

The Effect of Organizational Culture on Organizational Performance at Statistics Indonesia (BPS) in Banten Province: Analysis of the Mediating Role of Employee Engagement and Moderation of Self-Efficacy

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ABSTRACT: This study aims to analyze the mediating role of employee engagement and moderation of self-efficacy in the relationship between organizational culture and organizational performance at Statistics Indonesia (BPS) in Banten Province. The research sampling used saturated samples with the number of sample data that was successfully submitted and processed as many as 151 employees of Statistics Indonesia (BPS) in Banten Province. The data analysis technique uses Partial Least Squares - Structural Equation Modeling with the help of the SmartPLS data processing program. The results showed that organizational culture has a positive and significant effect on organizational performance, organizational culture has a positive and significant effect on employee engagement, employee engagement has a positive and significant effect on organizational performance, employee engagement has a positive and significant effect in mediating the relationship between organizational culture and organizational performance, and self-efficacy has a positive but insignificant effect in moderating the relationship between organizational culture and organizational performance.

KEYWORDS: Organizational Culture, Employee Engagement, Self-Efficacy, Organizational Performance

I. INTRODUCTION

Organizational performance measurement is a crucial aspect in ensuring the effectiveness and sustainability of an organization. By conducting systematic evaluations, organizations can assess their achievements against set goals, identify strengths and weaknesses, design more appropriate improvement and/or development strategies (Bahiroh & Imron, 2024).

If referring to Presidential Regulation No. 29 of 2014 on the Performance Accountability System of Government Agencies, performance accountability is a responsibility of a government agencies to account for the achievement or failure in the implementation of programs and activities that have been assigned by stakeholders. In this case, the implementation of Government Agencies Performance Accountability can be a benchmark for the performance of government organizations in the perspective of internal business processes starting from performance planning, performance measurement, performance reporting and evaluation of internal performance accountability.

Statistics Indonesia (BPS) is one of the Non-Ministerial Government Institutions that has government duties in the field of statistics in accordance with statutory regulations. One of the organizational performance of Statistics Indonesia (BPS) is indicated by the level of achievement of the results of the implementation of the Government Agencies Performance Accountability System. Evaluation of the implementation is routinely carried out annually by the apparatus in the Regional Inspectorate of Statistics Indonesia (BPS), including evaluation of the implementation of the Government Agencies Performance Accountability System in Statistics Indonesia (BPS) work unit in Banten Province which includes one provincial work unit, four regency level work units and four municipality level work units.

The scope of the evaluation includes an assessment of the performance planning component, performance measurement component, performance reporting component and internal performance accountability evaluation component. The provisions for implementing the evaluation of the Government Agencies Performance Accountability System are based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 88 of 2021 on Evaluation of Performance Accountability of Government Agencies. Based on the results of the evaluation by the Regional Inspectorate of Statistics Indonesia (BPS), the

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evaluation value of each performance component is still not optimal, this can be seen from the fluctuating achievement of component values in each work unit of Statistics Indonesia (BPS).

One of the factors that can improve the achievement of organizational performance is the extent to which values and norms can be effectively implemented by employees. The organizational culture that is currently being tried to be implemented thoroughly by employees or State Civil Apparatus is the BerAKHLAK work culture. This is in accordance with the Circular Letter of the Minister of Administrative Reform and Bureaucratic Reform Number 20 of 2021 on August 26, 2021 on the Implementation of Core Values and Employer Branding of the State Civil Apparatus.

This study explores the results of previous research with different samples to examine the relationship or influence between organizational culture and organizational performance. This is because there are research results that show that organizational culture has no effect on organizational performance.

Research conducted by (Nuryanto *et al.*, 2020) with a sample of respondents who were policy makers and managers of chemical companies in Banten Province, showed that organizational culture has a positive and significant effect on the company's organizational performance. This is in line with the results of research conducted by (Samad *et al.*, 2018), which states that organizational culture has a positive and significant effect on organizational performance. However, in contrast to the results of research conducted by (Abawa & Obse, 2024), it was found that organizational culture, which in this case is corporate culture, does not have a significant effect directly on company performance.

