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Effect of Organizational Culture, Employee Competency on Self Efficacy and Employee Engagement in Human Resources Development Agency (BPSDM)

Ministry of Law and Human Rights Republic of Indonesia

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ABSTRACT

Human Resources Development Agency (BPSDM) Ministry of Law and Human Rights Republic of Indonesia is a supporting agency in the Ministry of Law and Human Rights which is in charge of developing human resources in the field of law and human rights. As a supporting unit for the main task of BPSDM, the Ministry of Law and Human Rights of Republic of Indonesia improves the quality of law and human rights apparatus to be professional and have a high level of engagement to provide excellent service. Self-Efficacy and work engagement are important aspects for those who are responsible for improving leadership quality. Self-efficacy and engagement contribute positively to this function because they influence performance through mechanisms such as choices, efforts, performance, initiative and extra role behaviour. This study aims to analyse the effect of jointly the antecedent variables of self - efficacy and employee engagement. The study involved 221 employee respondents at BPSDM Ministry of Law and Human Rights Republic of Indonesia for group III. The study was conducted from February 2018 to May 2020. Analysis of the data was using the LISREL Structural Equation Modelling of self-efficacy and employee engagement. The results showed that organizational culture had no significant effect on self -efficacy and employee engagement, while organizational culture had a significant effect on employee competency. Employee Competence had a significant effect on self-efficacy and employee engagement. Self-efficacy significantly influenced employee engagement. Implications of the results of this study, BPSDM Ministry of Law and Human Rights Republic of Indonesia needs to develop employee competency attributes that can improve self-efficacy. This needs to be done given that self-efficacy will affect the degree of engagement of BPSDM employees to the Indonesian Ministry of Law and Human Rights.

Keywords: Employee Engagement; Self-Efficacy; Organizational Culture; Employee Competency

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INTRODUCTION

In reformation era, quality of human resource in law is required to have maturity of mind, culture, ethic and conscience in implementing and performing fundamental value of law. Each employee possesses a distinct level of employee engagement in a workplace. Employee engagement means a concept of person relating to how an employee dedicates to his workplace, fidelity, responsibility, and performance inside and outside working hours. According to Truss et al. (2011), dissimilarity between 'doing' and 'being' engagement shows that employee engagement is a theme demanded to be implemented, perceived equally, and developed as a concept. Abraham Maslow states that each person is supposed to meet basic needs such as security and shelter before desiring to grow. At the end, employee engagement plays an important role in identifying someone's engagement level and motivation at work. By having this information, management is believed to be able to create a working condition which supports employees to develop their ability and achieve vision, mission, and goal in a workplace (Wirotama, 2017). Although employee engagement is invisible, it is crucial for employer to take it into account as it might restrain an organization from achieving its goal. Moreover, employee engagement could be worse if both employer and co-workers are ignorant each other. Employee engagement in Human Resources Development Agency (BPSDM) of Ministry of Law and Human Rights Republic of Indonesia is obviously as same as Indonesian condition thoroughly. Ministry of Law and Human Rights Republic of Indonesia has an organizational behaviour; that is KAMI PASTI (we are sure) which stands for Professional, Accountable, Synergic, Transparent, and Innovative. These behaviours become a fundamental procedure for all units in Ministry of Law and Human Rights Republic of Indonesia including Human Resources Development Agency (BPSDM) (Marjoeki, 2016). Employee engagement has been appealing for academics and developed by human resource practitioners (Albert, 2010) though it is newly discovered (Macey, 2009). It is defined as employee's positive feeling and point of view, and characterized as remarkable resilience, vigour, enthusiasm, dedication, and absorption (Luh & Suwandana, 2016).

