

BSTRAK

Penelitian ini bertujuan untuk menganalisis peran *employee engagement* sebagai variabel mediasi dalam pengaruh budaya kerja dan kepemimpinan terhadap kinerja Aparatur Sipil Negara (ASN) di lingkungan Pemerintah Kabupaten Situbondo, mengingat masih ditemukannya permasalahan kinerja ASN yang belum optimal. Penelitian ini menggunakan pendekatan deskriptif kuantitatif dengan populasi sebanyak 6.702 pegawai, dan sampel penelitian berjumlah 100 responden yang ditentukan menggunakan rumus Slovin dengan teknik purposive sampling. Data dikumpulkan melalui kuesioner, wawancara, observasi, dan studi pustaka, kemudian dianalisis menggunakan Structural Equation Modeling (SEM) dengan aplikasi WarpPLS 8.0. Hasil penelitian menunjukkan bahwa budaya kerja berpengaruh signifikan terhadap *employee engagement* dan kinerja pegawai, sedangkan kepemimpinan tidak berpengaruh signifikan terhadap *employee engagement* namun berpengaruh signifikan secara langsung terhadap kinerja pegawai. *Employee engagement* terbukti berpengaruh signifikan terhadap kinerja pegawai serta mampu memediasi pengaruh budaya kerja terhadap kinerja ASN secara signifikan. Sebaliknya, *employee engagement* tidak mampu memediasi pengaruh kepemimpinan terhadap kinerja pegawai. Temuan ini mengindikasikan bahwa budaya kerja yang positif menjadi faktor kunci dalam membangun keterikatan pegawai yang selanjutnya berdampak pada peningkatan kinerja ASN. Penelitian ini memberikan implikasi praktis bagi Pemerintah Kabupaten Situbondo untuk lebih memprioritaskan penguatan budaya kerja dan peningkatan *employee engagement* sebagai strategi utama dalam meningkatkan kinerja ASN secara berkelanjutan.

Kata Kunci: *employee engagement*; budaya kerja; kepemimpinan; kinerja ASN

ABSTRACT

This study aims to analyze the role of employee engagement as a mediating variable in the influence of work culture and leadership on the performance of State Civil Apparatus (ASN) in the Situbondo Regency Government, considering that ASN performance problems are still found to be suboptimal. This study uses a quantitative descriptive approach with a population of 6,904 employees, and a research sample of 100 respondents determined using the Slovin formula with a purposive sampling technique. Data were collected through questionnaires, interviews, observations, and literature studies, then analyzed using Structural Equation Modeling (SEM) with the WarpPLS 8.0 application. The results of the study indicate that work culture has a significant effect on employee engagement and employee performance, while leadership does not have a significant effect on employee engagement but has a significant direct effect on employee performance. Employee engagement is proven to have a significant effect on employee performance and is able to significantly mediate the effect of work culture on ASN performance. Conversely, employee engagement is unable to mediate the effect of leadership on employee performance. These findings indicate that a positive work culture is a key factor in building employee engagement which subsequently has an impact on improving ASN performance. This research provides practical implications for the Situbondo Regency Government to prioritize strengthening work culture and increasing employee engagement as key strategies for sustainably improving civil servant performance.

Keywords: employee engagement; work culture; leadership; civil servant performance

