



THE INFLUENCE OF WORK CULTURE, WORKLOAD, AND EMPLOYEE ENGAGEMENT ON THE PERFORMANCE OF STATE CIVIL APPARATUS AT THE REGIONAL DEVELOPMENT PLANNING, RESEARCH, AND INNOVATION AGENCY (BAPPERIDA) OF LAMANDAU REGENCY, CENTRAL KALIMANTAN PROVINCE

Feranika Noviyanti¹⁾, Yunus Handoko²⁾, Murtianingsih³⁾

^{1,2,3}Master of Management, Institut Teknologi dan Bisnis Asia Malang, Indonesia

^{1,2,3}feranikanoviyanti@gmail.com(*), yunus@asia.ac.id, murtianingsih@asia.ac.id

ARTICLE HISTORY

Received:

August 01, 2026

Revised

August 21, 2026

Accepted:

August 26, 2026

Online available:

August 28, 2026

Keywords:

Employee Engagement; Employee
Performance; State Civil
Apparatus; Work Culture;
Workload

*Correspondence:

Name: Feranika Noviyanti

E-mail:

feranikanoviyanti@gmail.com

Editorial Office

Ambon State Polytechnic

Center for Research and

Community Service

Ir. M. Putuhena Street, Wailela-

Rumahtiga, Ambon

Maluku, Indonesia

Postal Code: 97234

ABSTRACT

Introduction: Public demands for bureaucratic accountability and efficiency require improvement of government agency effectiveness. However, fluctuating and suboptimal performance of State Civil Apparatus (Aparatur Sipil Negara/ASN) personnel remains a major challenge in achieving organizational targets and ensuring public services. This study aims to analyze the influence of work culture, workload, and employee engagement on the performance of ASN personnel at the Regional Development Planning, Research, and Innovation Agency (Bapperida) of Lamandau Regency, Central Kalimantan Province.

Methods: This quantitative explanatory study employed a census (saturated sampling) technique involving all 54 employees of Bapperida Lamandau Regency as respondents. Data were collected through a structured questionnaire using a four-point forced-choice Likert scale and analyzed through validity and reliability testing, classical assumption testing, multiple linear regression, the coefficient of determination (R^2), the t-test, and the F-test using IBM SPSS version 25/26. Results showed that work culture, workload, and employee engagement each had a positive and significant partial effect on employee performance. Collectively, the three variables also exerted a positive and significant simultaneous effect. The coefficient of determination (R^2) of 0.709 indicated that 70.9 percent of the variation in employee performance was jointly explained by work culture, workload, and employee engagement; the remaining 29.1 percent was attributable to variables outside the model, including competence, compensation, and communication. Work culture was the most dominant factor influencing performance.

Result: These findings suggest that strengthening organizational values, managing workloads appropriately, and fostering employee engagement are strategic measures for improving civil-service performance in local government planning agencies

INTRODUCTION

The Regional Development Planning, Research and Innovation Agency (Bapperida) of Lamandau Regency, Central Kalimantan Province, is a regional government unit with a strategic role in preparing development planning documents that serve as the basis for regional development implementation. To carry out this mandate, Bapperida must produce high-quality planning documents, deliver them on time, and ensure compliance with prevailing regulations, making the performance of its State Civil Apparatus (ASN) a key determinant of organizational success.

Bapperida's measurable performance targets are reflected in the completion of several strategic documents, namely the Regional Government Work Plan (RKPD), the Strategic Plan (Renstra), the Work Plan (Renja), and the Government Agency Performance Report (LKjIP). Preliminary observations show that although all these documents were completed on schedule, each required multiple rounds of revision before final approval—ten for the RKPD, eight for the Renja, six for the Renstra, and two for the LKjIP. These revisions largely stem from external factors such as cross-agency coordination, data synchronization, and adjustment to central and provincial policy changes, rather than from individual performance deficiencies. Formal performance measurement through the e-Kinerja application, based on the Employee Performance Target (Sasaran Kinerja Pegawai/SKP), generally places employee performance at the “Good” predicate, with the “Very Good” predicate achieved only in certain years when overall organizational performance exceeded the average, indicating that employee performance has not been fully optimal and tends to fluctuate over time.