One thing which affects employee engagement is employees' perception of work and other aspects relating to their work. The perception shows employees' confidence in completing their task. Employees' self -efficacy toward their power or ability is to reach a success so that they are able to work harder, be more enthusiastic, and perform their best. Self-efficacy and work engagement are goals for those who are responsible for increasing a leadership quality. Self-efficacy and engagement contribute positively as these affect employees' performance through some processes such as choices, efforts, performances, initiatives, and other roles (Federici & Skaalvik, 2011). Self-efficacy in socio-cognitive theory is seen as belief and situation of someone's ability, then this concept is expanded in research of personality and organization focusing on general self-efficacy. General self-efficacy reflects a tendency to recognise oneself as a person having ability to affect environment successfully and to reach goal in all aspects and situations. People with low general self-efficacy tend to be more stressed and fatigue than those who have high general self-efficacy since low general self-efficacy people are more likely to define an ambiguous situation as an anxiety, besides elucidate a failure at work and academic as a threat rather than a challenge. In an organizational literature, general self-efficacy represents disposition of 'core self-evaluation' connected to various indicators of work welfare and job performance (Lauermann, 2016). Self-efficacy is a belief occurring due to self-confidence in carrying out a task to attain a success. Confidence correlates with employees' motivation to feel more optimistic on ability. Self-efficacy is significantly important for employees, by increasing their own ability, to fulfil their task so that a company could run optimally. Therefore, self-efficacy is needed to pursue employees work well and perform best performance.

Trilolita et.al (2017) affirm that self-efficacy can be seen from three scopes. First is self-efficacy level of each person in finishing task. This varies in terms of task difficulty. Individual has high self-efficacy both on simple and complicated task, but individuals with high self-efficacy tend to take more complex task in accordance with their ability. The second relates to individual's mastery in certain field (generality). Individuals are able to declare themselves to have self-efficacy on either many activities or merely on certain domains. People with high self-efficacy could master many fields at once to finish a task while those with low self-efficacy are only proficient in some field to complete a task. Third is strength. This scope emphasizes strength level and stability toward belief. Self-efficacy indicates that an action results in what is expected since self-efficacy is a basis in making a hard effort, in solving a problem indeed. Form the aforementioned explanation, it can be said that self-efficacy covers three areas: level, generality, and strength.

Organizational culture or organizational behaviour is an invisible social power which could lead people to work in an organization. Every person unconsciously learns a culture in an organization. A strong organizational

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culture supports company goals, otherwise it inhibits. In an organization with a strong organizational culture, values are deeply embraced and implemented by most of members (Ustrina, 2010). Civil servants, according to Law Number 5 of 2014 concerning Public Servants, are government officials and Government Workers with Agreement who work in governmental department, in other words, they become core element of human resource determining the success of government operation. In this globalization era, only is an organization with a continuous improvement in members competitiveness able to survive and develop. Marjoeki (2016) affirms that organizational behaviour (culture) refers to a shared system applied by members which distinguishes an organization from others. Seven main characteristics of fundamental organizational culture involve: 1) Innovation and risk taking. It means to what extent employees are encouraged to take a risk and be innovative; 2) Attention to detail which implies the extent to which employees show accuracy and analysis, and; 3) Result orientation which defines how management focuses on result rather than process; 4) People orientation in which management decision considers the impact of outcome on people in an organization; 5) Team orientation deals with how activities are organised in team rather than individual; 6) Aggressiveness means how people become competitive instead of relaxed; 7) Stability. This shows activity in an organization emphasizing status quo different from growth. Each characteristic exists on a continuum from low to high. Assessing an organization through these characteristics provides an illustration of organizational culture, members' perspective on their organization, how things are done, and how they should behave (Robbins & Judge, 2013). An organization could develop better than other organization though both organizations focus on the same field now that the organization has a unique organizational culture in terms of norm, value, belief, and philosophy held by each member and a prevailing custom.

Being a public servant is certainly not a short time for civil servants as they should lead themselves to attend programme and join training to improve. Civil servants should have a good mindset in facing a strong competition. Those who are able to cope with a strong competition are those with these competencies: 1) technical competency measured from the level and specialization of education, functional technical training and technical work experience; 2) managerial competency measured from level of education, structural or management training and leadership experience; 3) socio-cultural competency measured from work experience relating to pluralism of society in terms of religion, ethnicity, culture and nationalism perspective (Marjoeki, 2016). Competency is identified through minimal work as a result of ability while ability is an outcome of applying knowledge, skills and behaviour thoroughly to create a competency. Therefore, before achieving a competency which is indicated by a good performance, an employee should improve knowledge, skill and attitudes. This improvement can be obtained through education or training. To develop a competent employee, employer should involve employees in making a decision in which it provides a sustainable learning environment of required skills. When employees have a clear idea regarding expectation and strategic goals of an organization, task and work will be arranged based on expected goals. This provides job satisfaction to employees and increases their commitment to both individual and team work entirely. Loyal competent employees could increase company potential success as they improve work efficiency and reduce waste (Osei & Ackah, 2015).