In this study, the authors analyzed the effect of organizational culture on organizational performance by adding mediating variables, namely employee engagement and moderating variables, namely self-efficacy. Employee engagement is a key element of the success of employees and organizations. The impact of employee engagement or disengagement can be seen in the aspects of organizational productivity and efficiency. Based on the research results from (Ahmed *et al.*, 2020), it shows that employee engagement has a positive and significant effect on organizational performance. Furthermore, when looking at the role of self-efficacy, the author examines that employees with high self-efficacy will be more active in implementing organizational culture. This will cause the implementation of organizational culture to be higher which will ultimately improve performance, but on the other hand employees with low self-efficacy will be inactive or not respond to the process of implementing organizational culture so that it will then reduce the level of organizational performance achievement. Here, self-efficacy will moderate the relationship between organizational culture and organizational performance. This is in line with the findings of (Farhan *et al.*, 2023), that self-efficacy is able to significantly moderate the effect of organizational culture on performance.

II. LITERATURE REVIEW

Organizational Culture

Organizational culture includes values, norms, beliefs, assumptions, habits, and philosophies that are the core of the culture that develops in the organization. This organizational culture influences the mindset, behavior, and attitudes of its members (Syam & Ponorogo, 2020). In accordance with the Circular Letter of the Minister of Administrative Reform and Bureaucratic Reform Number 20 of 2021 on the Implementation of Core Values and Employer Branding of the State Civil Apparatus, the core values of the BerAKHLAK State Civil Apparatus are determined as the organizational culture as follows: service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative.

Researchers limit the use of organizational culture indicators based on the relevance of the implementation of the State Civil Apparatus culture to the achievement of organizational performance in the perspective of internal business processes within government agencies, namely accountable, competent, adaptive, and collaborative.

Employee Engagement

According to (Safri, 2017) Employee engagement is reflected in their active participation in work, prioritizing their work, and considering their work important to their self-esteem. Some indicators that describe employee engagement are active participation in work, the view that work is the center of life's attention, the view that work is part of the personal concept. Meanwhile, (Maslikhah, 2018), revealed that employee engagement has three main indicators, namely high work enthusiasm, dedication to work and focus on completing work.

Self-Efficacy

Defined as an individual's belief about his ability or inability to perform a certain behavior or set of behaviors (Khaerana, 2020). Some indicators that describe the level of self-efficacy are the belief in being able to complete work, the belief in being able to work better, the belief in being able to face challenges and confidence in completing previous work (Khaerana, 2020) (Ardanti & Rahardja, 2017).

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Organizational Performance

Defined as the result of a series of activities designed to achieve certain goals in the organization (Kahfi *et al.*, 2022). According to (Rasidi & Sadmoko, 2019), measuring organizational performance in the perspective of internal business processes includes strategies to be achieved through a series of processes managed by the organization to provide services and create value for stakeholders and customers (value chain). Internal business processes in measuring the performance of government organizations can be described through an evaluation of the performance accountability of government agencies following the provisions in the Minister of Administrative Reform and Bureaucratic Reform Regulation Number 88 of 2021 on Evaluation of Performance Accountability of Government Agencies with evaluation components covering the quality of performance planning, sustainable performance measurement, efficient performance reporting and implementation of performance accountability.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

A well-implemented organizational culture in the employee work environment will bring a feel of comfort as well as competitiveness to be productive, resilient to various challenges in order to complete performance targets both individually and organizationally because of high confidence that employees are able to complete every performance role they are given will contribute to achieving organizational goals. Here, organizational performance will increase because there is an increase in employee self-efficacy in the organization. This is supported by various findings of previous research results (Mitropoulou *et al.*, 2024) and (Oamen, 2022). Meanwhile, based on the results of a literature review conducted by (Kurniawati & Raharja, 2023), it shows that systematically the factors that affect organizational performance can be seen from employee engagement in the organization.