Human resources (HR) are the strategic asset that most determines organizational success; without competent HR, other resources such as capital, technology, and infrastructure cannot be optimally utilized to achieve organizational goals (Dessler, 2020). Competent and professional HR is essential for organizations to adapt to a rapidly changing environment, globalization, and increasingly dynamic competition (Armstrong & Taylor, 2023). Employee performance itself is defined as the work outcome of an individual or group that conforms to established standards and contributes to organizational goal attainment (Robbins & Judge, 2023).

Employee performance is influenced by the work culture that develops within an organization. Work culture is the system of values, norms, and habits that guides employee behavior in carrying out tasks (Kurniawan & Sari, 2022); a strong work culture encourages discipline and responsibility and improves effectiveness and performance (Pratama & Widodo, 2021). Prior studies found that work culture has a positive and significant effect on ASN performance (Suhaeli et al., 2024); (Kusnadi, 2024). Within Bapperida Lamandau, work-culture phenomena can be observed in the head of the agency's direct monitoring of work progress across divisions, a consistent follow-up culture, and a habit of completing tasks ahead of deadlines.

Employee engagement refers to employees' work attachment to their organization (Noviardy, 2020), reflected in the conscious, voluntary effort employees devote to their work physically, psychologically, and emotionally to help the organization succeed (Nienaber & Martins, 2020). For ASN personnel, engagement marks a paradigm shift from merely performing administrative duties to becoming performance-oriented public servants, directly affecting service quality and public trust in government.

Given the dynamics of work culture, workload, and employee engagement observed at Bapperida Lamandau, combined with the theoretical foundations and inconsistent findings from previous studies regarding the determinants of ASN performance, further empirical investigation is warranted. This study therefore examines the partial and simultaneous effects of work culture, workload, and employee engagement on ASN performance at Bapperida Lamandau, Central Kalimantan Province

Based on this background, the research problems addressed are: (1) does work culture significantly affect employee performance; (2) does workload significantly affect employee performance; (3) does employee engagement significantly affect employee performance; and (4) do work culture, workload, and employee engagement simultaneously affect employee performance at Bapperida Lamandau Regency? Correspondingly, this study aims to empirically examine the partial and simultaneous effects of work culture, workload, and employee engagement on ASN performance and to identify the most dominant variable

LITERATURE REVIEW

Employee Performance

Employee performance is the work outcome, in terms of quality and quantity, achieved by an employee in carrying out assigned duties in accordance with the responsibilities given (Mangkunegara, 2017). Theoretically, performance can be explained through Vroom's (1964) expectancy theory, which posits that performance is the product of an employee's expectancy that effort will lead to good performance appraisal and the value the employee

places on the resulting reward, providing a theoretical basis for the hypothesized role of employee engagement in this study. According to (Robbins and Judge, 2023), performance indicators include quality of work, quantity of work, timeliness, effectiveness, and independence, while (Mangkunegara, 2017) identifies quality, quantity, cooperation, responsibility, and initiative as key indicators. This study adopts a synthesis of these indicators to measure the performance of ASN at Bapperida Lamandau Regency.

Work Culture

Work culture is the set of shared values, beliefs, and norms developed within an organization to guide members' behavior in accomplishing tasks and adapting to internal and external demands. A strong work culture functions as a social glue that unites organizational members through internalized values, so that employee behavior is driven not merely by formal instruction but by shared conviction (Sutrisno, 2019). Indicators of work culture used in this study, adapted from Kreitner and Kinicki as cited in Wayan (2022) and from (Sutrisno, 2019) comprise discipline, openness, mutual respect, and cooperation/responsibility toward assigned tasks.

Workload

Workload is defined as the volume of processes or activities that a worker must complete within a specific period, encompassing both physical and psychological workload (Krisdianto et al., 2023). An appropriate workload matched to an employee's capability and available time tends to increase enthusiasm and performance. In contrast, excessive workload leads to fatigue and stress that undermine focus and service quality. In this study, workload is measured through indicators of the target to be achieved, working conditions, use of time, and work standards.

Employee Engagement

Employee engagement is defined as a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption (Kahn, 1990; Noviard, 2020). Engaged employees voluntarily give their best effort physically, psychologically, and emotionally — to help the organization succeed (Nienaber & Martins, 2020). In this study, employee engagement is measured through vigor, dedication, absorption, and a retention-oriented indicator that captures employees' willingness and intention to remain and contribute to the organization, adapted from the turnover indicator to better reflect the employment status of ASN personnel.