RESEARCH QUESTIONS

This study attempts to answer the following research questions: (1) Does organizational culture affect self-efficacy in Human Resources Development Agency (BPSDM) Ministry of Law and Human Rights Republic of Indonesia (HAM RI)? (2) Does employee competency affect self-efficacy in BPSDM HAM RI? (3) Does organizational culture affect employee engagement in BPSDM HAM RI? (4) Does employee competency affect employee engagement in BPSDM HAM RI? (5) Does self-efficacy affect employee engagement in BPSDM HAM RI? (6) Does organizational culture affect employee competency in BPSDM HAM RI?

RESEARCH NOVELTY

The novelty of this study employs exogenous variable organizational culture, endogenous variable employee competency, self-efficacy to analyse employee engagement variable. Other researchers studied employee engagement using some exogenous variables and applied a distinct analysis method. Never did previous researches discuss organizational culture, employee competency on self-efficacy and employee engagement either methodically or practically, on that account, the novelty of this study not only contributes to the model but also the literature of

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those topics.

LITERATURE REVIEW

Employee engagement is often associated with the performance of a result of an organization; the higher the employees involve, the more improved the employees' performance are. Employee engagement is in line with employee who has a high moral value. Besides a vigour, dedication to an organization and to every process running in an organization could lead employee possess absorption and effectivity in every work they face (Andrianto & Alsada, 2019). Hewit (2008) asserts that employee engagement is a positive attitude of employee and organization (commitment, involvement, and engagement) to cultural values and achievement of an organization (Budiastuti, 2018). Schaufeli and Bakker in Bakker and Leiter define employee engagement as a positive and satisfying mind related to work shown through a vigour, dedication, and absorption. In an engagement, fulfilment contrasts with an emptiness of life as exhaust. Vigour is characterised by a high level of energy and mental endurance at work. Dedication refers to someone's strong engagement, significant, and enthusiasm at work. Absorption is shown through a focus and enjoyment at work (Leiter, 2010). Self-efficacy is a key element of social cognitive theory. Bandura defines self-efficacy as people's assessment on their own ability to arrange and run actions needed to achieve certain performance. A belief of self-efficacy affects the way people react and is a conceptual element in recognizing others in different context. Self-efficacy is one's belief of what to achieve in certain context, not an assessment of his own ability (Federici & Skaalvik, 2011). Bandura divides self-efficacy indicators into three: level, generality, and strength. 1) Magnitude or level indicator: it refers to level of difficulty of the task that a person is able to handle. Self-efficacy level of each person is different one from others while level of task difficulty, either complex or not, determines one's self-efficacy. In one task, if there is no significant obstacle to deal with, then the task will be easy, and every person must have a high self-efficacy on this. For example, Bandura explains the belief of ability to jump that an athlete has. An athlete believes that he is able to jump over a barrier wood on different heights which means everyone could improve and enhance his self-efficacy by facing more challenging and complex task. 2) Generality indicator. It means a various situation in which a self-efficacy can be applied. One could assess his own self-efficacy either on many tasks or merely certain. The more someone applies his self-efficacy on different situations, the higher his self-efficacy level is. Situations in general vary in terms of its dimensions including the similarity level of activity, feeling in which ability (behaviour, cognitive, affective), qualitative characteristics of situation, and individual characteristic refer to. 3) Strength indicator. It correlates with someone's self-efficacy when facing a task or problem. A weak self-efficacy could be easily omitted with anxious experience when handling a task, otherwise, it could be a strong persistent despite of infinite challenges. This dimension includes level of one's stability toward his own belief. Hence, this stability determines one's perseverance and persistency. From the explanation, it can be concluded that self-efficacy dimensions cover: task difficulty level faced by individuals and their belief in solving it, various activity so that an assessment of self-efficacy can be applied, and one's strength of self-efficacy in dealing with problem (Bandura, 2009). Self-efficacy is situational and contextual, depends on how the situation is and in what context. Dimensions of self-efficacy covers: 1) level, how far a person could determine difficulty level in fulfilling a task. Assessment of this aspect can be seen from several things; whether an individual could create a challenging target and achieve it though it is hard, and whether an individual could recognise his interest and ability to choose an appropriate job. 2) strength, how strong and confident a person could be seen from his consistency in accomplishing task. This aspect can be measured through increasing effort in failure, belief in finishing task, calmness in facing a hard task, and his commitment in achieving a target. 3) generality, how one could generalise task and previous experience in handling a work, for example, he could make an experience as challenge or failure. This aspect is supposed as a good thing if someone believe that his previous experience helps his current job, responds various situation well, and as a path to success (Adianita, Mujanah, & Candraningrat, 2017). Organizational culture means system of shared meaning held by members that distinguishes an organization from others. Seven main characteristics seem to describe the essence of organizational culture: 1) Innovation and risk taking. It means to what extent employees are encouraged to take a risk and be innovative; 2) Attention to detail which implies the extent to which employees show accuracy and analysis, and; 3) Result orientation which defines how management focuses on result rather than process; 4) People orientation in which management decision considers the impact of outcome on people in an organization; 5) Team orientation deals with how activities are organised in team rather than individual; 6) Aggressiveness means how people become competitive instead of relaxed; 7) Stability. This shows activity in an organization emphasizing status quo different from growth. Each characteristic exists on a continuum from low to high. Assessing an organization through these

