significance value of 0.025, which is smaller than 0.05. Therefore, it can be concluded that the third hypothesis is accepted.

The Effect of Organizational Culture (X2) on Engagement (Z)

The results of this study show that the organizational culture variable (X2) has a positive and significant effect on the engagement variable. This is evident from the t-value of 4.981, greater than the t-table value of 2.003, and the significance value of 0.000, which is smaller than 0.05. Therefore, it can be concluded that the fourth hypothesis is accepted. A strong organizational culture provides an environment that supports employee engagement, including a sense of ownership, trust, and cooperation.³¹

The Effect of Engagement (Z) on Performance (Y)

The results of this study indicate that engagement (Z) does not affect performance (Y). This can be seen from the t-value of 0.099, which is smaller than the t-table value of 2.003, and the significance value of 0.921, more significant than 0.05. Furthermore, the frequency distribution table still shows respondents who answered Strongly Disagree (SD) and Disagree (D), which may influence the significance of the variable. This contradicts previous studies that suggest employee engagement directly enhances performance.³² External factors, such as workload, managerial pressure, or an inadequate reward system, can explain the insignificant results.

³¹ S.P. Robbins and T. A. Judge, *Organizational Behavior* (Pearson Education, 2018).

³² A.B. Bakker and E. Demerouti, "Towards a Model of Work Engagement," *Career Development International* 13, no. 3 (2008): 209–23.

The Effect of Training (X1) on Performance (Y) through Engagement (Z)

The results of this study indicate that engagement (Z) does not mediate the effect of training (X1) on performance (Y). This is shown by the low t-sobel value and a significance of 0.752, more significant than 0.05. According to Noe (2020), practical training must meet employees' specific needs, be relevant to the job, and be accompanied by post-training evaluation. If the training is merely a formality and does not lead to the development of skills that employees can perceive as beneficial, their engagement in the job will not increase, and it will not impact performance. Engagement is influenced by various factors, such as job satisfaction, relationships with supervisors, rewards, and the work environment.³³ If the training is inadequate, employees may not feel more engaged because these other factors are more dominant. Moreover, engagement also requires time to develop. When the effects of training are not immediately felt, engagement cannot serve as a significant mediator.

The Effect of Organizational Culture (X2) on Performance (Y) through Engagement (Z)

The study's results show that engagement (Z) does not mediate the effect of organizational culture (X2) on performance (Y). This is indicated by the low t-sobel value and a significance of 0.742, more significant than 0.05. Robbins and Judge³⁴ state that a strong organizational culture should provide clear guidance to employees to understand the values and goals of the organization. However, engagement will not increase significantly if the organizational culture is not supported by good communication or is irrelevant to daily tasks. Susanti and Kurniawan³⁵ found that organizational culture only impacts engagement if it is consistently applied and reflects values that align with the expectations and needs of employees.

CONCLUSION

Based on the results of the research and analysis conducted regarding the impact of training and organizational culture on performance through engagement among the marketing staff of PT. Mentari Books Indonesia Jakarta, it can be concluded that Training and Organizational Culture do not significantly affect the performance of marketing employees; training and Organizational culture have a positive and significant effect on engagement. The engagement does not significantly affect the performance of marketing employees. Training and Organizational Culture do not affect performance through the engagement of marketing employee

³³ Bakker and Demerouti, "Towards a Model of Work Engagement."

³⁴ Robbins and Judge, *Organizational Behavior*.

³⁵ R. Susanti and A. Kurniawan, "The Role of Organizational Culture in Enhancing Employee Engagement," *Journal of Organizational Studies* 7, no. 2 (2020): 145–60.

RESEARCH IMPLICATION

Practical Implications

The organization should make engagement a strategic focus in improving performance. Training programs and strengthening organizational culture should be directed toward enhancing employee involvement. This research provides guidelines for HR managers to evaluate the effectiveness of training and build a work culture that encourages active employee participation.

Theoretical Implications

This research adds empirical evidence that training and organizational culture have different effects on employee performance, both directly and indirectly through engagement.

LIMITATIONS

This research was conducted only on the marketing staff of PT. Mentari Books Indonesia Jakarta. The results may not be generalizable to other departments or companies with different characteristics. Data were obtained using a questionnaire distributed via Google Form, and such a data collection method is quite susceptible to respondent bias, such as social bias or misinterpretation of statements.

SUGGESTION

1. Involve a larger and more diverse sample, covering various sectors or industries, to enhance the generalizability of the results.
2. Include other variables such as motivation, leadership style, or work-life balance to provide a more comprehensive analysis.
3. Design training programs that are more integrated with the needs of employees, including post-training evaluation to ensure the transfer of learning.
4. Develop an organizational culture that supports employee engagement through open communication, performance recognition, and management support.
5. Increase employee engagement through strategies such as involvement in decision-making, career development, and recognition of achievements."

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