RESEARCH METHODS

This study used a quantitative approach with an explanatory research design, aimed at testing hypothesized causal relationships between independent and dependent variables through objectively measured data and statistical analysis (Sugiyono, 2019); (Creswell, 2014). A cross-sectional design was adopted, whereby data were collected at a single point in time to describe the actual condition of respondents (Sekaran & Bougie, 2016). The study was conducted at the office of Bapperida, Jalan Bukit Hibul Timur No. 078, Nanga Bulik, Lamandau Regency, Central Kalimantan Province, over the period of May–June 2026.

The population comprised all 54 employees of Bapperida Lamandau Regency, consisting of both Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), both of whom are assessed under the same performance-measurement system. Because the population was relatively small, a saturated sampling (census) technique was employed, in which the entire population served as the research sample (Sugiyono, 2019); (Arikunto, 2017), yielding a final sample of 54 respondents.

Instrument quality was assessed through validity testing (Pearson product-moment correlation, compared against $r_{table} = 0.268$ at $n = 54$) and reliability testing (Cronbach's alpha, with a threshold of > 0.6). Classical assumption testing comprised the Kolmogorov–Smirnov normality test, the multicollinearity test (Tolerance > 0.10 and VIF < 10), and the heteroscedasticity test using a scatterplot of predicted values against residuals (Ghozali, 2018). Hypotheses were tested using multiple linear regression analysis:

Primary data were collected through a structured questionnaire distributed online via Google Forms, supplemented by preliminary interviews to obtain contextual information. Respondents' perceptions were measured using a four-point forced-choice Likert scale (1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree) without a neutral midpoint, in order to elicit more discriminative and decisive responses.

RESULT AND ANALYSIS

Questionnaires were distributed to and returned by all 54 employees across Bapperida's secretariat and four technical divisions. The gender composition was relatively balanced, respondents' ages were fairly evenly distributed across working-age brackets, and the majority held a bachelor's degree with varying lengths of service, indicating that the sample adequately represents the agency's workforce structure.

All 8 items measuring work culture (X1), 8 items measuring workload (X2), 8 items measuring employee engagement (X3), and 10 items measuring employee performance (Y) produced item-total correlation coefficients (r-item) greater than the r-table value of 0.268, confirming that all instrument items were valid. Reliability testing using Cronbach's alpha likewise confirmed that all four variables exceeded the 0.6 threshold, as summarized in Table 1.

Table 1
Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Result
Work Culture (X1)	0.791	> 0.6	Reliable
Workload (X2)	0.863	> 0.6	Reliable
Employee Engagement (X3)	0.786	> 0.6	Reliable
Employee Performance (Y)	0.813	> 0.6	Reliable

The Kolmogorov–Smirnov test produced a significance value greater than 0.05, indicating that the regression residuals were normally distributed. The scatterplot of standardized predicted values against standardized residuals showed points randomly scattered around zero with no discernible pattern, indicating the absence of heteroscedasticity. The multicollinearity test, summarized in Table 3, confirmed that all independent variables had Tolerance values above 0.10 and VIF values below 10, indicating no multicollinearity among the predictors.

Table 2
Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Work Culture (X1)	0.694	1.441	No multicollinearity
Workload (X2)	0.926	1.080	No multicollinearity
Employee Engagement (X3)	0.690	1.448	No multicollinearity

The multiple linear regression results, together with the partial (t-test) results, are presented in Table 3

Table 3
Multiple Linear Regression and t-Test Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	-0.783	3.578	-	-0.219	0.828
Work Culture (X1)	0.804	0.114	0.645	7.038	0.000
Workload (X2)	0.198	0.090	0.174	2.200	0.032
Employee Engagement (X3)	0.268	0.117	0.210	2.291	0.026

The resulting regression equation is $Y = -0.783 + 0.804X_1 + 0.198X_2 + 0.268X_3 + e$. All three independent variables show positive, statistically significant partial effects on employee performance at the 5 percent significance level: work culture ($t = 7.038$; $\text{Sig.} = 0.000 < 0.05$), workload ($t = 2.200$; $\text{Sig.} = 0.032 < 0.05$),

and employee engagement ($t = 2.291$; $\text{Sig.} = 0.026 < 0.05$). H1, H2, and H3 are therefore all accepted. The standardized coefficients (Beta) indicate that work culture (0.645) contributes the largest and most dominant effect on performance, followed by employee engagement (0.210) and workload (0.174).