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characteristics provides an illustration of organizational culture, members' perspective on their organization, how things are done, and how they should behave (Robbins & Judge, 2013). Organizational culture is what employees feel and how this perspective creates trust, value, and expectation. Edgar Schein defines culture as a pattern of basic assumption – discovered or developed by certain group when the group learns to solve a problem of external adaptation and internal integration – which has worked well to be considered as valid, hence, it is taught to new employee as an appropriate way to comprehend, think, and feel in terms of the problem (Gibson, Ivancevich,

Donnelly, 2012). The role of culture in affecting employee behaviour is increasingly important at workplace today, the shared meaning given by a strong culture ensures that all employees are directed to the same way, culture increases organizational commitment and improves employee behaviour consistency. Indicators measured for organizational culture are a) innovation and risk taking, b) attention to details, c) result orientation, d) people orientation, e) team orientation, f) aggressiveness, and g) stability (Tumbelaka, Alhabsji, & Nimran, 2016). Competency is a basic characteristic for individual to contribute to job performance or role and success of organization. Specific competency for certain work is a familiar requirement set through work requirement, work analysis. Competency requirement could go beyond specific job for some job, general job, or a whole organization. This competency is more general, for instance technical expertise or adaptability (Heneman, Judge, 2015). Competency is indicated by a good work minimally as ability result. Ability is a result of applying knowledge, skill, behaviour and basis for achieving competence. Therefore, before achieving a competence indicated by a good work, someone should make an improvement of knowledge, skill, and behaviour. One of the improvements can be made by taking education, joining training and others. This means basically everyone has a competence. Then, through an appropriate effort and means, ability can be developed through education and training or experience in order to create an effective competence to achieve organization goals. Ability can be a form of knowledge, general knowledge regarding work and position. Skill is mastery a knowledge of general and specific skill. Attitude means one's mental condition towards an object relating to his job. Competence covers: 1) technical competence; knowledge and skill: to accomplish agreed outcome, ability to think about problem and a new alternative. 2) conceptual competence; ability to frame a big picture in examining expectations and changing perspective. 3) competence to live dependently, to interact effectively to others including ability to hear, communicate, and get a new alternative, see a whole organization effectively (Damayanti, 2017). Three main components in competence formation are knowledge, ability, and attitude. Knowledge is an employee's information to do his job and responsibility in taking his job. Employee's knowledge also determines whether an assigned job will be successful; employee who has a sufficient knowledge will improve a company's efficiency. (Adianita et al., 2017).

METHODOLOGY

RESEARCH AND DESAIN

To find out the answer of research problems and to reach research objective, this study was designed to employ quantitative research method. Quantitative research showed the use quantitative data to analyse the occurred phenomenon. Quantitative data used was data on nominal and interval scale in which respondents' answers in qualitative were converted into quantitative form. The data obtained was analysed and examined using multivariate Structural Equation Model (SEM) 8.8 programme. According to Ghozali, SEM is a combination of two separate statistical methods, namely factorial analysis develops in psychology and psychometrics and simultaneous equation modelling in econometrics (Haryanto, 2017). This study involved five variables in which data came from observational studies of a sample group in BPSDM HAM RI. Questioners were designed structurally and spread out to participants who represented population by answering each question asked simultaneously. Free variables or exogenous variables consisted of organizational culture/behaviour, employee competence, and self-efficacy as moderating variable. Because employee engagement as endogenous variable, research constellation was developed into research design using SEM Listel on unidimensional first order construct where the relationship was reflective between latent variable and indicator, where all relationships were recursive.