From this framework, the authors then make a research model as follows:

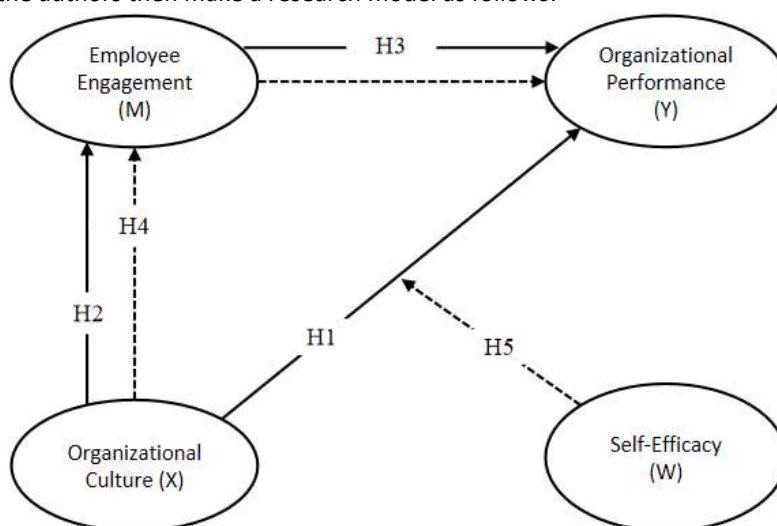


Figure 1. Research Model based on Conceptual Framework

Based on Figure 1, the authors propose several research hypotheses as follows:

- H1 : Organizational culture has a positive and significant effect on organizational performance
- H2 : Organizational culture has a positive and significant effect on employee engagement
- H3 : Employee engagement has a positive and significant effect on organizational performance
- H4 : Employee engagement has a positive and significant effect in mediating the relationship between organizational culture and organizational performance
- H5 : Self-efficacy has a positive and significant effect in moderating the relationship between organizational culture and organizational performance

IV. RESEARCH METHODS

This study uses a saturated sample because the object of observation is easy to reach and meet by researchers because it is in the same organizational structure, namely in the organizational unit of the regional Statistics Indonesia (BPS) in Banten Province. The use of saturated samples in research is one of the nonprobability sampling techniques. Technically, saturated sampling uses

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all members or groups of the population as samples in the study. This primary data was collected through distributing questionnaires using e-forms to respondents. Respondents were all employees of the Provincial BPS and the Regency / Municipality BPS in the Banten Province area in 2025, totaling 317 people. The percentage of questionnaires that have been filled in and submitted by employees throughout Banten Province is 47.63 percent or 151 employees.

The data analysis technique used in this research is Partial Least Square (PLS) analysis technique. PLS can be used to test weak theories and data with limitations, such as small samples and normality problems. In addition, this method can determine whether or not there is a relationship between latent variables and confirm existing theories. With the main focus on prediction, PLS focuses more on data and uses limited estimation procedures, so that model specification errors have less impact on parameter estimates (Ghozali & Latan, 2015).

V. RESULT

1. Results of Outer Model Testing

Outer The outer model shows the relationship between the indicator and the latent variable it represents. (Hair Jr *et al.*, 2021) states that an indicator is declared convergently valid if it has a close relationship in measuring related variables, characterized by a loading factor value above 0.7. The validity test results are shown in table 1 below.

Table 1. Validity Test Results with Outer Loading

	Original sample (O)	Standard deviation (STDEV)	T se (O/STDEV)	P values
M1 <- Employee Engagement (M)	0,914	0,018	50,201	0,000
M2 <- Employee Engagement (M)	0,914	0,022	40,771	0,000
M3 <- Employee Engagement (M)	0,931	0,020	46,401	0,000
M4 <- Employee Engagement (M)	0,896	0,023	39,735	0,000
W1 <- Self-Efficacy (W)	0,879	0,022	39,442	0,000
W2 <- Self-Efficacy (W)	0,701	0,064	10,980	0,000
W3 <- Self-Efficacy (W)	0,951	0,012	80,741	0,000
W4 <- Self-Efficacy (W)	0,908	0,016	56,198	0,000
X1 <- Organizational Culture (X)	0,919	0,015	60,666	0,000
X2 <- Organizational Culture (X)	0,921	0,018	51,794	0,000
X3 <- Organizational Culture (X)	0,887	0,051	17,389	0,000
X4 <- Organizational Culture (X)	0,898	0,019	47,982	0,000
Y1 <- Organizational Performance (Y)	0,926	0,015	61,759	0,000
Y2 <- Organizational Performance (Y)	0,920	0,017	54,189	0,000
Y3 <- Organizational Performance (Y)	0,939	0,016	58,673	0,000
Y4 <- Organizational Performance (Y)	0,936	0,016	58,743	0,000