Table 4 presents the results of the simultaneous (F) test and the coefficient of determination.

Table 4
F-Test and Coefficient of Determination

Statistic	Value
F-count	40.549
Sig. (F)	0.000
R (multiple correlation)	0.842
R Square (R^2)	0.709
Adjusted R Square	0.691

The F-test yields $F = 40.549$ with a significance value of $0.000 < 0.05$, indicating that work culture, workload, and employee engagement simultaneously exert a significant effect on employee performance; H4 is therefore accepted. The coefficient of determination (R^2) of 0.709 shows that 70.9 percent of the variation in employee performance is jointly explained by the three predictors, while the remaining 29.1 percent is attributable to variables outside the model, such as competence, compensation, and communication.

The finding that work culture has the strongest positive and significant effect on performance (H1 accepted) is consistent with Suhaeli et al. (2024) and Kusnadi (2024), both of whom found that a strong work culture reflected in discipline, openness, mutual respect, and cooperation enhances the effectiveness and productivity of civil servants. At Bapperida Lamandau, this is manifested through the head of agency's routine follow-up on task progress, cross-divisional coordination in preparing planning documents, and a demonstrated tendency to complete tasks ahead of schedule, all of which appear to translate directly into stronger employee performance.

The significant positive effect of workload (H2 accepted) aligns with Cahyani (2023), Hamizar (2020), and Saputri (2024), though it contrasts with Pradana (2024), who reported a positive but non-significant effect. The positive direction found in this study suggests that, up to a proportional point, workload functions as a challenge stressor: demanding yet attainable targets — such as the high accuracy standards required for regional planning and research data — can sharpen employees' focus, discipline, and efficiency rather than diminishing their performance, provided the demands remain within manageable limits.

The significant effect of employee engagement (H3 accepted) supports Cahyani (2023) and Haedar et al. (2021), who found direct positive effects of engagement on performance, while offering a contrasting emphasis to Amaliyatus et al. (2023), where engagement operated mainly as an intervening variable. In this study, engagement — reflected in employees' sense of pride, dedication, and psychological absorption in tasks perceived as meaningful and challenging — appears to translate directly into stronger performance outcomes among Bapperida's ASN personnel.

Finally, the significant simultaneous effect of the three variables (H4 accepted), with an R^2 of 0.709, confirms that employee performance in a regional planning agency is best understood as the joint outcome of a supportive work culture, a proportionally managed workload, and a psychologically engaged workforce, rather than any single factor in isolation. This underscores the importance of integrated human-resource policies that simultaneously strengthen organizational values, manage task distribution, and nurture employees' emotional attachment to their work.

CONCLUSION

Based on the results of data analysis and hypothesis testing, four conclusions are drawn. First, work culture has a positive and significant effect on the performance of ASN at Bapperida Lamandau Regency and is the most dominant predictor among the three variables studied. Second, workload has a positive and significant effect on employee performance, indicating that a proportionally managed workload can function as a challenge that improves rather than undermines performance. Third, employee engagement has a positive and significant effect on employee performance, highlighting the value of psychological attachment and dedication among civil servants. Fourth, work

culture, workload, and employee engagement simultaneously and significantly affect employee performance, jointly explaining 70.9 percent of its variation.

These findings imply that Bapperida's leadership and the Lamandau Regency Government should pursue an integrated human-resource strategy rather than isolated interventions: strengthening cross-sectoral coordination and communication to reinforce a positive work culture; providing capacity-building programs, clear standard operating procedures, and adequate analytical tools to help employees manage demanding data-accuracy standards without triggering distress; and implementing transparent, meaningful recognition and development opportunities to sustain employee engagement.

This study is limited by its reliance on an online, self-reported questionnaire, which may be subject to response bias and did not allow the researcher to directly observe respondents' reactions while completing the instrument. Future research is encouraged to broaden the range of predictors examined (e.g., leadership style, compensation, or the physical work environment), to extend the scope of analysis to other regional government units for greater generalizability, and to adopt mixed-methods designs that combine in-depth interviews with survey data to more deeply capture the psychological dynamics underlying engagement and workload-related stress among civil servants.

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