SAMPLE AND POPULATION

Population in this study were all employees in BPSDM HAM RI for Group III (three). The total number

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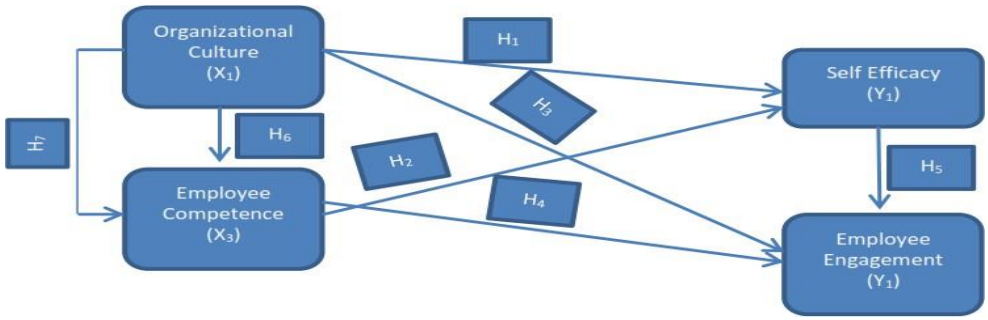
of group III employees by 2008 was 221. Sample in this research applied non-probability sampling through saturated sampling based on criteria stated by Sugiyono (2007) that saturated sampling was sampling technique when all members of population were employed. In other words, it was census.

HIPOTHESIS

Subsequent research hypothesis was organised into the following statistical hypothesis: H_1: $\gamma\eta_1\ \xi_1 > 0$, = there is a significant development of the influence of organizational culture variable (ξ_1) on self-efficacy (η_1). H_2: $\gamma\eta_1\ \xi_2 > 0$, = there is a significant development of the influence of employee competence variable (ξ_2) on self-efficacy (η_1). H_3: $\gamma\eta_2\ \xi_1 > 0$, = there is a significant development of the influence of organizational culture variable (ξ_1) on employee engagement ($\eta 2$). H_4: $\gamma\eta_2\ \xi_2 > 0$, = there is a significant development of the influence of employee competence variable (ξ_2) on employee engagement (η_2). H_5: $\gamma\eta_2\ \eta_1 > 0$, = there is a significant development of the influence of self-efficacy ($\eta 1$) on employee engagement ($\eta 2$). H_6: $\gamma\xi 1\ \xi 2 > 0$, = there is a significant development of the influence of organizational culture variable ($\xi 1$) on employee competence (ξ_2).

PLACE AND TIME OF RESEARCH CONDUCTED

This research was carried out at BPSDM HAM RI. The study was conducted since February 2018 to May 2020 through some steps starting from observation, consultation with BPSDM HAM RI leader, followed by pre-survey to find out problem of the discussed topic, then spread out questioners to examine the instruments and finally distributed the questioners to all 221 respondents of group III.



Picture 1.1 Kostelac Model among variables

Table 1.1 Validity Construct Result Measurement

Dimension	Variable	Loading Factor	T score	Note
Innovation and risk taking	Organizational culture	0,60	9,23	Accepted
Attention to detail		0,65	10,44	Accepted
Result orientation		0,76	12,55	Accepted
People orientation		0,74	12,41	Accepted
Team orientation		0,65	10,37	Accepted
Aggressiveness		0,69	10,85	Accepted
Stability		0,57	8,97	Accepted
Intellectual competence		0,91		Accepted

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Emotional competence	Employee competence	0,74	12,93	Accepted
Social competence		0,81	12,86	Accepted
Level	Self-efficacy	0,88		Accepted
Generality		0,90	17,42	Accepted
Strenght		0,84	13,59	Accepted

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Dimension	Variable	Loading Factor	T score	Note
Vigor	Employee engagement	0,85		Accepted
Dedication		0,94	16,71	Accepted
Absorption		0,75	12,88	Accepted