Source: Data Processing Results, 2025

Based on table 1, the results of convergent validity testing found that each indicator in this study has a loading factor value (original sample) above 0.7 with a significance level (p values) below 0.05 respectively. This shows a high level of convergent validity of each indicator, so it is concluded that the variable indicators used in the study have met the requirements of convergent validity and are stated to have a strong relationship with the variable under study.

To measure how much accuracy in capturing the understanding of the construct or variable under study, it is necessary to conduct a reliability test. A variable is considered reliable if it has a composite reliability value and Cronbach's alpha above 0.7 (Cheung *et al.*, 2024). The reliability test results are shown in table 2 below.

Table 2. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement (M)	0,934	0,934	0,953	0,835
Organizational Culture (X)	0,928	0,928	0,949	0,822

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Organizational Performance (Y)	0,948	0,948	0,963	0,865
Self-Efficacy (W)	0,884	0,908	0,922	0,748

Source: Data Processing Results, 2025

Based on table 2, it can be concluded that all constructs analyzed in this study have composite reliability and Cronbach's alpha values that exceed 0.70. This indicates that each construct in the measurement model has an adequate level of reliability.

2. Path Analysis

Path analysis is an approach used to examine the cause-and-effect relationship between variables arranged sequentially by time, where the value of the relationship is represented through the path coefficient (Hair Jr *et al.*, 2021). The following is presented as a path analysis diagram to identify the extent of the interrelated influence between variables.

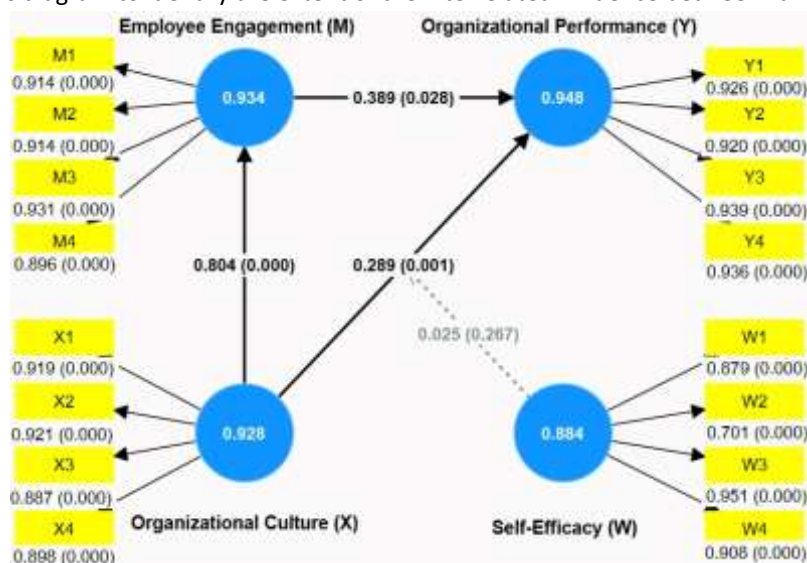


Figure 2. Path Analysis Diagram

Based on the data in Figure 2, information related to the path coefficient between variables that have a direct influence is obtained as follows:

- Path coefficient value of organizational culture variables → organizational performance is 0.289, meaning that organizational culture has a relationship of 0.289 units with organizational performance. The path coefficient is positive with a significance level < 0.05 (0.001), meaning that organizational culture is significantly positively related to organizational performance.
- Path coefficient value of organizational culture variables → employee engagement is 0.804, meaning that organizational culture has a relationship of 0.804 units with employee engagement. The path coefficient is positive with a significance level < 0.05 (0.000), meaning that organizational culture is significantly positively related to employee engagement.
- Path coefficient value of employee engagement variables → organizational performance is 0.389, meaning that employee engagement has a relationship of 0.389 units with organizational performance. The path coefficient is positive with a significance level < 0.05 (0.028), meaning that employee engagement is significantly positively related to organizational performance.

3. Hypothesis Test

Hypothesis testing is an analytical step that aims to determine whether a conjecture on population parameters is acceptable or must be rejected. In other words, a hypothesis is a statement that is still temporary and needs to be proven through the results of empirical data testing. To assess whether a hypothesis is feasible, an evaluation of the significance value, t-statistic, and p-value is required (Ghozali & Latan, 2015; Hair Jr *et al.*, 2021).

In this study, the hypothesis testing process was carried out with the help of SmartPLS v.4.0.9.9 software using the bootstrapping method. The test results provide statistical values which are the basis for decision making. The decision-making criteria in this study are as follows:

- If the t-statistic value $< t$ -table (1.96) and p-value > 0.05 , the hypothesis is rejected.
- If the t-statistic value $> t$ -table (1.96) and p-value < 0.05 , then the hypothesis is accepted.

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The results of hypothesis testing of direct and indirect effects between variables of organizational culture, employee engagement, self-efficacy and organizational performance of the research model are shown in the table below.

Table 3. Hypothesis Test Results

No	Hypothesis	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
1	Organizational Culture (X) -> Organizational Performance (Y)	0,289	0,085	3,420	0,001
2	Organizational Culture (X) -> Employee Engagement (M)	0,804	0,038	21,423	0,000
3	Employee Engagement (M) -> Organizational Performance (Y)	0,389	0,177	2,198	0,028
4	Organizational Culture (X) -> Employee Engagement (M) -> Organizational Performance (Y)	0,313	0,145	2,152	0,031
5	Self-Efficacy (W) x Organizational Culture (X) -> Organizational Performance (Y)	0,025	0,022	1,109	0,267

Source: Data Processing Results, 2025

Based on the data in table 3, the results of hypothesis testing are as follows:

- The test results of hypothesis 1 obtained t statistic (3.420) > t table (1.96) and p value (0.001) < sig (0.05) and the original sample of 0.289 is positive. These results indicate that organizational culture has a positive and significant effect on the organizational performance of Statistics Indonesia (BPS) in Banten Province, thus hypothesis 1 is accepted.
- The test results of hypothesis 2 obtained t statistic (21.423) > t table (1.96) and p value (0.000) < sig (0.05) and the original sample of 0.804 is positive. These results indicate that organizational culture has a positive and significant effect on employee engagement of Statistics Indonesia (BPS) in Banten Province, thus hypothesis 2 is accepted.
- The test results of hypothesis 3 obtained t statistic (2.198) > t table (1.96) and p value (0.028) < sig (0.05) and the original sample 0.389 is positive. These results indicate that employee engagement has a positive and significant effect on the organizational performance of Statistics Indonesia (BPS) in Banten Province, thus hypothesis 3 is accepted.
- The test results of hypothesis 4 obtained t statistic (2.152) > t table (1.96) and p value (0.031) < sig (0.05) and the original sample of 0.313 is positive. These results indicate that employee engagement has a positive and significant effect in mediating the relationship between organizational culture and organizational performance of Statistics Indonesia (BPS) in Banten Province, thus hypothesis 4 is accepted.
- The test results of hypothesis 5 obtained t statistic (1.109) < t table (1.96) and p value (0.267) > sig (0.05) and the original sample of 0.025 is positive. These results indicate that self-efficacy has a positive but insignificant effect in moderating the relationship between organizational culture and organizational performance of Statistics Indonesia (BPS) in Banten Province, thus hypothesis 5 is rejected.

VI. DISCUSSION

The Influence of Organizational Culture on Organizational Performance at Statistics Indonesia (BPS) in Banten Province

The findings of the first hypothesis test revealed that the achievement of organizational performance is positively and significantly influenced by organizational culture. This shows that the quality of the application of organizational culture among employees of statistics indonesia (BPS) in Banten Province has a direct correlation with the level of success of the organization. Effective implementation of organizational culture will create a more synergistic work atmosphere and encourage the realization of a collaborative environment. In such conditions, each employee will work with an orientation towards organizational goals, where the values of BerAKHLAK are not merely seen as formal obligations, but have become basic principles that are internalized in every work activity. Optimal internalization of organizational culture will strengthen synergy between team members, increase the spirit of collaboration and trigger collective motivation to achieve organizational targets. As stated (Lase *et al.*, 2025), that a comprehensive cultural transformation can be the main driver of improving organizational performance through empowering core values that are consistently implemented by all members.