Source: SEM Lisrel result

Table 1.2. Construct Reliability dan Variance Extracted Result

Variable	*Standard Loading*	*Error*	*Construct Reliability*				*Variance Extracted*		
			∑ *STd. Loading*	(∑ STd. Loading)²	∑ *Error*	CR score	*Standard Loading²*	∑ (Std. Loading)²	VE score
Organizational culture									
Innovation and risk taking	0,60	0,64	4,66	21,72	3,85	**0,85**	0,36	3,14	**0,45**
Attention to detail	0,65	0,57					0,42		
Result orientation	0,76	0,42					0,58		
People orientation	0,74	0,45					0,55		
Team orientation	0,65	0,58					0,42		
Aggressiveness	0,69	0,52					0,48		
Stability	0,57	0,67					0,33		
Employee competence									
Intellectual competence	0,91	0,16	2,46	6,05	0,95	**0,86**	0,83	2,04	**0,70**
Emotional competence	0,74	0,45					0,55		
Social competence	0,81	0,34					0,66		
Self-efficacy									
Level	0,88	0,23	2,62	6,86	0,73	**0,90**	0,77	2,29	**0,76**
Generality	0,90	0,20					0,81		
Strenght	0,84	0,30					0,71		
Employee engagement									
Vigor	0,85	0,28	2,54	6,45	0,84	**0,88**	0,72	2,16	**0,72**
Dedication	0,94	0,12					0,88		
Absorption	0,75	0,44					0,56		

Source: SEM Lisrel data

Table 1.3 Structural Equation Model

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No	Structural Equation Model
1	CP = 0.12* OC, Errorvar.= 0.34 , R^2 = 0.66 (0.10) (0.060) 1.16 5.75
2	SE = 0.29*CP - 0.060*OC, Errorvar.= 0.29 , R^2 = 0.71 (0.12) (0.13) (0.058) 2.41 -0.46 5.04
3	EE = - 0.0038*CP + 0.41*SE - 0.18*OC, Errorvar.= 0.56 , R^2 = 0.44 (0.14) (0.14) (0.14) (0.079) -0.027 2.90 -1.30 7.09

Source: SEM result

Table 1.4 Goodness of Fit Analysis

Group	*Indicator*	*Value*	Note
1	*Degree of Freedom*	113	*Good fit*
	Chi Square	200,59	
	NCP	87,59	
	Confidence Interval	51.98 ; 131.06	
2	RMSEA	0,059	*Marginal Fit*
	Confidence Interval	0.046 ; 0.073	
	P Value	0,12	
3	ECVI *Model*	1,44	*Good fit*
	ECVI *Saturated*	1,55	
	ECVI *Independence*	26,58	
	Confidence Interval	1.28 ; 1.64	
4	AIC *Model*	316.59	*Good fit*
	AIC *Saturated*	342.00	
	AIC *Independence*	5847.92	
	CAIC *Model*	571.69	*Marginal Fit*
	CAIC *Saturated*	1094.09	
	CAIC *Independence*	5927.09	
5	NFI	0.96	*Good fit*
	CFI	0.98	
	NNFI	0.98	
	IFI	0.98	
	RFI	0.95	
	PNFI	0.71	
6	*Critical N*	153.71	*Marginal Fit*
7	GFI	0.91	*Good Fit*
	AGFI	0.86	
	PGFI	0.60	