The results of this study are in accordance with the results of research conducted by (Nuryanto *et al.*, 2020) and (Rahmatullah *et al.*, 2022) where organizational performance is positively and significantly influenced by organizational culture. In addition,

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(Ralahallo *et al.*, 2023) also found that organizational performance is proven to be positively and significantly influenced by organizational culture.

The Influence of Organizational Culture on Employee Engagement at Statistics Indonesia (BPS) in Banten Province

The results of the second hypothesis analysis show that organizational culture positively and significantly affects the level of employee engagement. This finding indicates that the implementation of strong organizational values among the employee of statistics indonesia (BPS) in Banten Province is directly proportional to the increase in their engagement. The core value of BerAKHLAK, which includes the principles of competent, accountable, collaborative and adaptive, creates a foundation for ideal work behavior. These principles not only ensure transparency of the work process, but also open up space for each member to participate meaningfully. A work climate that supports collaboration and inclusiveness can foster a sense of community and collective responsibility. In such an environment, employees do not simply fulfill routine tasks, but proactively contribute because they are aware of their strategic role in achieving the organization's vision. As a result, strengthening organizational culture not only deepens employee engagement but also boosts operational efficiency. Each individual is motivated to work optimally because they feel their contributions are recognized and have a place in a respectful work ecosystem.

According to (Brenyah & Darko, 2017) employees tend to show higher levels of engagement with their work when they perceive a supportive organizational culture. A collaborative and supportive work environment reflects a positive reciprocal relationship between the organization and its employees, thus strengthening their commitment. Positive perceptions of organizational culture from employees also play a role in increasing their willingness to be actively involved and dedicated in carrying out their job responsibilities.

The results of this study are in line with research conducted by (Marsal, 2023), which found that organizational culture has a positive and significant influence on employee engagement at PT PLN (Persero) UP3 Palopo Municipality. The implementation of a better organizational culture in a company will increase employee engagement in the company. This is also supported by the findings of (Abduraimi *et al.*, 2023) which state that organizational culture has a positive effect on all indicators of employee engagement which include enthusiasm, dedication and absorption. Similarly, the results of an empirical study by (Wiley & Lucas, 2020) also state that organizational culture has a positive and significant effect on employee engagement.

The Influence of Employee Engagement on Organizational Performance at Statistics Indonesia (BPS) in Banten Province

The results of the analysis for the third hypothesis prove that organizational performance can be positively and significantly affected by employee engagement. This finding reveals that the increase in employee engagement in statistics indonesia (BPS) in Banten Province is directly proportional to the performance of the institution. Employees who participate intensively generally show greater levels of motivation, strong loyalty, and willingness to work beyond expectations to achieve organizational goals. When employees feel their contributions are recognized, their aspirations are heard, and they are an integral part of the institution, productivity, creativity, and a spirit of cooperation will naturally increase. This in turn will strengthen operational efficiency and quality of work output. In addition, high levels of employee engagement result in reduced absenteeism and turnover, creating a more consistent and sustainable working environment. This stability is a key factor that supports the overall progress of the organization.

Research conducted by (Tensay & Singh, 2020) also shows that employee engagement has a positive and significant effect on organizational performance. Furthermore, the literature review conducted by (Kurniawati & Raharja, 2023) also shows that systematically the factors that affect organizational performance can be seen from employee engagement in the organization.

The Mediation Role of Employee Engagement in the Relationship between Organizational Culture and Organizational Performance at Statistics Indonesia (BPS) in Banten Province

The results of the analysis for the fourth hypothesis show that the mediating role of employee engagement of statistics indonesia (BPS) in Banten Province is proven to have a positive and significant effect in the relationship between organizational culture and organizational performance of statistics indonesia (BPS) in Banten Province. The better the organizational culture is implemented; it will improve organizational performance through increased employee engagement.

According to (Shrestha, 2019), full employee engagement will represent the alignment between maximum job satisfaction and maximum work contribution. The engagement includes physical, cognitive, and emotional aspects of work. They are not only excited or proud but they also have a clear view of their own future and of the organization's mission and goals. They will be eager and ready, using their talents and exerting all efforts to achieve organizational goals.

Better implementation of organizational culture will create a more harmonious and dynamic work atmosphere, which in turn encourages employees to continue to participate more actively in various organizational performance activities. The high level of

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employee engagement reflects the internal drive of employees to work innovatively and efficiently, which in turn has a positive impact on achieving organizational performance targets.

The results of testing this hypothesis are in line with the results of a study (Siregar & Wardhani, 2023) which revealed a positive and significant mediating effect of employee engagement in the relationship between organizational culture and organizational performance achievement.

The Moderation Role of Self-Efficacy in the Relationship between Organizational Culture and Organizational Performance at Statistics Indonesia (BPS) in Banten Province

The results of the analysis for the fifth hypothesis show that the moderating role of self-efficacy has a positive but insignificant effect in the relationship between organizational culture and organizational performance of statistics indonesia (BPS) in Banten Province. This shows that strengthening employee self-efficacy is not able to strengthen the effect of organizational culture implementation in improving organizational performance. This is possible because of work patterns that limit employee flexibility in building their confidence level to strengthen the impact of organizational culture implementation on organizational performance. This contradicts the results of research conducted by (Farhan *et al.*, 2023), which states that self-efficacy is able to significantly moderate the influence of organizational culture on performance.

VII. CONCLUSIONS

1. Organizational performance at Statistics Indonesia (BPS) in Banten Province is positively and significantly influenced by organizational culture. This means that to improve the performance of Statistics Indonesia (BPS) in Banten Province can be done by increasing the application of organizational cultural values by its employees.
2. Employee engagement at Statistics Indonesia (BPS) in Banten Province is positively and significantly influenced by organizational culture. This means that to increase employee engagement can be done by increasing the application of organizational culture values.
3. Organizational performance at Statistics Indonesia (BPS) in Banten Province is positively and significantly influenced by employee engagement. This means that to improve the performance of Statistics Indonesia (BPS) in Banten Province, it can be done by increasing employee engagement in pursuing the achievement of organizational performance targets.
4. The mediating role of employee engagement is proven to have a positive and significant effect on the relationship between organizational culture and organizational performance at Statistics Indonesia (BPS) in Banten Province. This means that to improve the performance of Statistics Indonesia (BPS) in Banten Province through strengthening organizational culture values, it is necessary to focus on employee engagement because of the significant mediating effect of employee engagement.
5. The moderating role of self-efficacy has a positive but insignificant effect on the relationship between organizational culture and organizational performance at Statistics Indonesia (BPS) in Banten Province. This means that to improve the performance of Statistics Indonesia (BPS) in Banten Province through strengthening the values of organizational culture, it is not necessary to focus on increasing employee self-efficacy due to the insignificant moderating effect of self-efficacy.

VIII. SUGGESTIONS

1. The cultivation of BerAKHLAK organizational culture values among State Civil Apparatus needs to be improved through a structured and sustainable program. Work culture internalization activities are not limited to formalities, but can actually be gradually practiced in the daily lives of employees. Training that focuses on understanding the implementation of the core values (BerAKHLAK) of the state civil apparatus is needed to be held in each work unit.
2. Develop collaborative working mechanisms that foster a sense of shared ownership. By involving employees in the preparation of plans, elaboration of proposals in the policy-making process, and mechanisms for assessing organizational performance, it is expected to increase employee engagement and responsibility for the achievement of the resulting organizational performance.
3. Strengthening the implementation of an effective and efficient work culture through real collaboration, this can be demonstrated by transparent communication and mutual support between employees, both within one team and across teams. Support from the work environment and appreciation from superiors are also needed so that employees are more confident and motivated to make maximum contributions on an ongoing basis.

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