Source: SEM result

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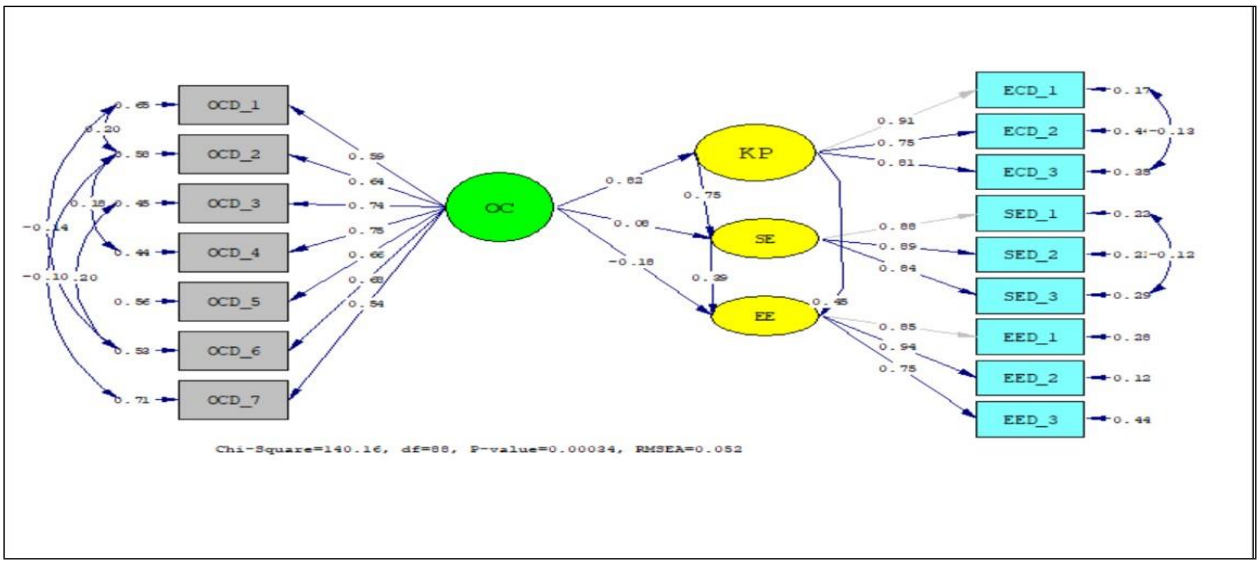
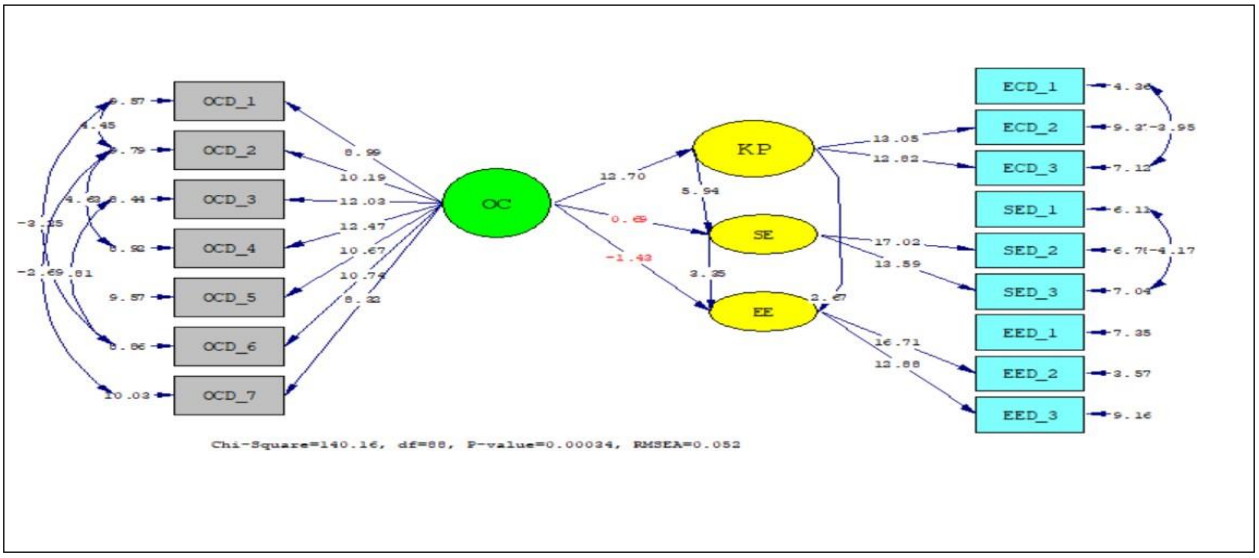


Picture 1.2 Path Diagram Standardized Solution



Picture 1.3 Path Diagram T-Value

Tabel 1.5 Pengujian Hipotesis Model Penelitian

Hypothesis	Hypothesis	*T-Value score*	Note
H_1	There was a negative and insignificant effect of organizational culture variable on self-efficacy	0,69	Data did not support hypothesis
H_2	There was a significant effect of employee competence variable on self-efficacy	5,94	Data supported hypothesis

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H_3	There was a negative and insignificant effect of organizational culture variable on employee engagement	-1,43	Data did not support hypothesis
H_4	There was a significant effect of employee competence variable on employee engagement	2,67	Data supported hypothesis
H_5	There was a significant effect of self-efficacy variable on employee engagement	3,35	Data supported hypothesis
H_6	There was a significant effect of organizational culture variable on employee competence	12,70	Data supported hypothesis

Source: SEM Lisrel data

RESULTS AND DISCUSSION

Discussion of the result of the next research was towards analysis result of structural model using Lisrel. Endogenous variable of employee engagement, self-efficacy, employee competence and exogenous variable of organizational culture. On the first hypothesis testing, it was found that result of analysis did not support hypothesis (H_1). It meant there was a effect and insignificant organizational culture on self-efficacy. It is because organizational culture is not a standard to improve self-efficacy of each employee. This also happens because of various things. One of them is a thing related to ministry's bureaucratization in which managerial aspect is often not successful in motivating employee to reach individual goals. It results in inefficient use of resource owing to lack of commitment and inequality of information. The second hypothesis (H_2) revealed that employee competence strengthened self-efficacy. This indicated that a good employee competence was able to enhance self-efficacy of employee in BPSDM HAM RI. Employee competence based on emotional competence is from self-confidence which is said to believe that a good attitude would support the completion of work that requires cooperation, would build general self - efficacy by showing self-confidence in all learning processes, would have strong belief on self-potency in completing task, and would have commitment of every employee in accomplishing task in BPSDM HAM RI. Based on the average age 38 above and more than 9 years length of work in Group III, it shows that employee competence which is seen based on intellectual, emotional, and social could build employees' high self-efficacy so it will have an impact on progress of work units in BPSDM HAM RI. In the fourth hypothesis (H_3), it proved that analysis result did not support the hypothesis; there was a negative and insignificant effect of organizational culture on employee engagement. Organizational culture is not a basis of employee engagement in BPSDM HAM RI since organizational culture is easy to be adapted by each employee. The insignificant influence of organizational culture on employee engagement can be caused by various things. One of them is things related to BPSDM HAM RI bureaucratization in which managerial aspect often do not successfully motivate employee to reach goal. This is as a result of insufficient usage of resource when there is a lack of competence and inequality of information. The fifth hypothesis. The fourth hypothesis found that analysis result supported the hypothesis. This meant that there was a significant effect of employee competence on employee engagement. An employee with a good competence is able to enhance employee engagement in BPSDM HAM RI. Employee competence based on emotional competence is based on self - confidence which is stated that a good attitude to others would support the completion of work requiring cooperation and would build employee engagement on absorption by focusing on doing task of employee in BPSDM HAM RI. In the seventh hypothesis (H_5), it was found that analysis result supported the hypothesis; there was an effect of self-efficacy on employee engagement. A high self-efficacy increased employee engagement. General self-efficacy using experience as a step to reach a success and showing self-confidence throughout learning processes could build employee engagement, besides based on strength such as having a strong belief about self-potency in completing task and having commitment to complete task well could also increase employee engagement by utilizing full concentration in accomplishing task. This showed that BPSDM HAM RI was able to provide self-efficacy to employees. Self-efficacy is a main point in human resource activity; without self-efficacy, employee engagement cannot be established. Self-efficacy based on strength or power having self-confidence on self-potency in accomplishing task through a strong self-confidence on employees' self-potency in finishing task could increase employee engagement in BPSDM HAM RI. The eighth hypothesis (H_6) it was found that analysis result supported it; there was an effect of organizational culture on employee competence. A good organizational culture improved employee competence. It revealed that BPSDM HAM RI had applied organizational culture needed by employee in order that employee competence in BPSDM HAM RI became better. Organizational culture based on people orientation is an effect delivered by employee who work seriously and based on aggressiveness, competitiveness;

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employees coordinate with colleagues and leader so that it would improve employee competence in BPSDM HAM RI. Based on aforementioned analysis, the novelty of this study is the measurement of self-efficacy and employee engagement found in employee competence with intellectual, emotional, and social competence.

CONCLUSION

From the explanation above, it can be concluded as follow: the influence of organizational culture has not been developed on self-efficacy, the influence of organizational culture has been developed on self-efficacy, the influence of employee competence has been developed on self-efficacy, the influence of organizational culture has not been developed on employee engagement, the influence of employee competence has been developed on employee engagement, the influence of self-efficacy has been developed on employee engagement, and the influence of organizational culture has been developed on employee competence.

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